

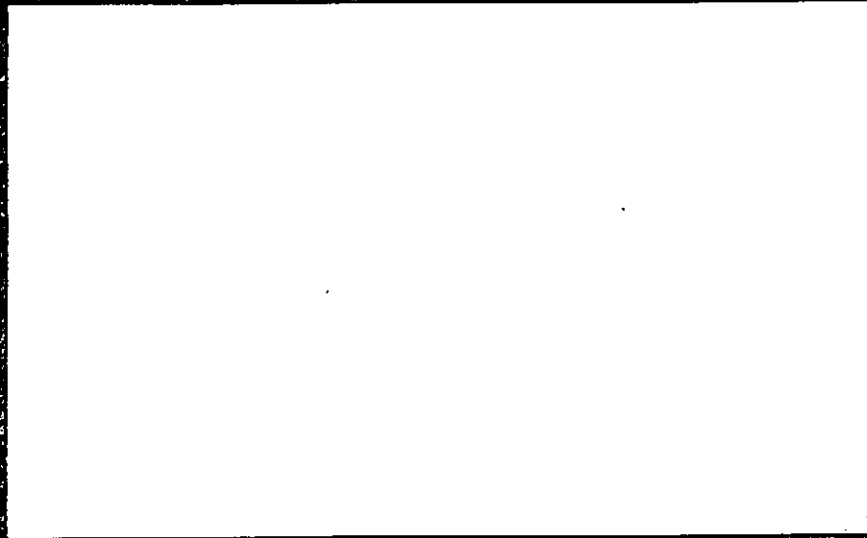
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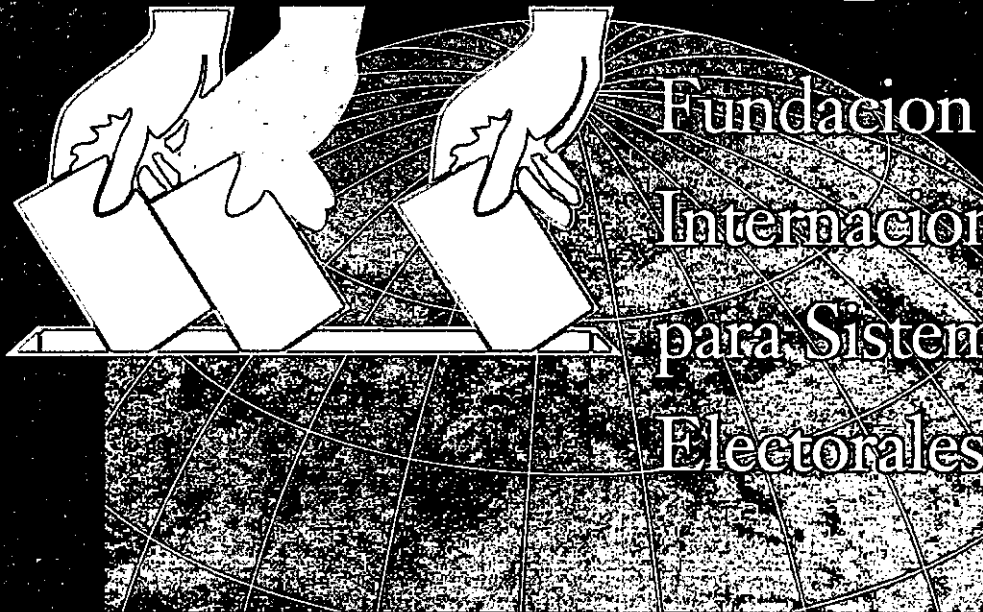
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# IFES



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**NGO COORDINATION AND DEVELOPMENT**  
**Zenica, Bosnia and Herzegovina**  
**July-August 1997**

**Written by:**  
**Dorrit K. Marks, NGO Coordination and Development Specialist**

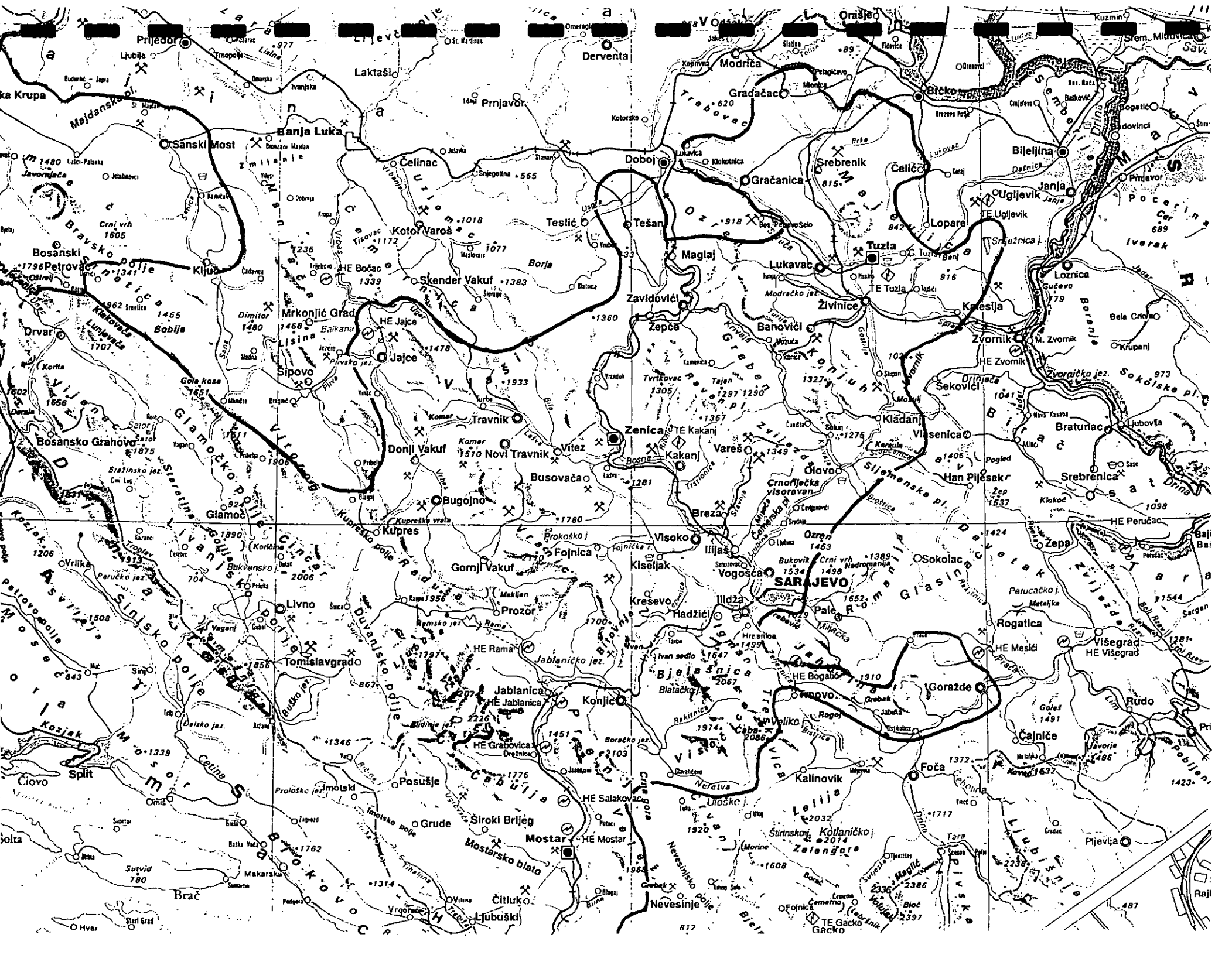
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## **I. BACKGROUND**

The International Foundation for Election Systems (IFES) was invited by USAID to conduct voter education in Central Bosnia-Zenica-Doboj and Middle Bosnia-for the general elections in 1996 and for the municipal elections in 1997. IFES received a separate grant from the Charles Stewart Mott Foundation in 1997 to reach out to non-governmental organizations (NGO's) in the Zenica region to provide technical assistance to help these groups become engaged in the political process. To carry out the technical assistance, IFES contracted with consultant Dorrit K. Marks, who had previously worked extensively with the non-governmental sector and completed training programs in several countries around the world. The project in Zenica, BiH calls for training seminars to increase skills and civic participation, as well as work with individual groups to accumulate data about local organizations, the capacity and interest of their leaders and the organization in democratic education and participation.

Many non governmental groups formed to provide relief to deal with the humanitarian crisis during and after the years of war. They now work with children, the elderly, adults in areas of education, home health care, human rights, rights of refugees, psycho-social assistance. These NGOs are close to the local citizens; their services help heal a war-torn people; and their activities are a part of the process needed to restore civil society. Non-governmental organizations bridge the gap between the citizen and government and can play a critical role in the civil process.

The training seminars provided participants with a positive model for listening and deliberation and resolving problems together in teams. The training seminars also introduced a democratic model that can be duplicated in other venues- organizational, family, political, business.

## II. PROJECT SCOPE AND OBJECTIVES

The project is dedicated to strengthen the capacity of NGOs, help sustain these institutions, and increase their participation in a democratic society. The non-governmental groups need to become fully engaged in the democratic process. A focused effort is needed to activate groups working in areas of health, environment, human rights, sports, disabled, unions, schools. The program should help them coordinate their separate efforts and increase the effectiveness of the individual NGO.

The project plan included coordination and design of the format and content of several NGO Training Workshops on topics such as the role of NGOs and citizen-groups in civil society; the importance of NGO and citizen-group coordination in increasing effectiveness in political and economic reform; methodologies to increase citizen participation.

### Goals and Objectives:

Goals and objectives were to strengthen NGO participation in political, social, and economic reforms as well as participation in community and public decision making in order to build a democratic society.

### Specific Topics:

- Strengthen citizen group organization skills
- Increase NGO visibility
- Strengthen capacity to work on public policy issues
- Strengthen coordination and networking among NGO groups
- Strengthen sustainability of citizen group initiatives



### **III. METHODOLOGY**

The project encompassed certain techniques in order to better serve the goal of strengthening the role of NGOs in the region. These methodology was to:

#### **Preparation:**

- Assess the needs of citizen organizations in the Zenica region through individual interviews and meetings
- Find local advisors to review workshop content and focus
- Develop content for 3 workshop meetings for 45 participants, some 25 NGO groups
- Design program which develops NGO organizational skills and civic participation
- Select local facilitators to lead workshop and small group discussions
- Train facilitators in facilitation techniques
- Meet with facilitators in planning sessions to prepare for the workshop
- Develop questions for facilitators to direct workshop discussions
- Prepare slide presentations to transmit information to participants

#### **Training:**

- Use small discussion groups for interaction and participation
- Share results and report in plenary sessions
- Develop evaluation tools to obtain input from workshop participants and help shape forthcoming workshops
- Use local NGO leaders to showcase best practice and success as models for other NGOs
- Use experience of expert leader from NGO coordinating body in Romania to share a comparable Eastern European experience in coalition building, networking, resource centers, distribution of information, training and fund raising

#### **Training Information:**

- Use substantive materials for hand-outs, translated into local language, to support ideas presented in workshop
- Select local leader as rapporteur to write report in local language
- Translate all information hand outs and slides into local language

#### **Public Information:**

- Contact the media for workshop coverage
- Collaborate with international training representatives in Sarajevo to share information and publicize IFES training programs and increase IFES visibility
- Distribute and share report of each of 3 workshops with leaders of the international community

#### **Follow-Up:**

- Request impressions from local leaders as tool to shape future programs
- Request participants to check-off interest to develop topics for future training workshops and Issues Forum Dialogue

#### IV. PROJECT IMPLEMENTATION

The first few weeks were devoted to planning, meetings with individual non-governmental groups to learn about the work of the group, developing personal contacts, building public confidence in IFES and individuals working on the program, reviewing the local situation, assessing NGO needs, and interests in workshop topics, scouting for workshop leaders and success stories, identifying which public policies interest the NGOs, and meeting with the international donor and non-governmental organizations.

##### 1. Assessing NGO needs:

At the beginning of her assignment in BiH, IFES' consultant Dorrit Marks met with the USAID Office of Transitional Initiatives (OTI) which provides grants to NGOs to stimulate democratization and alternative media initiatives; *Center for Legal Assistance for Women, Zenica*; *Youth House* (children's creative arts/media); *SEZAM* (children's conflict resolution program); *Independent* (protection of human rights/property/employment); *RUHAMA* (home medical and house care to medically ill elderly, retarded, invalids); *Behar Vitez* (community center, coordinative body for 16 service organizations in Vitez, and *MEDEX* (weekly children's camp program offering land-mine awareness, safety, and sports).

Marks attended an UNHCR meeting, made contacts with international NGO groups and met with OSCE field director for Zenica region. She also met with the *International Rescue Committee* (IRC) Zenica field officer whose organization initiated a grant program for NGO projects and stimulated the formation of the informal Forum of NGOs of Zenica. The Forum of NGOs is a networking group which meets once each month to share information. Marks joined an IRC Sarajevo-sponsored coordinative training group which meets monthly. She continued meeting NGOs: *Support* (psycho-social groups and individual assistance for young adults); *Radio Betha* (independent radio station, Zenica); *Our Children* (after school activities for children); *Mixed Marriages* (civic discussions and support to deal with problems of families in mixed marriages); *NDI municipal candidate training program*; *Media Plus* (media and information on refugees); *NGO Forum of Citizens of Zenica* (public forum on issues for members); *People Affected by Muscular Dystrophy* (support group for people affected by Muscular Dystrophy); *Happiness to Children* (after-school support and activities for children in Kakanj, hour outside Zenica).

##### 2. Planning:

Marks selected topics for three workshops and received input from local leaders on topics. As a result of input of the leaders from Legal Center for Women, the consultant decided to organize three workshops instead of the two originally planned. Marks used local leader input to determine the dates for the workshops as well as the location for the meetings.

##### 3. Target audience:

Marks used the participant list developed by Sadmira Kotoric Jovovic, her assistant, who had already had experience doing NGO work, including with IFES in developing an NGO guide on the Zenica region. This guide was completed and published by the IFES Voter/Civic Education project.

In addition to the list of local Bosnian NGOs developed by her assistant, Marks added to the invitation list organizations which were suggested by USAID/OTI. The list of attendees at each workshop are included in Appendix C.

In the invitation letter, NGO leaders were encouraged to commit to attending the series of three workshops, since each workshop would build on the information received through participation in the previous workshop. Programs for the three workshops were faxed as attachments.

Prior to the third workshop, August 26th, in response to a suggestion made at the previous workshop, invitations were extended to leaders from NGO organizations in Tuzla; Banja Luka, Doboj, Bijelina, Modrica-Republika Serbska. Only the NGO leader from Modrica attended the August 26th workshop; three leaders from Banja Luka who wanted to attend were unable to because of the lack of transportation.

#### 4. Topics:

The workshop topics dealt with enhancing the NGO image, increasing NGO visibility, cooperation among NGOs, strengthening umbrella NGO organization, sustainable funding, and NGO participation and influence of public policy issues. The program agenda for each workshop is included in Appendix C.

The July 24th workshop dealt with the problem that government, the public, and the media fail to understand the work of non-governmental organizations; the problem was identified as lack of NGO visibility. In essence the workshop time was divided between developing skills on how to make the NGO message clear and the opportunity and importance of participating in government decisions. In group discussions, participants discussed strategies for promoting NGOs, described the current situation in relations with the media and government, and how to bring about change to create relations with government and the media. A portion of the workshop was devoted to analyzing a public policy issue, discussing alternative actions and changes needed in the law affecting NGOs and Humanitarian Organizations.

The August 5 workshop, the second workshop meeting for the Zenica region, focused on civic dialogue, how NGOs can influence reform in their country and how to strengthen coalition and networking among Zenica NGOs through an umbrella group. In small discussion groups, the participants identified and offered the changes that were needed in areas such as education and laws affecting NGOs. This workshop had the benefit of the participation of an expert NGO leader of an umbrella organization from Romania. Because of the animated discussion, a segment on structuring a model umbrella group was deferred and given as an assignment to a committee of workshop participants for them to come up with the services, protocol, budget, linkage to international organizations.

The third workshop, held on August 26th dealt with sustainability. One aspect of sustainability depends on the ability of non governmental sector to increase its influence and capacity to express views in a combined voice. A break-out session of the workshop revisited the important issue of linkage among NGOs. Participants discussed the functions, structure and organization of an umbrella

group. The major focus of workshop was fund raising. Marks spoke about a development plan and participants listened to remarks from several donors-Open Society Fund/Soros, USAID OTI, EU Phare Micro Grant program.

During the second workshop and again during the third, there was some confrontation between participants. The controversy surrounded discussion about the need for a "new" group, whether to wrap the umbrella group around another NGO, or continue with the informal group, Forum of NGOs of Zenica. A heated discussion took place about whether the umbrella group should be formal or informal. The consensus was that NGOs want to keep the Forum of NGOs of Zenica as an informal group. Yet the discussion showed that this issue of formal and informal remains unclear since it was also agreed that the organization needed a clear structure and that the protocol should be formalized. An element at the root of the discussion goes beyond the question of formal and informal, it stems from a fear that a powerful few NGOs will monopolize and control the umbrella organization and overwhelm the smaller NGOs, especially those located outside Zenica. In the discussion on the umbrella group structure, there was consensus that the officers on the executive committee should have a short mandate; three to six months.

#### 5. Workshop Design:

For each workshop, Marks prepared a guide for the facilitators with a long version of the agenda, questions to ask, what should be accomplished in the group discussions and possible outcomes of each segment. Marks was a speaker and prepared a presentation with slides for hand out for each workshop as well as other substantive background material. Easels with flip charts were used as a tool to get participation in small groups and report to the plenary. All of the information, programs, hand outs were translated into local languages. The workshops were held in the local languages, only presentations of Marks and other international speakers were in English and were translated for the audience. The workshop facilitators were selected from among the local organization leaders to enable the participants to comfortably relate to the facilitators in their participation. The facilitators did not have experience in facilitation techniques, so there were many skills being learned. After the first workshop, Marks prepared a brief guide on facilitation and discussed the points with the facilitators. Place-cards were produced on the computer and used for the workshops as well. Marks met with workshop speakers in advance of the workshop where possible. In cases where this was not done, the speakers occasionally veered off track from the intended topic.

#### 6. Reporting:

The Consultant selected one of the local leaders to serve as rapporteur to write a report about each workshop. At the end of each workshop, the rapporteur provided a brief review of what transpired during the workshop; a brief review of the past workshop was also given prior to the start of each workshop. These workshop reports after addition and editing by the Consultant were distributed to all participants and to the international NGO leaders whom the Consultant had met with and who expressed interest in the IFES training programs. The reports were produced in the local languages and translated into English. Copies of Reports for the workshops are included Appendix C in English and where possible in local language.

The main points of the first (July 24th) workshop were:

1. NGOs need a clearly formulated message
2. More time needs to be devoted to the topic of working with the media.
3. NGOs need to work out their status and lobby the government.
4. An umbrella NGO is a good idea.

The main points of the second (August 5th) workshop were:

1. NGOs need a unified voice on political and economic issues to be able to influence government.
2. NGOs can play an important role in reform of education.
3. NGOs need to be more aggressive to influence public opinion.
4. An umbrella NGO should create an Information Center for public relations, and follow and provide information to NGOs and others.
5. Participants agreed on the importance of linkage and the need to overcome barriers that impede NGO participation in umbrella group.

The main points of the third (August 26th) workshop were:

1. NGOs need to develop a development plan, work on membership development, diversify fund raising, and market themselves.
2. Importance of reporting on activities and keeping donors informed.
3. Importance of evaluation to determine need for project, results of project, meeting goals, and program changes necessary to be more effective.
4. NGO Umbrella group needs minimum form: organization structure; tasks need to be set, such as information center, research center.
5. To achieve financial sustainability, changes need to be made in NGO law; NGOs need to partner with donors; NGOs need income-generating projects; increase membership.

#### 7. Publicity:

Local groups were instrumental in inviting the media to cover the workshop. RUHAMA invited TV Zenica to the first workshop. Marks was interviewed and footage was taken of the workshop. A 6 minute segment appeared on the 24th of July on TV Zenica 7 pm evening news program. A video tape was obtained and the text translated into English. Marks and the Rapporteur were also interviewed for broadcast by Radio Fern (OSCE radio).

The pictures taken at the workshops reflect interest and interaction; the photos show that the group activities were taken seriously by the participants. Photos and the text of the video recording are included in Appendix A.

#### 8. Building Relationships with International Groups:

In meetings with the Open Society Fund/Soros Foundations and International Rescue Committee Marks found that the IFES civic participation training workshops were on target and met the needs described by these groups. IFES technical assistance focused on what these international organizations had identified, namely, umbrella organization, education, training, advocacy, visibility, media, and resolving the legal issues affecting non governmental sector.

The series of meetings with the international community were very useful. Dorrit Marks learned about what was happening in BiH and what these groups believed was needed to help develop an effective civil society. Each meeting produced introductions to other leaders and the Consultant made an effort to meet "the players" -the organizations working in areas of planning, funding, training, and economic reconstruction: Open Society Fund/Soros Foundations, IRC-International Rescue Committee, World Bank, International Council of Voluntary Agencies (ICVA), CIVITAS, Konrad Adenauer Stiftung, OSCE (democratization), European Union, UNHCR, Bosnian Women's Initiative, IBHI-Independent Bureau for Humanitarian Issues (provides capacity building to NGOs on individual basis), IMG-International Management Group (supervise reconstruction projects).

## V. MONITORING RESULTS

### 1. Workshop evaluations:

An event evaluation was prepared for each workshop. A summary of all three workshop evaluations are included in Appendix A - Commentary about the Workshops.

Marks used evaluation results from each workshop to shape the design of subsequent workshops. Evaluation permitted attendees to participate in monitoring results. Analyzing the overall score registered of the value of the workshops to attendees, workshop participants rated the three workshops highly; assigning the highest number to "very valuable" and "valuable." The evaluation indicated satisfaction with interactivity at the workshops. Good suggestions were made for future workshops. A suggestion was made that ideas developed during the workshop should be recorded and distributed at the next workshop. This suggestion was executed in subsequent workshops.

The July 24 evaluation showed that the public policy issue, *NGOs Reach Consensus on Law Affecting NGOs and Humanitarian Organizations* and *Attitude of NGOs towards Government Representatives* received the most interest from participants while *Media Plan* received the lowest-participants believed that not enough time was devoted to the topic of how to work with the Media.

Comments from the August 5th evaluation suggest that smaller group discussion are preferable, and the number of plenary speaker presentations should be reduced. The workshop segments receiving the highest rating were: *Coordinating and Strengthening NGO activity*, *Umbrella Group* and *Important Role NGOs Play in Building Civil Society*.

At the August 26th workshop, participants rated Sustainability of NGO Initiatives and NGO long-term plan highly. They indicated their interest in program topics for future workshops. The highest rating was given to *Exchange of Experience of NGOs from Other Countries*, *Role of NGOs as Institutions in Civil Society*, *Working with Government*, *Role of NGOs in Economic Development Plan*, *Leadership/Motivation*, and *Fund Raising/Sustainability*. A high level of interest was expressed in participating in *A Forum for NGOs - A Civil Dialogue* with representatives from the government and the media on issues that affect NGOs such as public education, justice, laws regulating NGOs. Comments concerned inadequate discussion time and request for more time to be allocated to an exchange of experience among NGOs.

### 2. Conclusions:

- Workshops were highly successful in gathering the NGO community to discuss pertinent issues and to help them to create a lasting image in their community.
- More training time and work is needed to allow NGOs to practice how to present themselves, polish their image, and help them achieve visibility.
- The workshops covered many topics. More time would have allowed for more comprehensive coverage of topics.

- The workshops were building blocks; what took place in one workshop was followed up in the next.
- The continuity of having the same participants attend each workshop, even with some drop out and some new attendees was useful.
- The brief review and the hand-out of the Report of the Workshop provided continuity and emphasized the serious quality of the workshops.

### 3. Commentary about the workshops:

Workshop facilitators, Jasna Dzumahur and Mirhunisa Skuljevic, who assisted with the planning the workshops, as well as Viorel Micescu, Anesa Smailbegovic, and Diana Ruzic wrote brief impressions about the workshops. These letters are included in Appendix A.

Jasminka Dzumahur found the selection of topics excellent and felt the programs were ambitious. She felt that more conferences and workshops were needed in the future, and that a longer period of time was needed for the workshop, which should be devoted to a single topic. Mirha Skuljevic writes about the positive organization of the workshops, instructions to facilitators that helped guide free, open discussions and reach desired outcomes, stressing the importance of working together for mutual benefit, and the idea that NGOs can influence government decision making.

Viorel Micescu, the director of the Romanian umbrella group, CENTRAS, who was a speaker and participant in the August 5, 1997 workshop, comments were very positive, commending the agenda topics selected, the interaction, and the facilitator's ability to handle the moments of confrontation. Impressions prepared by Anesa Smailbegovic, assistant to Diana Ruzic, demonstrate that the workshops were not free from conflict. Feelings, attitudes, misunderstandings, and distrust exist in the country, and spilled over into workshop meetings and have to be addressed.

Diana Ruzic, director of USAID Office of Transition Initiatives field office in Zenica, speaks about the need for future training programs in BiH and suggests several topics. In separate discussions she expressed interest that OTI would like to collaborate with IFES and the Consultant to fund such training. She sees the need for additional training in the Zenica region as well as in Herzegovina areas of Livno and Mostar. The USIA/OTI project funding criteria are included in Appendix F on collaborative projects.



## VI. OBSERVATIONS

1. The World Bank, a major player in BiH reconstruction, is planning an analysis of social policy to focus on the future division of responsibilities between the government and NGOs and expects to have a strategy in place for BiH by the end of 1997.
2. The European Union is planning a sustainable development program for BiH; this program is not yet defined. The EU will use the experience gained in other East European countries to shape the program and funding for BiH. Guidelines for the 1997 EU Phare and Tacis Democracy Program are included in Appendix F on collaborative programs.
3. Leading organizations in BiH-Open Society Fund/Soros BiH, ICVA, together with the World Bank, Office of the High Representative, and International Rescue Committee (IRC) joined forces to spearhead a important project called LEA -Legal, Education, and Advocacy Project. LEA and a second project, LINK, are interrelated and are designed to assist the growth and development of the non-profit, non-governmental sector in BiH. LINK has received a project grant from the Charles Stewart Mott Foundation and LEA is supported by Open Society Fund BiH/ Soros and matching funds are being sought. Under these projects, the non-governmental sector will receive support for work in areas of legal reform, expansion of information, training and education, NGO collaboration and advocacy. A description of the LEA and LINK projects can be found in APPENDIX F on collaborative projects.
4. Community foundations are seen as vehicles to support the nongovernmental sector and strengthen civil society. A concept paper prepared by Catholic Relief Services for a National NGO Foundation and Trust Fund for Bosnia and Herzegovina and is being reviewed in BiH. Since the proposal was initially floated in June 1997, the Trust fund has been raised from \$20 million to \$50 million. A copy of the concept paper is included in APPENDIX F - Collaborative Projects.
5. The director of ICVA, a Geneva based international organization of voluntary agencies, a coordinative body for the non-governmental sector in BiH, expressed interest several times that Marks organize workshops similar to those held in Zenica for organizations ICVA works with in Sarajevo and Tuzla. A description of the work of ICVA is included in Appendix F.
6. It proved very beneficial to utilize local leaders to guide the workshops. Each activity was in itself a training. Showcasing the activities of NGOs to underscore a point at the workshop was beneficial. Other participants relate well to an example of excellence which comes from someone who has similar problems and a similar background. To assure that speakers understand the points to emphasize about their work, it was conducive to meet with them in advance of the workshop.
7. NGO leaders at the August fifth workshop deliberated in small group discussions about reforms needed in the country. They took their task very seriously and Marks believes that significant progress was made in overcoming some hesitancy among NGO leaders in the belief that NGOs can influence reform in the country. The NGO leaders were anxious to share the consensus views reached with government leaders and expressed interest in have government representatives invited

to future workshops.

8. It was concluded that in order for NGO relations with the media and with government to improve, more time is needed to build the relationships. Extending an invitation to government representatives or to the media is not enough, a relationship has to be built and nurtured.

9. NGOs are in favor of working in a coalition and wish to strengthen the fledgling umbrella group, The Forum of NGOs of Zenica, which has been holding monthly meetings for 5 months. As a result of the workshops, an effort to strengthen a networking coalition is moving forward with renewed interest and enthusiasm. The NGO groups still need to work through the structural and functional details, which may take several months to accomplish. It is important that the concept of a successful umbrella group is recognized as vital for the strengthening of individual NGOs in the Zenica region and also to exert influence on decisions in the country.

10. At this juncture, the NGOs in Zenica desire additional methodology training regarding the umbrella organization. They would like to have international expertise, but they do not want direct linkage with IFES or any other international NGO. Their concern is that an international partner will overshadow The Forum of NGOs of Zenica.

## VII. CONCLUSIONS AND RECOMMENDATIONS

NGOs are critical institutions in building civil society and democratic process. Non-governmental groups formed in Bosnia and Herzegovina during and after the three and one half years of war to provide relief to the populace. These NGOs now work in areas of education, health, human rights and psycho-social assistance. These NGOs are close to the local people, they attempt to understand their needs and provide a bridge to government.

The IFES technical assistance project is dedicated to help strengthen the capacity of NGOs to participate in a democratic society. The project plan includes organization and design of several capacity building workshops for the non governmental sector to strengthen organization skills, increase NGO visibility, NGO capability to influence public policy issues, strengthen coordination among NGOs, and foster the sustainability of their initiatives.

Project implementation began with an assessment of NGO needs. Meetings were held with individual non governmental organizations to learn about their work, public policy issues, build confidence, and find leaders who can assist with workshop facilitation and NGOs which can share best practices with others. Some 25 non governmental organizations, active in the Zenica region, were invited to attend 3 workshops, July 24th, August 5th, and August 26th, 1997. Participants were encouraged to attend the series of workshops since each workshop built on the information of the previous workshop. The topics of the IFES technical training workshops dealt with improving the NGO image, increasing NGO visibility, cooperation among NGOs, an umbrella NGO organization, sustainable funding, NGO participation and influence of political, economic, and social policy issues in Bosnia and Herzegovina. The workshops were interactive and local NGO leaders facilitated the plenary and small group discussion sessions. The workshops were held in local language, with presentations by IFES Consultant Marks and other international speakers translated for the audience. Marks prepared slides presentations as well as other substantive background material as hand outs. Samples of the slide presentations and translation in local language can be found in Appendix D. One of the local leaders served as rapporteur and wrote a report about each workshop which was distributed to all participants at the next workshop as well as to international NGO leaders and donor groups in Sarajevo.

At the final workshop, on August 26th, participants indicated their interest in program topics for future workshops. The highest rating was given to *Exchange of Experience with NGOs from Other Countries, Role of NGOs as Institutions in Civil Society, Working with Government, Role of NGOs in Economic Development Plan, Leadership/Motivation, and Fund Raising/Sustainability*. The participants expressed a high degree of interest in participating in a Forum for NGOs - Civil Dialogue between representatives of government, media and NGOs on issues - issues like public education, justice, laws regulating NGOs.

Accomplishments:

1. The workshops helped Zenica overcome its traditional isolation. As a result of the workshops, Zenica was included in the Legal Education and Advocacy project for BiH and a field office in Zenica will be funded.
2. Participants were animated; they expressed their ideas freely.
3. The workshops stimulated a desire among the NGOs to relate and work with governmental authorities and to begin to exercise influence in public policy decision-making.
4. The workshops spurred interest in working with the Media and increasing the visibility of the NGO community.
5. The workshops gave incentive to local leaders to strengthen the voice of non governmental sector in Zenica and move along faster in coalition building, in developing the umbrella group, the Forum of NGOs of Zenica.
6. The workshops stimulated a desire among NGOs in Zenica region to work with NGOs from other parts of the country, especially to work with the groups in the Republika Srpska.
7. The workshops set a high standard in report writing and sharing of information.
8. Basic workshop objectives were met: interaction, free expression of opinion, interest in civic participation. Team building took place. NGO leaders worked seriously to analyze and resolve the problem/topic given.
9. The workshop process worked very well. See the commentary of the two facilitators in Appendix A.

Recommendations for future training program:

1. Continue the IFES civic participation/technical assistance initiative which IFES initiated in 1997 through the work of the Consultant, Dorrit K. Marks.
2. Follow through and develop technical assistance programs which have been requested by USAID/OTI, ICVA, and by workshop participants.
3. Develop workshop programs on NGO image building, increasing capacity to present NGO message to the media; working with government; NGO role in creating democratic society and NGO influence and role in shaping economic and political reform; leadership and motivation; NGO sustainability.
4. Invite NGO leaders from other countries to share their experience with NGOs in Bosnia and Herzegovina.
5. Expand the technical assistance beyond Zenica region to Sarajevo, Tuzla, Herzegovina (Livno/Mostar) and Republika Srpska (Banja Luka).
6. Have additional staff, especially assistance in translation of materials and presentations into local language.
7. Collaborate with existing organizations and programs such as LEA/ LINK.
8. Develop a Forum for NGOs on Issues - A Civic Dialogue between NGOs and government on topics such as education, justice, laws regulating NGOs.

Conclusions:

- The profile of NGOs needs to be raised to assure the sustainability of NGO initiatives and to strengthen civil society. Sustainability of non-governmental sector requires educating the public, government officials, and the media about the importance of NGO work and about the importance of supporting the Third Sector.
- The creation of more NGO Information Resource Centers will raise the visibility and increase public understanding of the work of NGOs.
- The voice of NGOs can be strengthened through coalition and networking; and through the establishment of an effective NGO umbrella organization.
- Sustainability of non governmental sector initiatives will be enhanced if a community foundation is created in BiH and perhaps even more effective if regional community foundations are created in BiH to support civil society, humanitarian, and development initiatives of the Third Sector.

**APPENDICES**

**APPENDIX A - Monitoring Results**  
**Evaluation Summaries**  
**Workshop Commentary**  
**Jasna Dzumhur**  
**Mirhunisa Skuljevic**  
**Anesa Smailbegovic/Diana Ruzic**  
**Viorel Micescu**  
**Diana Ruzic**  
**Text Video Recording**  
**Photos**





**The Path to Sustainability: Strengthening NGO Initiatives – IFES-organized Workshop**  
**Charles Stewart Mott Foundation**

**Workshop Evaluation**  
**Tuesday, August 5, 1997**

In order to make future workshops more effective and responsive to leaders like yourselves, please take a few minutes to fill out the following evaluation.

**20 people took part in evaluation; 44 attended the workshop.**

	<u>Liked best</u>	<u>Liked least</u>	<u>Liked all</u>
I. NGOs can influence economic and political reforms	4	1	1
II. Important role NGOs can play in building civil society		6	
III. Coordinating and Strengthening NGO activity: An Umbrella Group		7	
IV. Romanian Experience		3	
V. Potential role of an Umbrella Group	3	1	
VI. Successful Local Initiatives	3		
VII. Model of an Umbrella Organization for Zenica			

Which part of the Workshop did you like best \_\_\_\_\_?

Which part of the Workshop did you like least \_\_\_\_\_?

Did you have adequate time to participate interactively \_\_\_\_\_ yes = 17; no = 3 \_\_\_\_\_

On a scale of 1 to 5, how do you rate this workshop? Please circle your choice:

- (5) Outstanding      1
- (4) Very Valuable    10
- (3) Valuable        8
- (2) Somewhat Useful   1
- (1) Not Very Useful

Suggestions for improving future workshops:

**OK; It was too many topics for one day; too much philosophy; focus on more concrete plans and activities; seminar has crystalized some concrete conclusions; smaller groups so more people can participate; use less format of speaker presentations;**

Skills training/capacity building needs?

**Yes; Leaders of NGOs should be constantly trained—especially training devoted to importance of role NGOs should play; exchange of experience from other countries; how to work with donors;**

Future workshop topics?

**Fund raising (2); concrete methodology for an umbrella group; sustainability of NGOs (2); more specifically services of umbrella group and relationship of umbrella to NGOs.**

(Your name is optional) \_\_\_\_\_



## My Impressions

When we started to talk about workshop it simply was a challenge for me. At the same time knowing that so many seminars and conferences have been organized lately, I had the fear - how to draw the attention of NGOs and make something 'special' and useful for them. I realized that it was possible to raise the interest only by having:

- a) good selection of the topics with emphasis on the issues that directly affect activities and sustainability of NGOs
- b) facilitators and speakers develop the discussion in an eloquent fashion to direct the discussion and respect everyone's thinking
- c) some technical things properly defined, good timing for the dates of the workshops in order to have satisfactory participation, despite the period of summer holidays
- d) good selection of participants

If I review items (a), (b), (c), there is no need to emphasize that the selection of topics was just more than excellent. However, it seems to me that we were too ambitious and we wanted to do too much in a very short period. In the end, it was like eating a very nice cake and stopping when we started to enjoy it.

The evaluation of facilitators' work and comments about speakers revealed that they met their basic tasks—especially if one takes into consideration the fact that they were not experienced in such kind of work.

The timing was good and even the period of summer holidays did not affect the participation of NGOs.

The selection of participants was very good and I don't have any comments on that.

Especially, I would like to emphasize that thanks to our workshops we were able to overcome isolation of Zenica NGOs and to make them involved in some central events that usually are always connected to Sarajevo and Tuzla – an example: the LEA project and in the near future a branch office to be established in Zenica. This is a great success of the workshops!

The workshop was a good channel for circulation of information.

If we look into the future, my view is that we should organize more conferences and workshops; NGOs from entire BiH should participate; only one topic should be discussed (for example: NGOs and Media; NGOs and Governments); a longer period of time is needed for the workshop, perhaps a weekend. Crystallized key points on specific topics developed at the workshop should be presented to media representatives and others so that responsible authorities or other people could take action steps to resolve the problem.

Jasna Dzumhur

[Translated from local language]

Respected Ms. Marks,

On behalf of a few NGOs that I cooperate with ( HIJATUS, Center for Legal Assistance to Women, Bosnian Center for Informal Education) I want to thank you and congratulate you for the seminar that you organized here in such a successful fashion.

What I was especially fond about is your persistent efforts to coordinate the linkage not only among the NGOs but also between the NGOs and the governments. Your ideas of the need for partnership between non-governmental sector and the governments are very inspiring for the leaders of NGOs, and the idea that the NGOs can influence the changes in Civil Society and governmental decision making. Since this is an area with a great number of NGOs and beneficiaries it is expected that they will take the lesson from your seminar and start thinking towards a better future for themselves.

I also liked the way you organized your workshops. The instructions that you had prepared for the facilitators of the workshops to animate the attendees. The instructions were essential especially for their participation and in guiding them towards the common points. Our people are used to reason within a closed political, economic and cultural framework for many years, and that is why a person is needed to help them break that pattern and offer them alternatives. That person has to be a strong personality, willing to step on somebody's toes, tolerant, energetic, like you, since there is no other way to reach these objectives.

You have made NGOs representatives work on mutual aims, you have strengthened and enabled them to influence changes for the benefit of community. You encouraged them to unify their voice, and it is the way, not only for their sustainability but also to work together towards a brighter future and not the one as tragic and colored by nationalism as the recent past was.

We, or those who have determined themselves to stay here, have that great task to create a strong NGO, strong umbrella, made up of individual NGO, unified in action, and working for the benefit of all.

We hope that you, personally, will continue to provide us with the assistance needed in training, and give us your suggestions.

It was a pleasure to work with you. I hope that we are going to continue our cooperation.

Mirhunisa Skuljevic

Dear Ms. Marks,

Below please find some considerations following the August 5 seminar.

1. **Agenda:** The seminar's agenda was well conceived and provided ample opportunity for the participants to take an active role in debating the issues presented to them and providing comments. The quantity and quality of information presented were significant; the topics were related in a very constructive way, thus allowing for a clear understanding of the problems addressed.
2. **Location:** The conditions offered by the "Dom Penzionera" make it an ideal place for organizing such seminars/workshops.
3. **Facilitators:** They looked active and knowledgeable—it is probable that the instructions given to them have reached their purpose. The group discussions were very vivid and the conclusions reached were well presented.
4. **Participants:** Both the quality and the attitude of the participants towards this event were impressive. They participated with all their heart in the group discussions and open debates, providing very serious and valuable comments and contributions. During the debates, it was clear that a couple of leaders have emerged out of the groups, such as Prof. Skuljuvic', Ms. Alma Masic' or Judge Vlado Adamovic'. To their merit, even when there were confronting opinions, they did not allow the discussion to be diverted for more than a couple of minutes. Another proof of the maturity of the group was the designation of a 8-person committee that should study the issue of a local umbrella organization and report to IFES on that (this happened when it was clear that they were running out of time in discussing the subject).
5. **Topics:** Two of them generated a special interest:
  - **The Role of NGOs in Building Civil Society:** at the end of the section, the participants were very keen to meet government officials and other decision-makers in the future in order to discuss on the issues that have been identified and agreed upon during the discussions. There was a suggestion that IFES should invite government officials for a round-table discussion on these subjects (education and justice) as part of the next seminar (August 26). Also, it was proposed to invite NGOs from Republica Srpska on the same occasion, as the problems are the same all over the Federation. These initiatives are an indication to the maturity reached by some of the Zenica NGOs.
  - **The Umbrella Organization:** It was the topic that attracted everybody's attention and participation, leading to very hot debates. It consisted of both theoretical presentations, practical examples and discussions. The participants agreed upon the necessity of an umbrella organization that would better represent their interests, make them more visible and ensure the flow of information within and outside of the community. It was a matter of debate whether there should be a formal or informal organization—based on my presentation of CENTRAS as an informal umbrella organization, some of the people originally understood that CENTRAS isn't a formal (registered) organization. This was clarified during the Q&A session. On the issue of setting up a new organization for this purpose or using an existing one, there have been opinions on both sides: one group claimed that there already is an umbrella organization and that it should be supported, while other voices feared that a

monopoly is possible to occur if this course of action is chosen (my opinion is that it has to do with the strong personalities of the leaders of the existing umbrella group). There was a large agreement on the services that the umbrella would have to offer to the local NGO community (it was consistent with my presentation of CENTRAS services and your slides on the umbrella organization). The umbrella group stated that it already is offering some services to the local NGO sector, and that the international support should be directed towards strengthening the organization. As it became obvious from follow-up meetings, the group is not registered with the authorities as an NGO (they plan to do so within one year). The debates ended with the election of an 8-person committee that has the task to define the characteristics for a local umbrella organization and report on that to IFES and the participants during the August 26 workshop. Participants also underlined the importance of such seminars and trainings as the one they were attending and urged IFES to continue organizing this type of events. One of my conclusions was that the people do not fully understand the importance of funding for such an organization, and that moving fast with the establishment of the U.O. is essential in the competition to attract funds from the long-term funders that are likely to appear soon, as the humanitarian programs (and grants) are reaching their natural end.

6. **Follow-up discussion:** Out of the discussion we've had with Ms. Alma Masic on August 7, I came out with the feeling that at least some of the group members have an understanding of the role of the funding in such a process and of the steps that need to be taken in order to reach the objective. She knows which services are expected from an O.U., what are the first steps in creating such an organization and how it should be developed in time. However, the group (represented by Alma) is too self confident when considering that the only support they would need from an international NGO (such as IFES) would be to add a recommendation to their funding proposal and deliver it to the appropriate funders. They are overlooking the importance of expertise and are quite afraid of partnerships with international NGOs because they feel they will be overtaken by the latter. I feel that the establishment of such an O.U. (at first as an information center) is likely to happen within the next six months and that it would be a good idea that IFES should help them in getting funded (probably by CSM Foundation, that is funding a similar initiative at the national scale—that doesn't reach Zenica); if this happens, it is very likely that IFES will be invited to provide expertise and training in various fields of activity based on the Romanian model (that they appreciate a lot, even if they don't want to follow).
7. **Conclusion:** The IFES workshop was a major incentive in determining the local leaders into developing faster an umbrella organization. IFES should continue to survey the initiatives of the group and provide advice when needed. It is likely that the local NGO leaders will ask for IFES' involvement in the activities of the U.O.. IFES should expect to receive in the near future such requests as providing training in fund raising, financial or organizational management or public relations.

Viorel Micescu

**USAID - OTI Zenica**

**TO: IFES ZENICA**

**Dorrit K. Marks, ICTS**

**REF: Seminars organized by IFES and Charles Stewart Mott Foundation in Zenica**

**Subject: Comments**

*Dear Madam,*

*I feel a need to address to you with my comment on three seminars which you organized in Zenica supported by IFES and Mott Foundation.*

*The idea to organize a few seminars in the aim to assist local NGOS with advice and or/experience of foreign and local experts, in increasing visibiility and sustain ability of local NGOs and strenghtening their initiatives, seemed very attractive. Such practice lectures which goal would be to educate local NGOs representatives and support their positive intentions in contributing development of democratic society through the work of their organizations, were and still are, more than needed in our country. Also, an opportunity for the NGO representatives to meet each other and in dialogue and plenum discussions exchange ideas and experiences, is good practice which needs to be encouraged. Regardless to the fact that local NGOs are in contact, either bilaterally, or in the group as it happen on regular monthly meetings of NGO forum, still it's always possible to learn something new and useful.*

*As preliminary agenda of those three seminars seemed interesting ( offered new approach to certain problems NGOs face in Bosnia), we offered full collaboration and the support with all materials and data we had, linked to those topics.*

*The first seminar/workshop/ was concepted well, but at the end we witnessed that a lot of words were said, but really nothing told. The last topic on the agenda- "Developing an action plan to strenghten NGO visibility" sound very good, but unfortunately there were no advice given how to achieve above mentioned goal and how to develop an active plan? Some of the speakers used as opportunity to talk about themselves and advertise their own organization instead of talking about the topic of the agenda they were invited to do.*

*The second workshop bring something new. The participants gets know each other bit better and everybody take active role in work of this seminar. This seminar raised up the issue which was everything but needed in present circumstances. The topic " Informal coordination - Umbrella NGO group" show how the wrong interpretation could raise up a lot of misunderstanding. Local NGO representatives confrontated in two fractions supporting first or second idea. Unfortunately, it was not plenum discussion, something deeper could be felt under superficial confrontation of different opinios. Idea imputed by some of the moderators found fertile soil among lobbied NGO*

*representatives and divided the participants of the seminar on two fraction.*

*The final remark about this round of seminars could be an observation of the third seminar. Regardless to the fact that in the agenda, under topic "NGO Future planning were nowhere mentioned the type of the umbrella organization we talk about, it became obvious that there are an intention to form a new NGO umbrella organization regardless to the fact that such an organization already unformally exists in Central Bosnia. There were a few small misunderstanding between the participants and the moderators of this workshop who didn't explain what is the goal of the group work.*

*I am also wondering does IFES had intention to supporte this idea to create a new "Umbrella organization" and produce confusion among already confused local NGOs who resently started to create their unique "body" where they will have a chance to expressed their ideas, dilema, experience etc. ( Discussion between Mr. Vlado Adamovic and Seka Jovovic).*

*I hope that the future will bring an answer above mentioned question as well as a solution of the NGO problem. After the elections and new legal regulatives, the work of NGOs will have different frame and umbrella organization which would, at that time, function formally or informally, have different tasks from the ones in face now. I just might belive that the position of NGOs will be improved in our society.*

*At the end I would like to thank you very much for inviting USAID /OTI on those workshops which were, after all above mentioned, quite successful. The success of them was not unfortunately depending only on you, but very much of all participants. The mentality of Bosnia was and probably be an obstacle for organizing any type of gathering on the perfect way. The other feature of Bosnians is that they are ( in general ) the optimistis no matter what is going on. That's why I'll conclude this letter on the same optimistic way, in hope everything will be much better next time.*

*One is for sure that NGOs badly need such trainings, workshops, seminars because they had to learn much more about their role and position in society.*

*Thank you very much for your kind collaboration and understanding, sincerely*

*Diana Ruzic*





*US Agency for International Development  
Office of Transition Initiatives*

Zmaja od Bosne bb, 72 000 Zenica, R Bosnia and Herzegovina  
Tel. 00387 72 26-527, 22-976, 412-163, Fax: 417-134

**Fax Cover Sheet**

To: *DORRIT K. MARKS*

Date: *08/29/97*

From: *DIANA RUZIC*

Ref.

cc. *410 301*

Pages: *1, with cover*

Subject:

message :

*Comments*

*One is for sure that NGOs badly need such trainings, workshops, seminars because they had to learn much more about their role and position in society.*

*The role and position of NGOs today in B&H is not explored enough. NGOs started with humanitarian and psycho-social help, and then they expended their activities to legal, propaganda, informative and economy activities. Gathering NGOs by organizing the round tables, seminars with the topics like:*

- \* Reflection toward the government;*
- \* Influence NGO on Economic and Political reforms*
- \* NGOs roles in creating new democratic society*
- \* Sustain ability of NGOs*
- \* NGOs and Media*

*Thank you very much for your kind collaboration and understanding, sincerely.*

*Diana Ruzic*

Translated from local language

Text of Video recording of TV Zenica news broadcast about July 24<sup>th</sup>, 1997 workshop

The seminar for humanitarian NGOs from Zenica area and beyond took place. The topics of the seminar were: The Attitude of NGOs Towards Media and the Governments; An Action Plan for Increasing Visibility of NGOs and Their Activities in Publicity, it was also talked about getting donations for the projects of humanitarian NGOs, this topic will be more discussed over the next two workshops.(Female speaker).

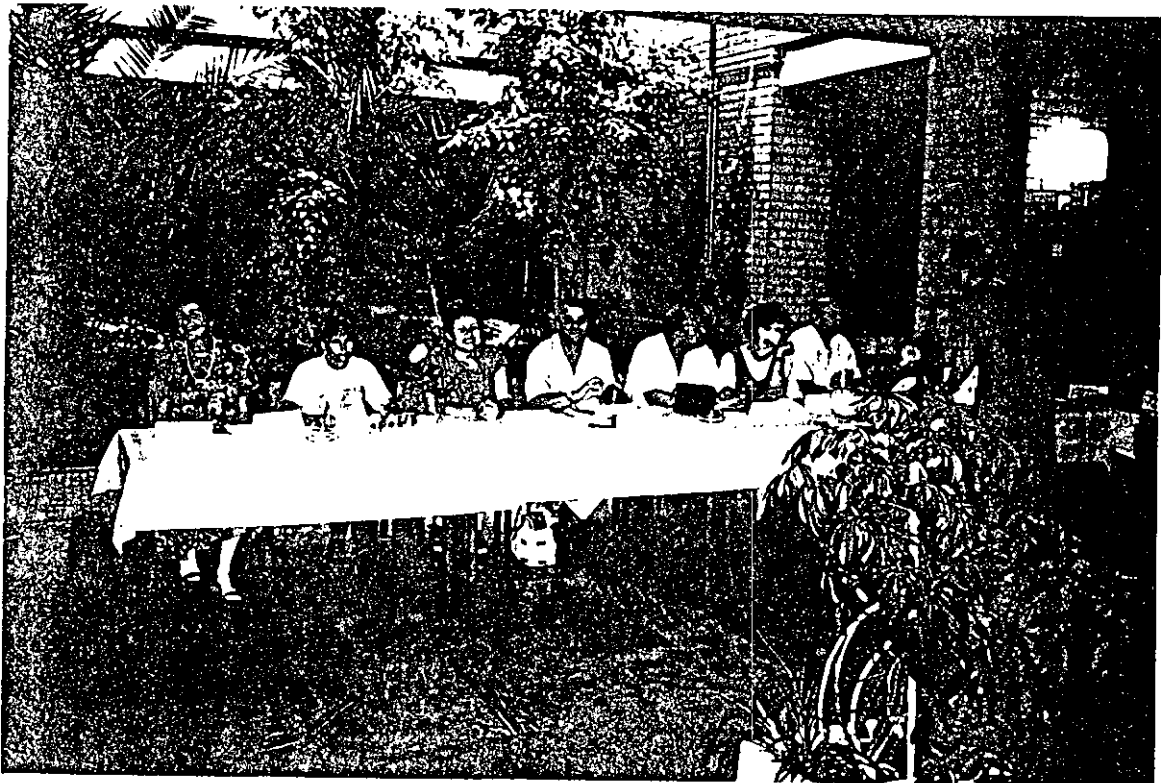
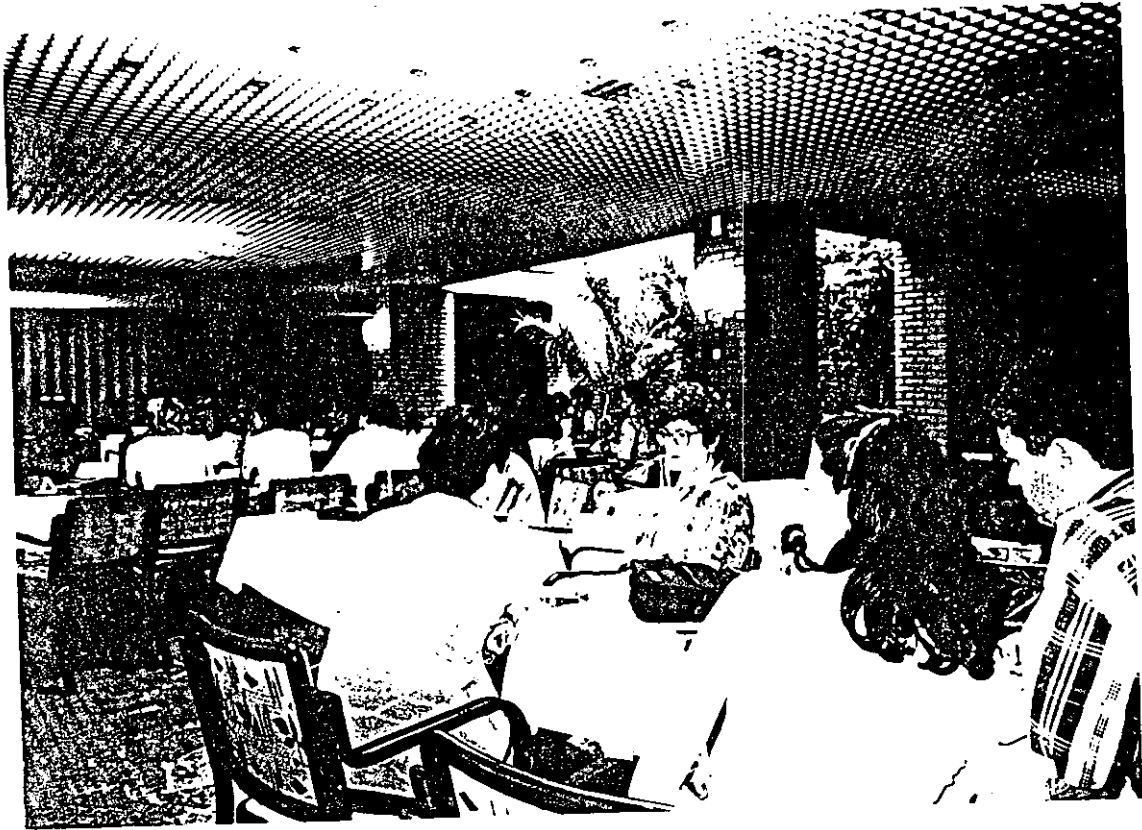
The seminar that took place today for humanitarian NGOs in broader Zenica region has been organized by IFES. Mrs. Dorrit Marks informed us that the topics of the seminar were divided into three specific segments: The Attitude of NGOs Towards Media; Towards Government and An Action Plan for Increasing Visibility of NGOs and Their Activities.

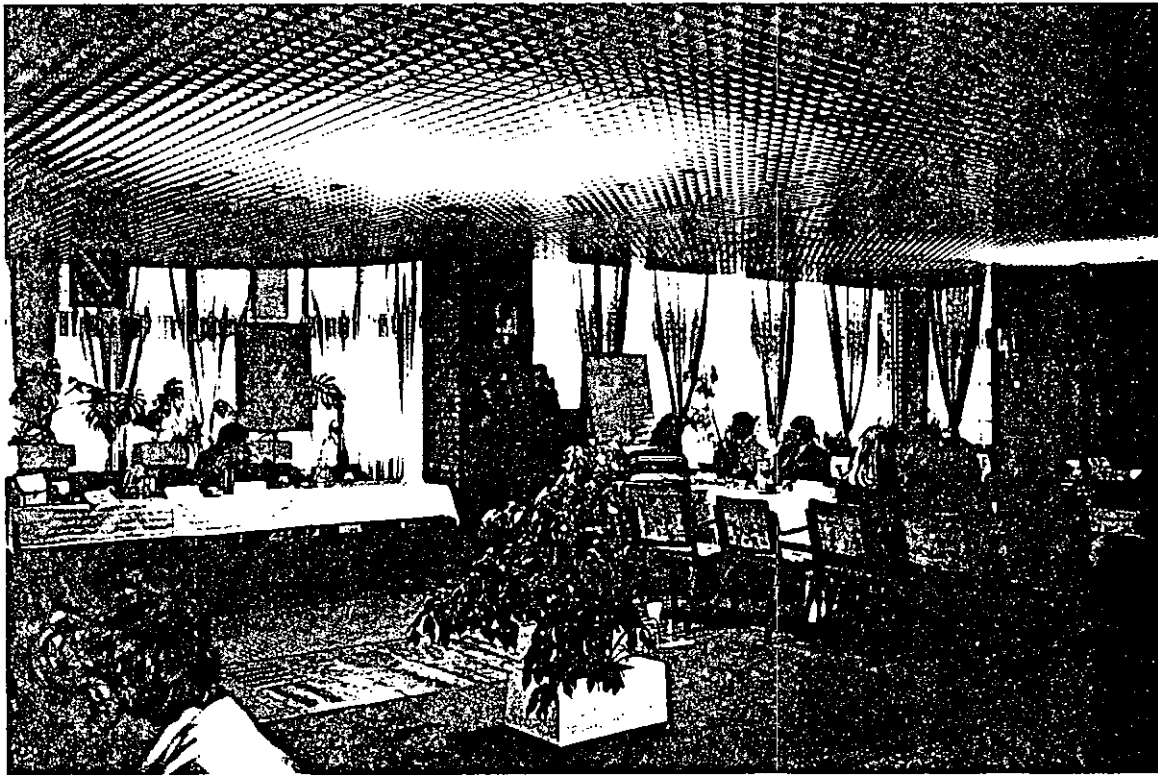
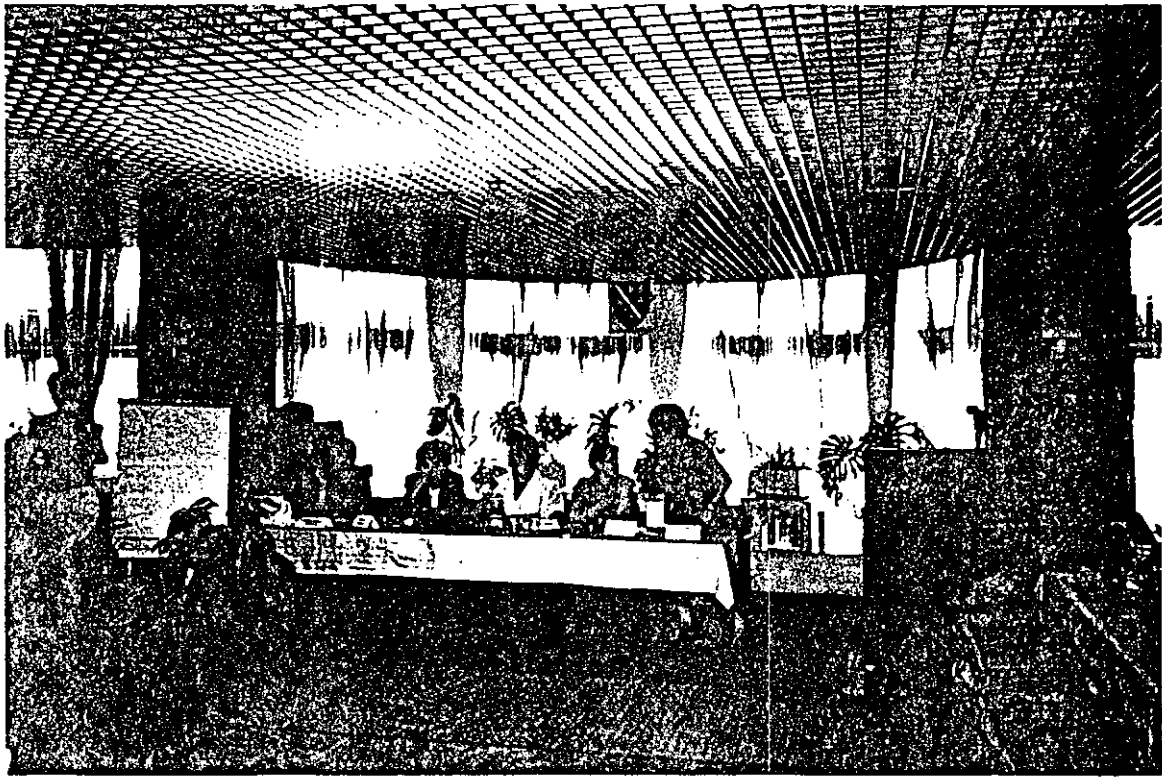
The topic Developing Media Plan was presented by Zeljko Skuljevic who has his PhD in Science and Velida Kulenovic- Radio Fern reporter. They emphasized that NGO representatives should be more agile with media in presenting their role and show their activities and results especially through their own publications.

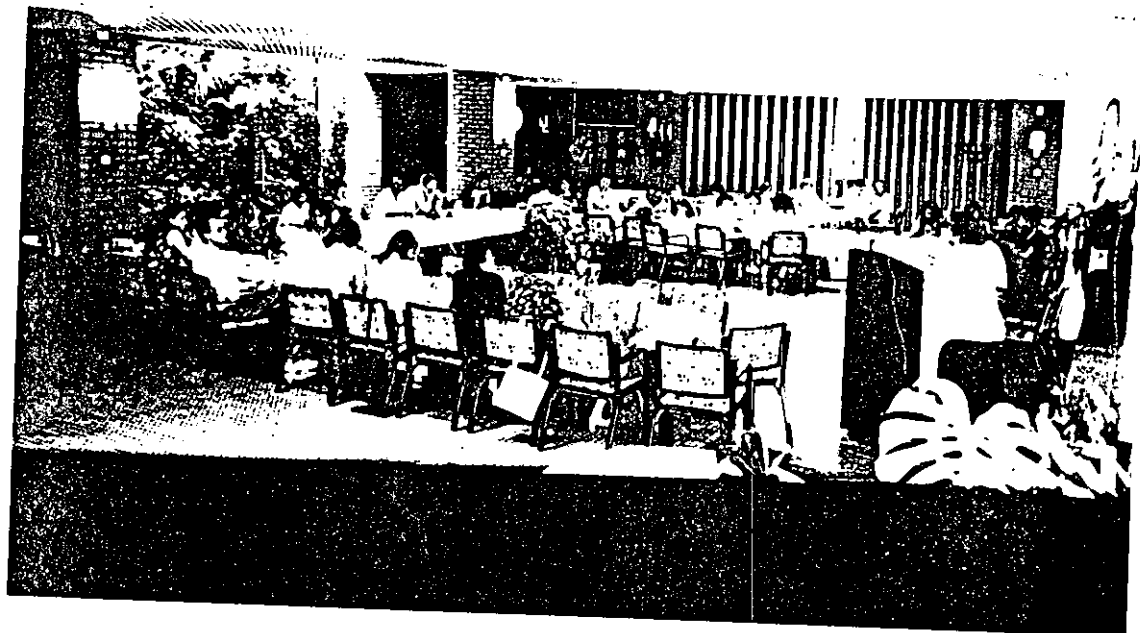
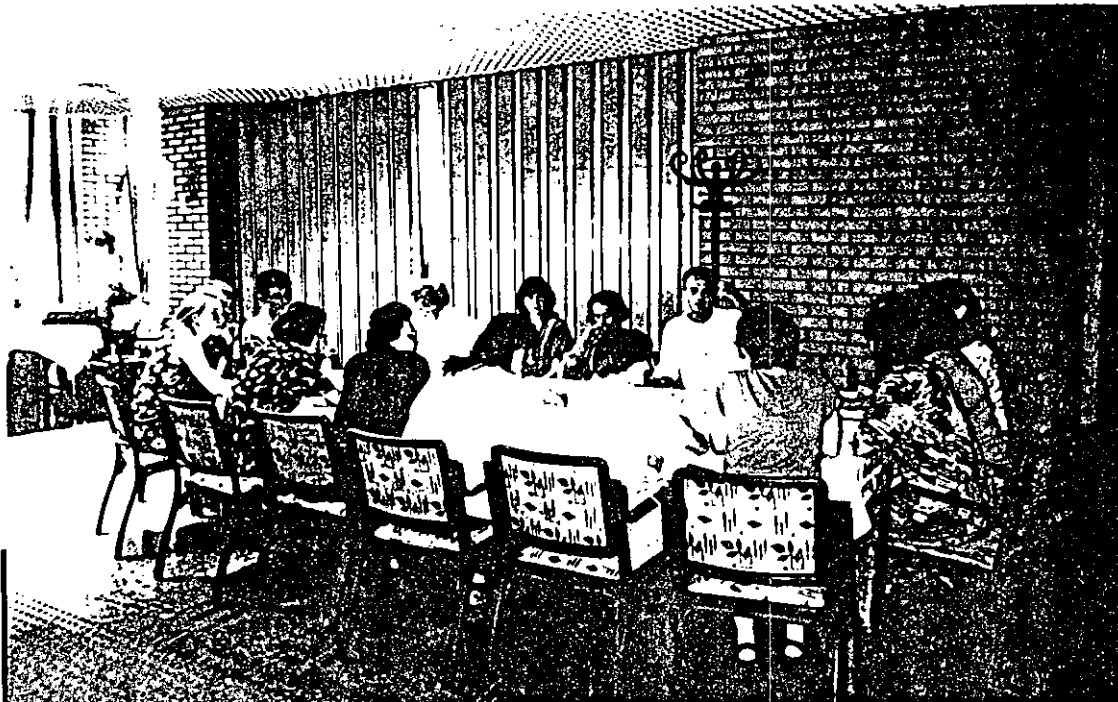
The relationship with the governments may become problematic since the legal status of NGOs is not very clear, therefore the lawyers should work on this issue, and this specific issue was discussed by Mr. Vlado Adamovic, representative of Forum of Zenica Citizens, and Professor of Law, Nedjo Milicevic.

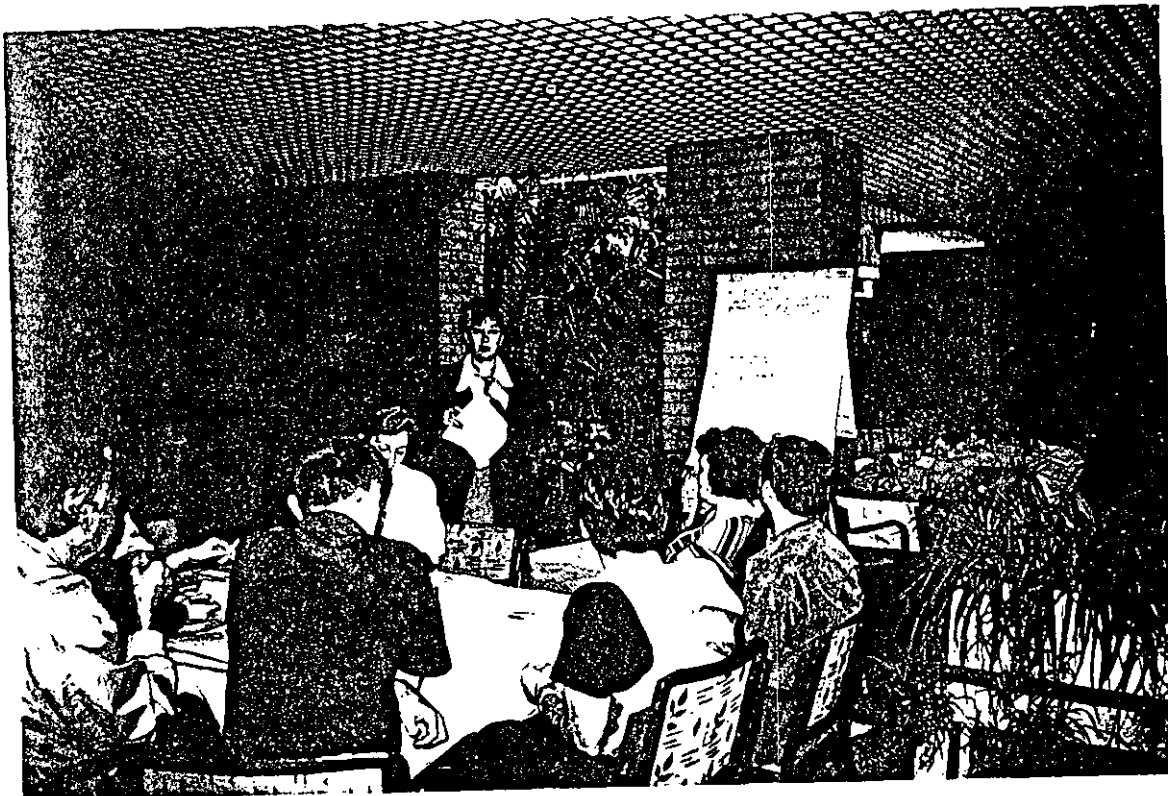
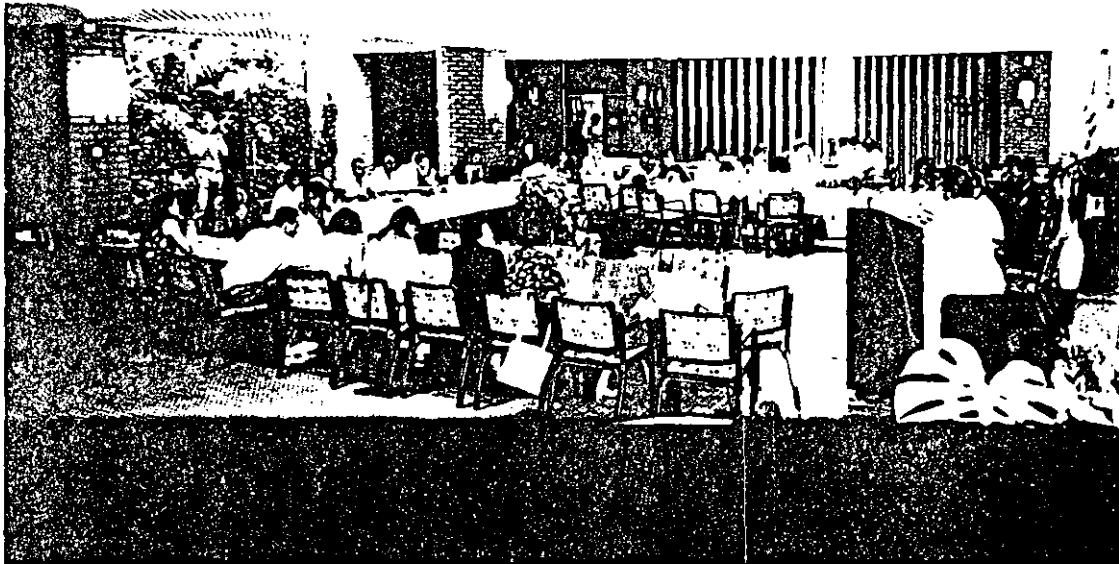
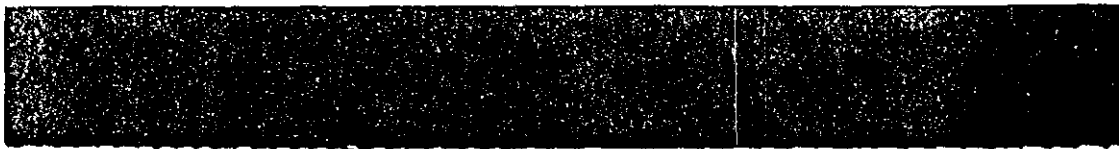
International humanitarian organizations will leave BiH next year. That will affect some Bosnian NGOs since they are not able yet to overcome the problems, (need funding); some NGOs will disappear. Following two workshops should teach them how to get donations.

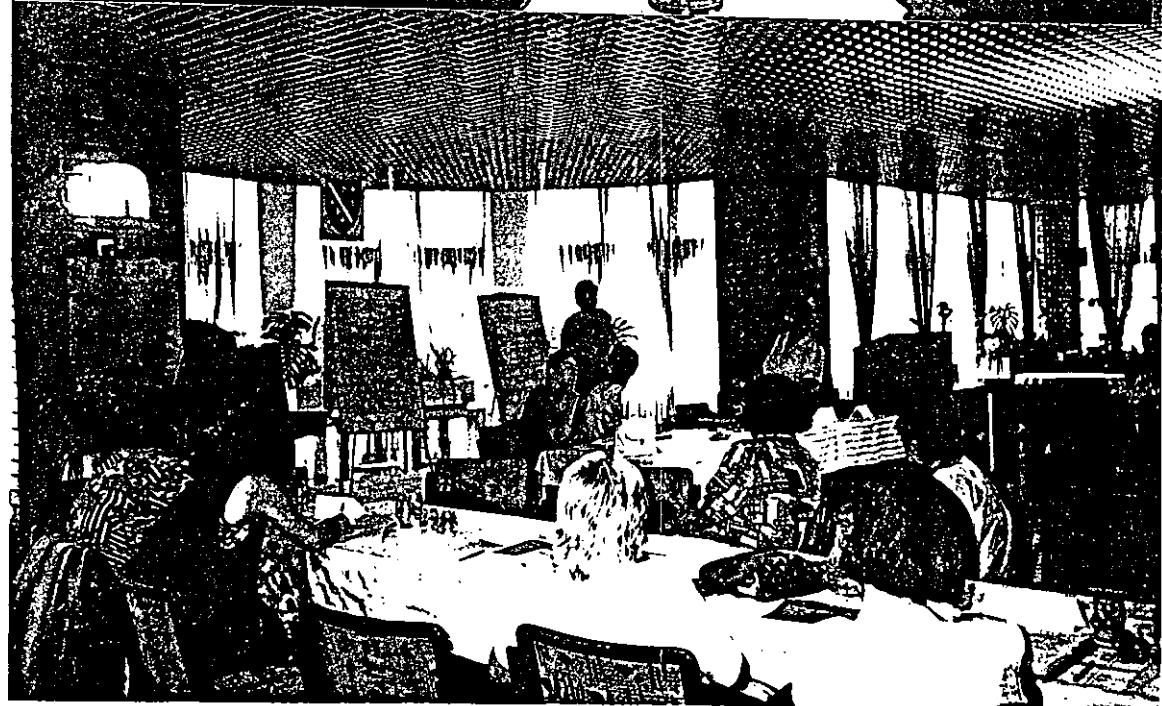
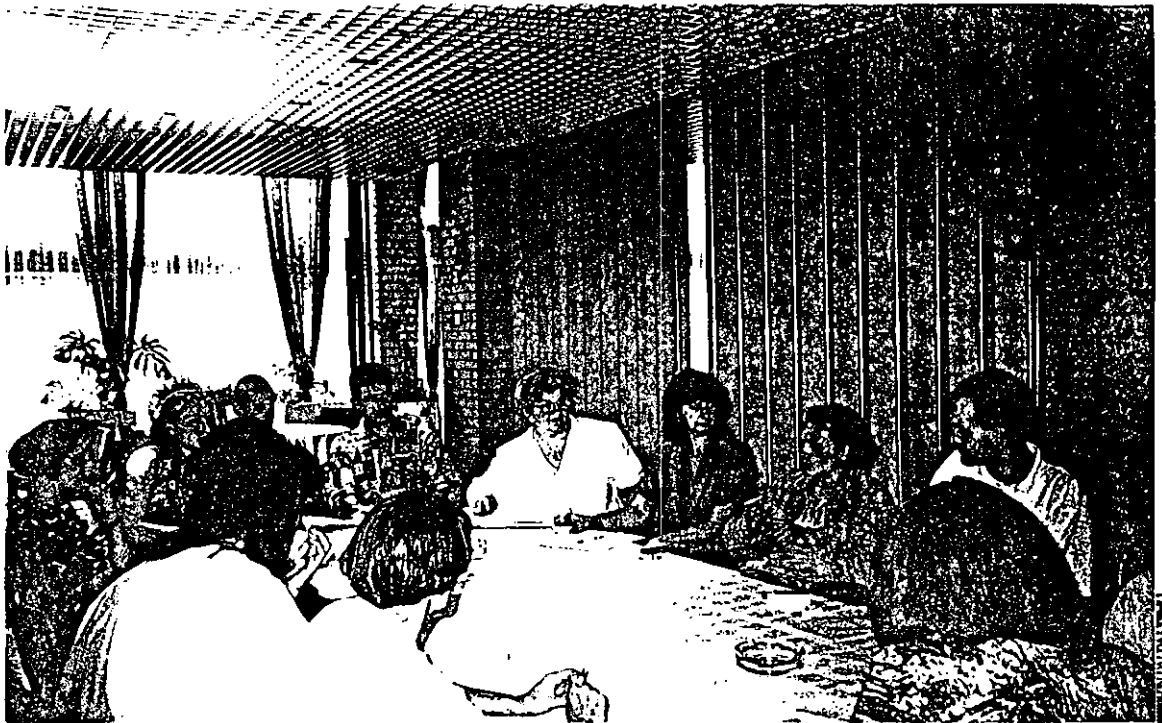
Over the seminar, it was insisted on linkage among NGOs and coordination of their humanitarian actions within our region, exchange of ideas and experience will become an imperative in the forthcoming period. It will become more and more difficult to get the donations, only some extremely good projects will be able to get international funding which will demand serious work, and marketing of attractive, good proposals.

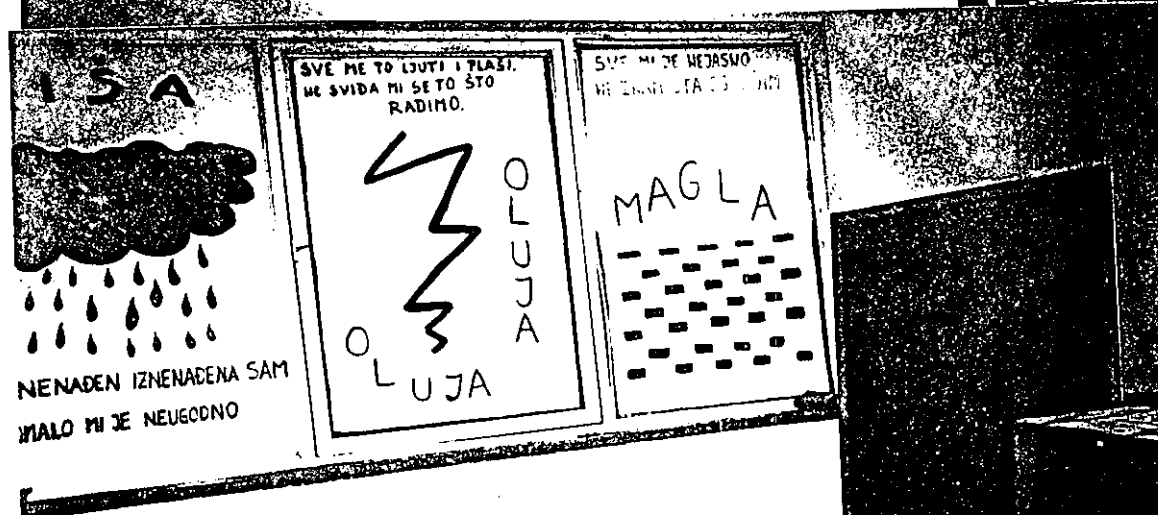
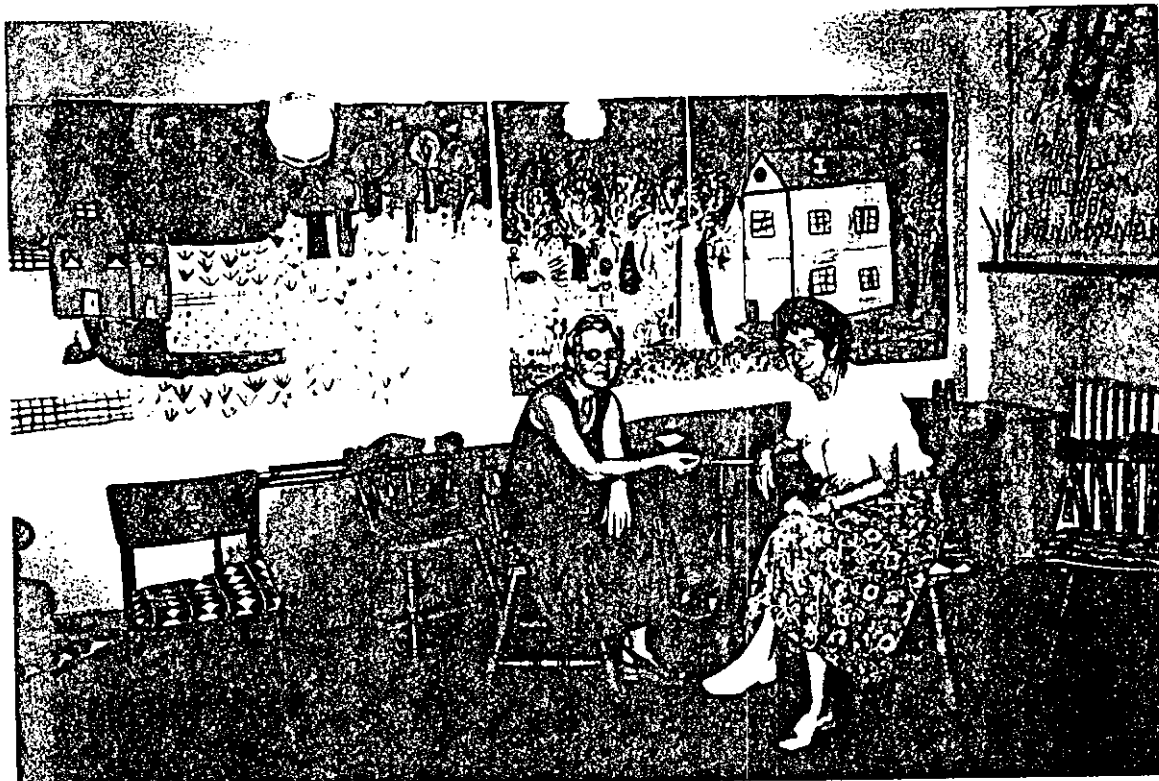
















**APPENDIX B - Background of Project Leaders**

## BACKGROUND OF PROJECT LEADERS

### I. Project Supervision

**Scott R. Lansell**, Senior Program Officer, IFES-Europe and Asia, Washington, D. C.

**Alexandra M. Levaditis**, Program Assistant, IFES-Europe, Washington, D. C.

### II. Project Coordination

**Dorrit K. Marks**, Coordinator NGO Development and Civic Participation, Zenica, Bosnia and Herzegovina, Charles Stewart Mott Foundation/IFES, July - September, 1997. The consultant has extensive experience in civic education, election activities, citizen action, participant training, economic development, and social impact analysis. Dorrit Marks is president of DKM Associates, Inc., providing consulting and training in areas of democracy and governance, institution building, advocacy, governmental reform and economic development. Her work experience has been in Argentina, Belize, Brazil, Bulgaria, Costa Rica, Colombia, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Peru, Uganda, and the United States. She is the editor of *Women and Grass Roots Democracy in the Americas: Sustaining the Initiative*, 2<sup>nd</sup> Edition, 1996 and is an advisory member of the League of Women Voters Education Fund Emerging Democracies program. She is active in the community, founding member of the Fair Campaign Practices Committee - Dade County, director of the League of Women Voters "Making Democracy Work" project, director of fund raising, Women in International Trade-Miami.

She received a *Licence* degree in international economics, politics and law from the *Institut Universitaire de Hautes Etudes Internationales*, in Geneva, Switzerland and a B.A. political science from the University of Michigan. Her language skills include English, Spanish, German and French.

**Sadmira Kotoric**, Program Assistant, NGO Development and Civic Participation, Zenica, Bosnia and Herzegovina, Charles Stewart Mott Foundation/IFES, July - September, 1997. Liaison with NGO groups in Zenica, translation of written material for workshop hand-outs, workshop organization, and simultaneous translation at workshops. She is coordinator in Zenica of Social Welfare programs for DRC - Danish Refugee Council, a supervisor, IFES Voter Education Program, 1996, and language assistant, UN Civil Affairs, Zenica, 1995. She is a native of Doboij, completed the English Language Program, Pedagogic Academy and English and English Literature, University of Sarajevo.

### III. Project Collaboration

**Ed Morgan**, director IFES/Zenica Voter and Civic Education, 1996 and 1997. In preparation for the 1997 municipal elections, Ed Morgan managed a voter education outreach program in the Zenica/Doboij and Middle Bosnia Cantons in which teams of local trainers met with potential voters providing voter information and answering questions in villages, community centers, businesses and factories.

**Viorel Micescu**, director Center for NGO Assistance –CENTRAS, Romania, an umbrella organization assisting NGOs in Romania with increasing media visibility, fund raising, training, and legislative reforms. CENTRAS holds an annual NGO Forum on issues and manages a newsletter and Resource Network Center for NGOs. CENTRAS was established as a Romanian NGO in 1995. The Center grew out of an IFES established office in Bucharest, carrying out a USAID funded program on Civic Education for Romania. Viorel Micescu, a speaker at the August 5<sup>th</sup> Workshop shared his 5 years of experience on civic education, training and fund raising and the framework and development of an umbrella NGO in Romania.

#### IV. Project Facilitation

**Jasna Dzumhur**, Workshop Facilitator and Workshop Planning, NGO Development and Civic Participation, Zenica, Bosnia and Herzegovina, Charles Stewart Mott Foundation/IFES, July - September, 1997. Jasminka Dzumhur, a municipal judge, President of the Municipal Court, Zenica, is a founding director of the Center for Legal Assistance for Women, Zenica, assisting women and others in human rights and property rights matters.

**Mirhunisa Skuljevic**, Workshop Rapporteur, Workshop Facilitator and Workshop Planning, NGO Development and Civic Participation, Zenica, Bosnia and Herzegovina, Charles Stewart Mott Foundation/IFES, July - September, 1997. Mirha Skuljevic is organizing the founding of an adult and cultural learning center, Bosansko-Danska Skola, in the outskirts of Zenica. She is also active in the independent news magazines for adults and youth, *Hijatus*. A former high school teacher, she is completing her Masters degree in Sociology at the University of Zenica.

**Amira Krehic**, Workshop Facilitator- July 24<sup>th</sup>, manages a municipal department on property return. An attorney, Amira Krehic is a director of the Center for Legal Assistance for Women, Zenica, assisting women and others in human rights and property rights matters.

**Velida Kulenovic**, Workshop Facilitator-August 5<sup>th</sup>, is a reporter for Radio Fern, an OSCE radio station.

**Alma Masic**, Workshop Facilitator-August 26<sup>th</sup>, is the field officer for IRC-International Rescue Committee in Zenica and directs the local IRC Development project grants to NGOs in the region. Alma Masic is the organizer of the informal umbrella group—Forum of NGOs (Zenica).

**APPENDIX C - The Workshops July 24th, August 5th, August 26th, 1997:**  
**Workshop Programs**  
**Workshop Reports -English and Local Language**  
**Participant Lists**

**Increasing the Visibility of Local NGOs – IFES - organized Workshop**  
**Charles Stewart Mott Foundation - sponsor**

**Dom penzionera, Zenica**  
**Thursday, July 24, 1997, 9:00 – 16:30**

9:00	I. STRATEGIES FOR PROMOTING NGOS – Dorrit Marks	
9:20	II. MEDIA PLAN	Mirha Skuljuvic' -- moderator
	<ul style="list-style-type: none"> <li>How to get the Media's attention: What works, what doesn't work</li> </ul>	
	Zeljko Skuljuvic' -- <i>Hijatus</i>	
	Velida Kulenovic' – Radio Fern—OSCE	<i>Panel discussion</i>
	Zlata Pojskic' – Media Plus	
	Ernest Jovic' – NGO Information and Support Center BiH	
10:00	<ul style="list-style-type: none"> <li>NGO Media Planning</li> </ul>	<i>Discussion groups</i>
	What message does your NGO want to give the public?	
	Who should represent your NGO group?	
10:30	<ul style="list-style-type: none"> <li>Next Step: <i>Share ideas on strategies and activities reached in small groups</i></li> </ul>	
10:45	Break	
	III. NGOS WORK TOGETHER TO REACH CONSENSUS ON LAW AFFECTING NGOS and HUMANITARIAN ORGANIZATIONS	
		Amira Krehic' – moderator
11:00	<ul style="list-style-type: none"> <li>Creating a Legal Framework for NGOs</li> </ul>	
	Jasminka Dzumhur – Center for Legal Assistance for Women	<i>Panel discussion</i>
	Vlado Adomovic' – President, Forum of Zenica Citizens	
	Nedzo Milicevic' – Law Professor, Sarajevo University	
11:40	<ul style="list-style-type: none"> <li>Next Step: <i>Consensus position of NGOs</i></li> </ul>	
12:20	IV. ATTITUDE OF NGOS TOWARDS GOVERNMENTAL REPRESENTATIVES	
		Jasminka Dzumhur – moderator
	How to make governmental contact?	<i>Discussion groups</i>
	How to foster dialogue?	
	Partnership	
12:40	<ul style="list-style-type: none"> <li>Next Step: <i>Share ideas on strategies and activities reached in small group discussion</i></li> </ul>	
13:15	Lunch	
	IV. DEVELOPING AN ACTION PLAN TO STRENGTHEN NGO VISIBILITY	
		Mirha Skuljuvic' – moderator
14:30	<ul style="list-style-type: none"> <li>Positive Forces vs Barriers – Forces working against visibility</li> </ul>	
15:00	Strategies: Overcoming Barriers to Visibility Specific Activities to Implement Strategies	<i>Discussion groups</i>
15:30	<ul style="list-style-type: none"> <li>Next Step: <i>Share ideas on strategies and activities reached in small group discussion</i></li> </ul>	
16:00	Break	
16:15	Evaluation	
16:25	Review	

*Next Workshop dates: Tuesday, 5 August and August 26; topics Sustainability of NGO initiatives*

**Increasing the Visibility of Local NGOs – IFES - organized Workshop**  
**Charles Stewart Mott Foundation - sponsor**

- **Problem: Government, the public, and the media do not understand the work of NGOs in Zenica.**
- **The task: How to increase the visibility of local NGOs?**

**Overview of Workshop Results and Some Suggestions for the Future**

The first IFES organized workshop July 24, 1997 in Zenica was an interactive workshop where the participants worked together to discuss the strategies that will help them publicize the work of their NGOs with Government and the media. The workshop also focused on discussion of a public policy issue, the Law affecting NGOs and Humanitarian organizations.

**STRATEGIES FOR PROMOTING NGOS**

Dorrit Marks, IFES Civic Participation Coordinator, gave a talk on Strategies for Promoting NGOs. She emphasized the important role NGO institutions play in civil society as the intermediary agent between the citizens and the government. That is one reason to make government familiar with the work of NGOs but also to make them support the work of NGOs and on the other hand to hold them accountable.

Dorrit Marks distributed to all NGOs sets of slides ( written material) on strategies and techniques for NGOs that may be useful for NGOs in building healthy society.

That is something which is possible to achieve if the NGOs work together, through common efforts. In that way also NGOs can influence public opinion and participate in government decision making.

The suggested strategies are :

- Clear expression of mission or purpose
- NGOs should use to their advantage the ignorance of governments towards their groups
- They should have clear objectives ( and direction), develop a plan of action to effect the change, they should know what are advantages and disadvantages, they should know governmental process, and they should use media to advocate the cause.

**MEDIA PLAN**

As one of the moderators, Mirha briefly introduced the topic that followed and the guest speakers. Zeljko Skuljevic said this kind of seminar should be organized for government. Though the majority of people and NGOs do not want to be involved in politics, they are involved in politics nevertheless, since it affects them.

Velida Kulenovic, as the journalist employed by the state TV and Radio Fern OSCE, talked about the message that NGOs would like to convey to the audience. As an example she interviewed the representative from Youth Club from Gornji Vakuf.

-Ernest Jovic informed the audience about establishment of Information and Support Center for NGOs in Sarajevo.

After those talks, Mirha led the discussion to analyze the positive and negative points of the interview. Then there was a lot of discussion about the continued use of political language which ended with the following conclusions:

- Main goal: clearly formulated message
- The person that represent NGO should be well informed about NGO, and ready to answer the questions such as:
  - What you represent (want)?
  - What have you achieved so far?

- How will you achieve sustainability?
- What are your future plans and objectives?
- How can you achieve that?
- Who represents your NGO?
- What is your targeted population that you can influence and what is the number of people?
- Who else can cooperate with you?

The answers to those questions, in fact, are components of the presentation that should be given to the media.

The representative of Sezam stated that they have avoided media; they don't want them looking into NGO records.

- NGOs should have media person among their executive board
- OTI perhaps would be interested in funding additional training on media with broader representation.

More time should be devoted to this topic, since it is not completed.

#### IV. NGOs WORK TOGETHER TO REACH CONSENSUS ON LAW AFFECTING NGOS AND HUMANITARIAN ORGANIZATIONS

Amira Krehic introduced the topic- creating legal framework for NGOs and the speakers.

Jasminka Dzumhur, a judge at the municipal court and one of the founders of the center For legal Assistance to Women, told that it has come the time to get rid off formalism, and that the Law on NGOs and Humanitarian Organizations should be unified. Further, that the criteria for donations should be clearly worked out, and also that the minimum taxes and fees for employees of NGOs should be defined. She expressed concern about what will happen to the local NGOs when the international donors leave, NGOs must think about their future, in fact how to become self-sustainable. NGOs should have professional staff who should pay the taxes, but now the taxes are too high-66%. If the taxes are payed to the state by NGOs that money should be returned to associations to fund their work.

Alma Masic agreed on that.

Sezam- as long as the status of NGOs is not defined the future of NGOs is uncertain.

Alma Masic attended the conference in Budapest to find out about volunteerism.

- Discussion ensued about what one pays volunteers for work, examples were given by Ruhama and Youth House who said they pay only room and board and transportation, but no salaries or fees.
- Need for a workshop focused on volunteerism.

NGOs need to work out their status and lobby government, NGOs should be stronger, and they should define their objectives.

- Umbrella NGO is a good idea.

Who will resolve NGO legal situation- international or local NGOs?

Domestic population is neither encouraged to contribute nor motivated to give the donations.

- Need to change the law to facilitate investment by local donors.



Vlado Adamovic, cantonal judge and activist of NGOs, discussed the same problems, and according to him NGOs should take into consideration difficult situation of the country and the problems that governments deal with which are now priority issues, therefore NGOs should be patient. NGOs have to fight using non-political ways. How democratic Bosnia will be depends on how much the country follows the rule of law. Therefore the status and legal framework for NGOs should be clearly defined, and in democratic sense both the state and NGOs should have common aim - building democratic society.

- NGOs should fight for their rights and they should find the ways to influence the law.
- NGOs have precise idea of needs of people, of well being of people, and carry out activities to meet these needs. The outside world understands the value of NGOs and therefore they supported Bosnian NGOs.
- NGOs should identify common interests and explain that in writing. They should help build the state. Consolidation among NGOs is very important.

Professor Nedo Milicevic, defined the problem as the inadequate treatment of NGOs.

The basic problems are:

- Rule governing NGOs should not be the same regardless of their activities.
- The law from previous system is still applied and has not been adjusted to the new situation
- Government does not want to change the law; rather wants better control
- There are two groups of problems:
  1. Constitutional framework ( which is the burning issue since it not precise, and politics may interfere) and
  2. State and political structures which will pass laws/ regulations in such a fashion that they can have better control.
- What should be done: should break uniformity, change the law on NGOs, and the experience from other developed countries should be applied.
- A team of lawyers( Soros LEA Project) has been working on these issues, Mr. Milicevic is the leading the team.

These are the results of presentations from group work :

#### **BARRIERS:**

- The issue of re-registration
- Double regulating of associations of citizens.
- Slow procedure of legal mechanism.
- High tax rate
- Legal status of working relationship of NGO employees
- State doesn't have the budget for NGOs
- There are no benefits for NGOs

**ADVANTAGE** is that NGOs bring together people with common interests.

**GOVERNMENT SUPPORT THE ACTIVITIES OF NGOs**, but only verbally- a sort of moral support, but at least they don't make any obstacles for the work of NGOs.

## **THE ATTITUDE OF NGOs TOWARDS GOVERNMENTAL REPRESENTATIVES**

A discussion of positive and negative experience with the government representatives opened this segment. Media Plus expressed negative and Ruhama positive experience. Ruhama has regular contact with the government and regularly sends them their report of activities. The experiences reported about government relations varied widely.

The conclusions are as follows:

- NGOs should report on their work
- They should have good organization of their work
- The government and media should be informed about benefits received by NGO beneficiaries
- The governmental representatives should be invited to participate with NGOs in problem-resolving.
- The presentations should be done through media
- NGOs should be persistent
- There is a sort of prejudiced attitude towards government that they are not supportive
- NGOs should come into partnership with the governments
- governments should be invited to informal meetings
- NGOs should identify specific contacts and people in specific governmental positions related to their work.

## **DEVELOPING AN ACTION PLAN TO STRENGTHEN NGO VISIBILITY**

Mirha, moderator, conducted this group work, the groups worked on positive and negative forces, and tried to figure out how to overcome the barriers to visibility. Each group selected reporter to present the work of the group.

The question: How to remain independent as an individual NGO and at the same time to work together?

Alma Masic reiterated NGOs need to inform about their work. The fact is that NGOs have replaced some state institutions in social area and that NGOs do the work better than the state. They do the work cheaper and are better organized.

- NGOs need to provide arguments to government to get funding from Bosnian government.
- International NGOs receive money to do their work from their governments
- The accent has to be on results achieved.
  - To get stable sources of funding need an information center to report NGO work.

- System of reporting is vital.

NGOs need to make presentations to the public; to hold press conferences.

NGOs need to have permanent people employed.

- NGOs need to act together with other NGOs; linkage is vital-a network is vital.

The answers of the specific activities to implement the strategies are as follows:

- NGOs should have internal organization of quality
- Define short term and long term objectives
- Sound program to meet the needs of society
- internal information center
- report on regular basis and make the reports available to the media and

government

- to always have the mission statement ready
- to have media plan worked out: special budget within NGO for media presentation, to do public relations, to hold press conferences, to issue newsletter, brochures etc.
- to work permanently on education of the employees of NGOs.
- to involve governments in active participation through public hearings, round tables
- NGOs should meet and discuss the topics and decide on common actions towards government.
- Group of lawyers should act on law affecting NGOs and do the follow up on the situation and provide NGOs with information—any news about legal framework.

Mirha made brief overview of the workshop and reminded of the dates for the next workshops (5 and 26 August).

General remark:

This workshop went smoothly according to plan, representatives of NGOs had an opportunity to discuss the specific issues relating to NGOs, and the main objective was to make them realize of what importance it is to work together, to get stronger, to cooperate with governments so that they can make a difference and influence the changes in the society, and it was achieved.

Rapporteur: Mirhunisa Skuljevic

TELEPHONE LIST OF BOSNIAN LOCAL NGO  
 COORDINATION GROUP for the seminar  
 July 24, 1997

No.	Name of Organization or Association	Contact Person
1.	YOUTH HOUSE	Rankica Prosic, Jasmina Tica
2.	NASA DJECA	Olgica Drinic, Mikica Dizdarevic
3.	MEDIA PLUS	Armina Begagic, Zdena Saric, Zlata Pojskic
4.	MJESOVITI BRAKOVI	Amira Djukic, Dragan Jovanovic
5.	RUHAMA	Hatidza i Salem Rudic
6.	MEDEX, N Travnik	Adem Kuric,
7.	OMLADINSKI KLUB, Gornji Vakuf	Behidza Karamustafic
8.	UZOK, Kakanj	Halima Smalo, Dzafic Kazema
9.	UDRUZENJE ZEPČANKA	Ala Fejzic, Remzija Zvekic
10.	NGO INFORMATION AND SUPPORT CENTRE BiH, Sarajevo	Ernest Jovic, Lisa Lind
11.	FORUM GRADJANA ZENICE	Slavica Hrnkas, Dzermal Hrelja
12.	HIJATUS	Zeljko Skuljevic,
13.	CENTAR ZA PRAVNU POMOC	Alma Spahic, Kusundzija Amira, Jasminka Dzumhur, Amira Krehic
14.	BOSANSKO-DANSKA SKOLA	Hadzihalilovic Reuf, Ceric Haris, Mirhunisa Bektas Skuljevic
15.	DRC	Zara Halilovic
16.	MEDIKA	Hana Kovic
17.	IFES	Dorrit Marks, Sadmira Kotoric
18.	OSCE FO Zenica	Dag Tuastad, Adisa Sakic
19.	OPEN SOCIETY SOROSH FUND	Nedjo Milicevic
20.	USAID/OTI	Diana Ruzic, Anesa Smailbegovic
21.	IRC's DEVELOPMENT PROJECT	Alma Masic
22.	PRESS CENTAR, Vitez	Azra Jasarevic, Fatima Zlotrg
23.	STAROVITEZANKE	ZinaZlotrg, Sada Junuzovic
24.	SEZAM	Venira Alihodzic, Naira Hadzic
25.	OTI/ Tuzla	Imelda Delgado
26.	LOTOS	Kaknjo Fatima, Zukan Armin, Nezc Edin
27.	SUPPORT	Alma Zildzic
28.	BUDUCNOST, UDRUZENJE ZENA GORNI VAKUF	Jareb Vahida
29.	RADIO FERN	Velida Kulenovic

**IZVJEŠTAJ**  
sa seminara Jačanje vizibiliteta lokalnih NVO-a  
u organizaciji IFES-a

- **Problem : Vlada, javnost i mediji ne razumiju rad NVO-a u Zenici.**
- **Zadatak : Kako pojačati vizibilitet lokalnih NVO-a ?**

Uvodne napomene o rezultatima radionice i neke sugestije za budućnost

Prva radionica u organizaciji IFES-a, održana 24. jula 1997. g., imala je interaktivni karakter, tako da su učesnici radili i diskutovali zajedno o strategijama koje bi mogle pomoći popularizaciji rada NVO-a u njihovom odnosu sa vlastima i medijima. Radionica je, pored toga, bila fokusirana i na diskusiji o Zakonu koji pogađa NVO-e i HO-e.

### **STRATEGIJE ZA PROMOVIRANJE NVO-a**

I Uvodnu riječ o strategijama za promoviranje NVO-a dala je Dorrit Marks, IFES-ov civilni koordinator. Naglasila je da NVO-i igraju važnu ulogu u civilnom društvu, jer su posrednici između građana i vlade. Zbog toga trebaju upoznati vladu i građane sa svojim radom kako bi ih s jedne strane učinili svojim simpatizerima, a s druge strane naveli da postanu odgovorni.

Dorrit Marks je ponudila svim NVO-ima set prijedloga (materijala) o strategijama i tehnikama koje NVO-i mogu koristiti u stvaranju zdrave zajednice.

Sve to moguće je postići ako NVO-i budu saradivali i radili zajedno. Na taj način NVO-i mogu utjecati na javno mnijenje s ciljem razvijanja sposobnosti građanstva da učestvuju u donošenju vladinih odluka.

Strategije koje NVO-i trebaju slijediti :

- Jasno definisana misija ili cilj
- Potreba obezbjeđenja valjanih aktivista i usluga, koji će pokazati rezultate
- NVO-i trebaju iskoristiti neznanje (nesnalaženje) vlade
- Imati jasan cilj (smjer), razvijen akcioni plan spreman na promjene - znati šta su prednosti, šta nedostaci, kako vlada reaguje i kako iskoristiti medije da zastupaju interese NVO-a

### **II MEDIA PLAN**

Kao jedan od moderatora, Mirha je ukratko objasnila temu koja slijedi i predstavila goste predavače.

- Željko Škuljević je rekao da bi ovakvu vrstu seminara trebalo organizovati za vladu. Iako većina ljudi iz NVO-a ne želi učestvovati u politici, to ne znači da se politika ne bavi njima, naprotiv.

Velida da Kulenović, kao novinar koji radi i na državnoj TV i na Radio Fernu-OSCE, govorila je o značaju uobličavanja poruke koju pojedina NVO treba prenijeti javnosti. Ona je intervjuisala predstavnicu Omladinskog kluba iz G. Vakufa.

-Ernest Jović je auditorij izvijestio o uspostavljanju Informativnog centra za podršku NVO-ima u Sarajevu.

Nakon njihovih govorenja Mirha je uputila na analizu pozitivnih i negativnih tačaka u intervjuu. Razvila se diskusija (uz čestu upotrebu političkog jezika) koja je polučila slijedeće zaključke:

- Prvi cilj : jasno uobličena poruka
- Dobro pripremljen i informisan onaj ko prezentira NVO, tj. da zna odgovoriti na slijedeća pitanja :
  1. Šta vi predstavljate (hoćete) ?
  2. šta sta uradili do sada ?
  3. Kako uspijevata da se održite ?
  4. Koji su vaši naredni ciljevi i planovi ?
  5. Kako ćete to postići ?
  6. Ko predstavlja (radi) vašu NVO ?
  7. Na koliko ljudi i na koju populaciju možete utjecati ?
  8. S kim još možete saradivati ?
- Odgovori na ova pitanja predstavljaju prezentaciju koju treba prenijeti preko media.
  - Predstavnica Sezama je rekla da oni izbjegavaju medije, jer ne žele da oni guraju svoj nos u njihove izvještaje.
  - NVO-i bi mogli imati u Upravnim odborima nekog iz media.
  - OTI-ju, bi možda bilo zanimljivo održati seminar o medijima sa većim brojem NVO-a.
- Ovoj temi treba posvetiti mnogo više vremena, jer su mnoge stvari ostale nedorečene.

### **III NVO-I RADE ZAJEDNO NA POSTIZANJU KONCENZUSA O ZAKONU KOJI POGAĐA NVO-e I HO-e**

Amira Krehić je uvela u problematiku stvaranja pravnog okvira za NVO-e i najavila govornike.

-Jasminka Džumhur, sudija i osnivač CPPŽ, je rekla da se treba riješiti formalizma, da treba postojati samo jedan zakon o NVO-ima i HO-ima. Dalje, treba razviti sistem koji će izgraditi kriterije za davanje donacija u našoj zemlji, te utvrditi minimum doprinosa za zaposlene u NVO-ima. Postavila je pitanje šta će biti sa NVO-ima kad strani donatori odu. NVO-i moraju misliti na svoju budućnost, tj. samoodržanje. Možda bi mogli uposliti profesionalno osoblje za koje

će se plaćati porezi, ali sadašnji porezi su previsoki - 66%. Ako tolike dadžbine NVO -i trebaju platiti državi, onda bi država trebala njih donirati, tj. vratiti im taj novac jer ionako rade njihov posao.

-Alma Mašić se složila s tim.

-Sezam - sve dok status NVO-a ne bude definisan, ne znaju šta će biti s njima.

-Alma Mašić je bila na konferenciji u Budimpešti na kojoj je govoreno o volonterima.

-Diskusija se razvila o tome da li treba plaćati volontere za njihov rad, naveden je dobar primjer RUHAME i OMLADINSKOG DOMA, koji plaćaju samo režijske troškove i transport.

- Ispostavila se potreba seminara o volonterizmu.

-NVO-i trebaju raditi na svom statusu i lobirati vlast, jaki i definisanih ciljeva.

- "Umrella organizacija NVO-a je dobra ideja.

-Ko će odlučiti o NVO legal situation - internacionalni ili lokalni NVO-i ?

-Domicilno stanovništvo nije potaknuto da doprinosi , niti motivisano da daje donacije.

- Potrebno je promijeniti zakon koji će potaknuti domaće donatore.

-Vlado Adamović, kantonalni sudija i aktivista u NVO-ima, iznio je sličnu problematiku, smatrajući da NVO-i moraju biti strpljiviji u rješavanju ovog problema, jer je činjenica da vlast u ovoj situaciji ima isto tako važnih problema. Zato borba NVO-a mora biti nepolitičke prirode i ciljeva, ali ne treba izbjegavati političke metode vlastite promocije. Kakva će demokratija biti u Bosni umnogome zavisi od toga da li će Bosan doista biti zemlja vladavine prava. Zbog toga položaj NVO -a u zakonskom smislu mora biti jasno naznačen, a u demokratskom i država i NVO- i moraju imati jedinstven cilj - izgradnju demokratskog društva.

- NVO-i se moraju boriti za svoja prava i pronaći puteve da utiču na zakon.

- NVO-i imaju precizne podatke o potrebama ljudi, o njihovom dobrostanju i teretu koji njihovi aktivisti čine da pomognu ljudima.

- Do sada su NVO-i imali podršku donatora. Zapad razumije korisnost NVO-a.

- NVO-i moraju identifikovati zajedničke interese i objasniti to u pismenoj formi. Oni bi mogli pomoći u izgradnji države. Konsolidacija između NVO-a je veoma važna.

-Prof. Nedžo Miličević, definisao je problem kao neadekvatan tretman NVO-a. Osnovni problemi su :

- \* Isto pravilo kod djelovanja bez obzira na različite djelatnosti
- \* Zakon o NVO-ima je samo prenesena iz bivšeg sistema
- \* Zašto vlast ne mijenja postojeći zakon : ima bolju kontrolu
- \* Postoje dvije grupe problema : 1. Ustavni okvir (to će biti sporno, jer je neprecizan, a postoji mogućnost uplitanja politike) i 2. Državne i političke strukture zakonsko regulisanje će podesiti tako da ostvare kontrolu
- Šta treba uraditi : razbiti uniformnost, promijeniti zakon o NVO-ima, koristiti iskustva razvijenih zemalja.
- Važno je da je formiran tim pravnika (Soroš LEA projekt), koji rade na ovoj problematici i u radu tog tima je uključen Miličević.

Nakon izlaganja predavača u diskusiji po grupama došlo se do slijedećih rezultata :

#### **BARIJERE :**

- Pitanje preregistracije
- Dvojako regulisanje udruženja građana
- Sporost pravnog mehanizma
- Visoka porezna stopa
- Radno-pravni status zaposlenih u NVO-ima
- Nema budžeta za finansiranje NVO-a u vladi, tako da ih ona finansira
- NVO-i nemaju nikakvih povlastica

- **PREDNOST NVO-a** je ta što okupljaju ljude sa zajedničkim ciljevima.
- **POSTOJI PODRŠKA VLASTI**, istina samo moralne prirode, i vlast ne ometa rad NVO-a.

#### **IV STAV NVO-a PREMA PREDSTAVNICIMA VLASTI**

Diskusija o pozitivnim i negativnim iskustvima sa vlašću otvorila je ovaj segment. Media plus je iznijela negativna, a Ruhama pozitivna iskustva. Ruhama redovno informiše vladu o svojim aktivnostima šaljući izvještaje.

Nakon diskusije došlo se do slijedećih zaključaka :

- Treba obavijestiti vlast o svom radu
- Treba napraviti što bolju organizaciju rada
- Vlast i javnost treba obavijestiti ko su korisnici usluga
- Predstavnike vlasti treba pozivati na zajedničko rješavanje problema
- Raditi na prezentaciji putem media
- Treba biti uporan
- Postoji predrasuda o vlastima da oni neće ništa učiniti



- Treba ostvariti partnerstvo sa vlašću
- Treba koristiti neformalne susrete
- Treba poznavati funkcije ljudi na vlasti, pogotovo onih koji nama trebaju radi uspostavljanja relacija

## V RAZVIJANJE AKCIONOG PLANA ZA JAČANJE VIZIBILITETA NVO-a

Mirha, moderator, izvršila je podjelu po grupama s ciljem da svaka od grupa na osnovu svega predhodno rečenog, napravi spisak pozitivnih i negativnih snaga, radi savladavanja barijera za vizibilitet. U svakoj grupi izabrani su reporteri koji su iznijeli mišljenje grupe.

- Pitanje : kao zaštititi nezavisnost pojedinih NVO-a, a u isto vrijeme raditi zajedno ?

- Alma Mašić je rekla da NVO-i moraju konstantno pružati informacije o svom radu. Činjenica je da NVO-i obavljaju poslove državnih institucija i da je njihov rad bolji od onog koji radi država.

- NVO-i trebaju obezbijediti argumente za vladu tako da ih ona finansira

-Internacionalne NVO-i primaju novac za svoj rad od svojih vlada.

- Akcenat treba biti stavljen na postignute rezultate.
- Treba uspostaviti poseban fond za informativni centar koji će izvještavati o radu NVO-a.
- Sistem izvještavanja je od vitalnog značaja.
- NVO-i se trebaju prezentovati javnosti i permanentno raditi na tome.
- NVO-i trebaju raditi na zajedništvu sa drugima - povezanost, mreža je bitna.

Odgovori na specifične aktivnosti za implementaciju strategija su slijedeći :

- Mora postojati kvalitetna unutrašnja organizacija
- Definirati dugoročne i kratkoročne ciljeve
- Napraviti čvrst program podešen potrebama društva
- Stvoriti interni informativni centar
- Sačiniti redovne i povremene izvještaje koji će biti dostupni javnosti i vladi
- Imati uvijek spremnu izjavu o misiji

- Imati razrađen media plan : posebna sredstva u NVO-u za medijsko predstavljanje, ostvariti public relation, održavati press konferencije, praviti biltene, brošure i sl.
- Raditi na permanentnoj edukaciji zaposlenih u NVO-ima
- Uključiti ljude iz vlasti u aktivno sudjelovanje putem tribina, okruglih stolova isl.
- NVO-i trebaju imati zajednički nastup prema vlasti
- Budući rad bazirati na zajedničkom radu onih koji imaju slične aktivnosti ili interesmane
- Uključiti građanstvo
- Raditi na umrežavanju
- Grupa pravnika mogla bi utjecati na zakon o NVO-ima i pratiti situaciju kako bi svi NVO-i bili pravovremeno obaviješteni.

Kratak raport o toku i rezultatima seminara iznijela je Mirha, te obavijestila o slijedećim terminima seminara (5.august i 26.august).

Opći utisak :

Seminar je protekao po zamišljenom planu, predstavnici NVO-a su imali prilike iznijeti svoja razmišljanja o problemima unutar svojih organizacija, a osnovni cilj - da shvate značaj zajedničkog djelovanja radi vlastitog opstanka i radi što bolje saradnje sa vlašću kako bi mogli da utječu na promjene u društvu, je postignut.

Reporter :

*Škuljević M.*  
 Miruhisa Škuljević

**Strengthening NGO Initiatives – IFES-organized Workshop**  
**Charles Stewart Mott Foundation**

**Dom penzionera, Zenica**  
**Tuesday, August 5, 1997, 9:00 – 16:30**

9:00	Workshop Agenda Overview -- Dorrit Marks, IFES Civic Participation Coordinator			
	Review of July 24 Workshop on Increasing Visibility of NGOs -- Mirha Skuljuvic' Velida Kulenovic - Moderator			
9:30	I. NGOs CAN INFLUENCE ECONOMIC AND POLITICAL REFORMS <ul style="list-style-type: none"><li>Zeljko Skuljuvic' – Professor, Zenica University</li></ul>			
10:00	II. IMPORTANT ROLE NGOs CAN PLAY IN BUILDING CIVIL SOCIETY <ul style="list-style-type: none"><li>How NGOs can influence economic and political decisions <i>Discussion groups</i></li><li>How to hold government accountable</li></ul>			
10:45	<i>Report on group discussions</i>			
11:00	Break Jasminka Dzumhur - Moderator			
11:15	III. SUSTAINABILITY COORDINATING AND STRENGTHENING NGO ACTIVITY: AN UMBRELLA GROUP			
	<ul style="list-style-type: none"><li>Importance of networking <i>Discussion groups</i></li><li>How to mobilize NGOs</li></ul>			
12:00	<ul style="list-style-type: none"><li><i>Share results of coordinating activities and networking</i></li></ul> Mirha Skuljuvic - Moderator			
12:30	<ul style="list-style-type: none"><li>Roumanian Experience with Umbrella NGO Viorel Micescu, Acting Director, CENTRAS, Umbrella NGO, Bucharest, ROUMANIA</li></ul>			
13:15	Lunch Mirha Skuljuvic - Moderator			
14:15	<ul style="list-style-type: none"><li>Potential Role of an Umbrella NGO in Zenica -- Dorrit Marks</li></ul>			
14:30	<ul style="list-style-type: none"><li>Successful Local Initiatives</li></ul> <table border="1"><tr><td>Alma Masic' – Informal Umbrella NGO group <i>Panel</i></td></tr><tr><td>Vlado Adomovic' – Issue Identification and Advocacy: Forum of Zenica Citizens</td></tr><tr><td>Nermin Nisic'/ Igor Beros – IFES Voter Education Project</td></tr></table>	Alma Masic' – Informal Umbrella NGO group <i>Panel</i>	Vlado Adomovic' – Issue Identification and Advocacy: Forum of Zenica Citizens	Nermin Nisic'/ Igor Beros – IFES Voter Education Project
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Nermin Nisic'/ Igor Beros – IFES Voter Education Project				
15:15	Break Jasminka Dzumhur - Moderator			
15:30	<ul style="list-style-type: none"><li>Next Step for Zenica <i>Discussion Groups</i></li></ul> <table border="1"><tr><td>Model of an Umbrella Organization for Zenica, Bosnia and Herzegovina</td></tr></table>	Model of an Umbrella Organization for Zenica, Bosnia and Herzegovina		
Model of an Umbrella Organization for Zenica, Bosnia and Herzegovina				
16:15	<ul style="list-style-type: none"><li><i>Share ideas on coordination, Umbrella organization for NGOs in Zenica</i></li></ul>			
16:30	<i>Review</i> Next Workshop date: Tuesday, August 26, 1997: Sustainability of NGOs – Funding NGO Initiatives Mirha Skuljuvic - Rapporteur			

**REPORT ON  
STRENGTHENING NGO INITIATIVES  
IFES-organized Workshop**

The workshop on Strengthening NGO Initiatives was held on August 5, 1997.

The same as the last time, the workshop agenda overview was made by Mrs. Dorrit Marks, IFES Civic Participation Coordinator, the key points of that introductory speech are , as follows:

- Overview of the workshop agenda.
- Political influence to economic and political reforms.
- Hand outs on: Creating Consensus for Economic Reforms; How to Use Media More Efficiently; Umbrella Organization.
- NGOs can influence political reforms-Zeljko will make presentation of some reforms, and also how NGOs can influence the changes.
- Participants of the workshop discuss the ways to influence economic and political changes, and how they can keep government accountable.

Reminder of the workshop on sustainability. How to mobilize NGOs; Romanian experience with umbrella NGO; Dorrit - about aspects of an umbrella NGO; examples coordination of local successful initiatives; group work to discuss the model of an umbrella NGO for Zenica and converging towns.

Brief review of July 24 Workshop on Increasing Visibility of NGOs made Mirhunisa Skuljevic

**I. NGOs CAN INFLUENCE ECONOMIC AND POLITICAL REFORMS**

- Zeljko Skuljevic

Even the title of this topic is questionable. He quoted two examples of utopia states - Plato's and Cabet's ones, both failed because it is not possible to organize ideal state, it is only possible to organize the state with more or less injustice. If we take into consideration political organization of BiH (BiH, 2 entities, 10 cantons, divided towns and municipalities...), how or whether this concept brings prosperity?! Economy is always conditioned by politics. National income varied from Republic to Republic (the lowest national income in Kosovo, the highest one in Slovenia), and now it is some \$200 per capita. He mentioned some examples of renting land in the country, as the temporary solution that can help the country to overcome the crisis.

He emphasized once again that there is a need to educate not only NGOs but also the governments; importance of media. The media research of Twin TV station on their audience revealed catastrophic result—very small audience. It is the same case with Radio X in Mostar. However, we should act through media but in a more aggressive manner, and continuously. Linkage of the media should be established, especially with alternative media; NGOs should not accept ethnic borders. There should be joint projects; if projects cover different areas of BiH, they would be more likely to receive funding.

We should admit that others don't feel that NGOs belong to them. That's why we should get closer to those we would like to address. We are not sure how we can influence the government, therefore we should have unified voice – unified on political and economic position. Integrity of NGOs is practical and useful. Zenica has optimal number of NGOs and its situation is much better than the situation of some other towns such as Zepce, Maglaj, Zavidovici and Middle Bosnia Canton in whole.

**II. IMPORTANT ROLE NGOs CAN PLAY IN BUILDING CIVIL SOCIETY**

- Group discussion

**1. GROUP - YOUTH NGOs ( Bogdan Kolar)**

**How to educate civil population?**

-through children and youngsters, on long term plan

-through general ( to influence the school programs, to organize the seminars for all schools, teachers supportive to that idea) and specific forms of education ( through individual work, to encourage creativity, to introduce modern technical aids, exchange on international level).

-current education does not prepare children for life, education is not satisfactory and teachers are insufficiently trained.

-We (Our Children) offer alternative

-Needed is the linkage among all similar NGOs from both entities

-to organize civic education for children

-to publicly announce letters, with the consensus of all NGOs, through media, about the issues of education for children and youth as the foundation for the future of the country.

-to create partnership with some state institutions that have the same activities as NGOs

-to create partnership with international NGOs

Needed reforms:

-political reforms

-economic reforms

-social reforms

-communications

-education

**Who can do that?**

Those who have good programs and who are able to implement them.

## 2. EDUCATION - Alina Handzic

**What are the problems that hold back education?**

-reforms are carried out by the government

-draft law should be amended

-governments are not supportive towards NGOs

**Needed reforms**

-political reforms

-economic reforms

-educational reforms

-health reforms

-reforms of judicial system

-social reforms

**Who are the players?**

-governing body

-elected representatives in different levels of governments, they make decisions

-interactive relationship

**Allies:**-categories affected by the law

**Opponents:**-those who would like to preserve existing system; important to know arguments of opponents so as to propose alternatives.

**Influence:** groups, institutions, media coalition—message has to be sent to public.

**Tactics:** Implementation, who will be responsible tomorrow?

**How to keep government accountable:** parliamentary issues, warning about negative events, following the election campaign, calling for responsibility, agitating for removal.

## 3. MEDIA GROUP (Vlado Adamovic)

-essential is unified strategy and the body for cooperation (umbrella) that would educate the governments.

-Contact with the governments apriori and aposteriori , hypocrisy.

-to react on Law affecting NGOs and Humanitarian Organizations.

-Local media doesn't have enough information on NGOs 'spheres of interest

-NGOs should be more aggressive to influence public opinion

- within an umbrella NGO need to create Information Center for public relations, such a center would follow all information needed by NGOs.
- to invite governmental representatives and to make them familiar with the conclusions
- to distribute material on elections to NGOs.
- Vlado Adamovic- The Assembly is the "covering", the governmental representatives should be invited but the invitation should be addressed to leading parties and independent candidates. The centers of power are outside the institutions.

### III. SUSTAINABILITY COORDINATING AND STRENGTHENING NGO ACTIVITY: AN UMBRELLA GROUP

- group discussion

**The Groups have come up with common conclusions:**

#### 1. Importance of linkage:

- mass movement is where power comes from and objectivity
- exchange of information
- identifying common problems, situation and the needs in the field
- linkage is essential in the sense of influencing the changes
- actual situation in the country requires umbrella
- it is cheaper manner

**Motive:** common interests

**How:** through informal group, with unified position, selection of programs, directed inside country and to outside world.

**What are the forces:** We on our own and experienced international NGOs.

**What is in favor:** motivation and importance of linkage.

**What is holding back:** mixing private and business things, ignorance, fear of losing independence, lack of knowledge of NGOs, fear of unknown, monopolization, bureaucracy, fear that NGOs will not be equally treated.

#### 2. To mobilize NGOs for participation within umbrella group: need to overcome barriers

**Benefits of umbrella NGO:**

- together we are stronger
- it can provide all sorts of services, such as: legal services, media, public relations, it can be resource of information, fund-raising

**Formal or informal umbrella:** Informal one

**VIOREL MICESCU**, Director of CENTRAS, Romanian Umbrella NGO, talked about Romanian experience with such NGO.

CENTRAS was established by the support of IFES, working on civic education. At that time, on the Romanian stage chaos prevailed, with regard to NGOs there were some 6000. IFES supported and worked out the outline for the future NGO which was needed especially for the reason of lack of information, everything was focused to the capital. The media ignored NGOs – there was almost no reporting about NGO activity. Legislature knew nothing about NGOs so the group have decided the need to change that outdated system. IFES didn't monopolize them, only directed their needs and objectives. There was considerable jealousy among NGOs, so choosing to work with IFES rather than one NGO to wrap umbrella around was preferable. CENTRAS has brought together more than 100 NGOs –representatives of various NGO sectors. CENTRAS was able to establish coordinated system with media and communication among NGOs. Umbrella permitted flow of information within NGO sector. Annual Forum of NGOs brings together representatives of NGOs, government, and donors. We make evaluations on annual basis, then we seek solutions, adopt resolutions with the aim of implementation. The work at the Forum has resulted in many resolutions being adopted by government. In Romania, there were no problems with the governments and for that reason NGOs started to work together, now media has taken NGOs side. Status of NGOs has been

improved and it has reached the point where at least one article on NGOs is published on weekly basis, which is the same case with TV and Radio coverage.

From 1994 CENTRAS, with the support of IFES, has become an Information Center and has its own NGO newsletter. CENTRAS has helped in the planning of public initiatives to influence the changes of legal framework, for example. There is an expert group working on that and they send their conclusions to the governments. Our suggestions resulted in having the law changed; we have that power since umbrella represents some 300 member associations we are able to influence change.

In 1995 the program of IFES was coming to an end, but IFES staff decided to establish Romanian NGO. Recently, CENTRAS has developed many activities and has become self-funded. There are many other umbrella groups in Romania and they have become the members of European network. The advantage of informal umbrella group is that this NGO has good image and it is easier to get the funding.

CENTRAS has come to the point of cooperation with private sector.

#### QUESTIONS FOR VIOREL MICESCU

-Zeljko: Could you tell us whether the changes that happened on the political level were influenced by the activities of NGOs or by the change of governments?

Viorel: NGOs tried to make their influence but the fact is that the political situation changed.

Dorrit: what form of an umbrella NGO is better form: formal or informal?

Viorel: Informal.

Mirha: How to overcome the fears of NGOs?

Viorel: We tried to be open, transparent, much communication with NGOs, we didn't take any step without our partners and what was important was that governments were not aggressive towards us.

Seka: What are the services that umbrella provides to NGOs?

Viorel: information to and from the partners, use of the equipment for some NGOs that are not properly equipped, legal advice, advocacy of NGO projects, seminars and trainings, fundraising, management, public relations, writing of the project proposals, final reports etc.

Vlado: if it is informal NGO, how come you have so many directors?

Viorel CENTRAS partly acts as the formal NGO.

#### SUCCESSFUL LOCAL INITIATIVES

##### ALMA MASIC - Informal Umbrella Group

-we have some common interests

-we cover Zenica-Doboj canton and Middle Bosnia Canton

-our aim is better understanding among us and donors

-Forum has been active some months

-our first problem was the law that affects NGOs and Humanitarian Organizations

-it is important to identify common issues and to call the governments to give the explanation to NGOs

-it is needed to work more on presentation of NGO activities, visibility, explanation of NGO activities

-I agree with Zeljko- that the governments should be educated

-we try to eliminate the phenomena, the fear of stealing ideas among NGOs-we should develop a sort of healthy rivalry

-NGOs should get involved to deal with actual problems

-I invite you for tomorrow's meeting of Forum

##### • VLADO ADAMOVIĆ

Forum (of Citizens of Zenica) is established as a need, it is not possible for the civic population to remain apolitical when they are affected by the changes. And Forum is first NGO of such type, organized to preserve and protect identity of the town. The aim also was to contribute to the democracy which resulted in having quite a number of NGOs. NGOs should use apolitical methods to achieve political goals. Results guided by good motive get the best results.

##### • NERMIN NISIC/IGOR BEROS- VOTER EDUCATION PROJECT

IGOR: IFES was established 10 years ago, and the seat of IFES is in Washington.

-1996 IFES came to BiH , upon invitation of OSCE, it is funded by USAID

- Voter education project- the aim is to encourage the voters to come for the elections
- We have our trainers, they work in teams, our work is a field work, we cooperate also with informal organizations.
- Problems in the field are: lack of information, bad infrastructure, division, nationalism
- our publications are IFES guide, brochures, documents, calendar, dictionary, posters, video and radio commercials.

#### NERMIN

- We have restarted the program from last year but this year we extended our activities to democratization.
- we provided information that are not accessible to the people through media
- we have established our office in Bihac, too.
- we have 14 trainers- we have visited 8000 (ZE-DO Canton +6800 (U-S Canton)
- people in the field are not informed at all.

- **NEXT STEP FOR ZENICA**

The committee was selected to work out the program by August 23, 1997. The committee will answer the questions that follows:

- name for the organization ; the services that will provide
- draft of the budget
- potential sources
- the advantages of partnership with western NGO to get the funding and technical assistance (for example IRC or IFES)

- **NEW NGO OR EXISTING ONE?**

SEKA: my suggestion is existing one with partnership of international one and local NGO that deals with legal issues.

ZARA: I agree with Seka, but I think that some transformation are needed.

MIRHA: before creating umbrella the NGOs should be grouped according to their activities in order to achieve the objectives easier. We should use the method from the bottom to the top, that way the idea will be fully supported by all NGOs.

VLADO: What's up with the project of IRC? We don't need IFES, or Romanian experience, we should develop existing activities. We already have an NGO that has involved other NGOs, there is the circulation of information , and you Mrs. Dorrit should only be our catalyst, to encourage us in our future work.

DORRIT: I support what you support and my question only is how do you plan transformation from current Umbrella to more effective organization representing local NGOs?

- Mirha- gave overview of the workshop and information about the next workshop planned for August 26, 1997.

#### General remark:

This workshop was very dynamic and constructive. We have come up with the common solutions, but at the same time one small group imposed their opinion. From my point of view the topic of umbrella organization should be put on the agenda again; many participants didn't have opportunity to participate in discussion ( for example those who for the reason of transport had to leave earlier), and the others simply adopted the idea that it is ok for Zenica( just as Sarajevo did) to undertake control of NGOs (from other towns). If umbrella represents common interests ( on which everybody agreed upon) then all NGOs should participate in the process of creating such an umbrella NGO and they should know the benefits that the umbrella will provide to NGOs. Otherwise in advance it is condemned to fail or the biggest fear that everybody expressed will come true – fear of monopolization.



TELEPHONE LIST OF BOSNIAN LOCAL NGO  
 COORDINATION GROUP for the seminar  
 August 5, 1997

No.	Name of Organization or Association	Phone	Contact Person
1.	YOUTH HOUSE	24 122	Rankica Prosic, Davor Juric
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8.	UDRUZENJE ZEPČANKA		Ala Fejzic, Remzija Zvekcic
9.	NGO IFORMATION & SUPPORT CENTRE BiH, 071 206 011		Ernest Jovic,
10.	FORUM GRADJANA ZENICE		Slavica H., Dzermal Hrelja, Vlado Adamovic
11.	HIJATUS	412 237	Zeljko Skuljevic, Mirhunisa Skuljevic
12.	CENTAR ZA PRAVNU POMOC	22 049	Jasminka Dzumhur,
13.	BOSANSKO-DANSKA SKOLA	412 237	Hadzihalilovic Reuf, Ceric Haris,
14.	DRC	415 107	Zara Halilovic
15.	IFES	410 402	Ed Morgan, Igor Beros, Nermin Nisic
16.	OSCE FO Zenica	412 293	Dag Tuastad,
17.	USAID/OTI	26 527	Diana Ruzic, Anesa Smailbegovic
18.	IRC's DEVELOPMENT PROJECT	410 016	Alma Masic
19.	PRESS CENTAR, Vitez	710 573	Azra Jasarevic, Fatima Zlotrg
20.	STAROVITEZANKE	710 573	Zina Zlotrg, Sada Junuzovic
21.	SEZAM	412 299	Venira Alihodzic, Naira Hadzic
22.	LOTOS	621 398	Kaknjo Fatima, Nuhic Mujesera
23.	SUPPORT	21 782	Hadzikapetanovic Halima, Aisa Djuvelek
24.	BUDUCNOST, UDRUZENJE ZENA GORNI VAKUF		Jareb Vahida
25.	OMLADINSKI KLUB, GORNJI VAKUF	070 86 329	Karamustafic Behidza
26.	RADIO FERN		Velida Kulenovic
27.	EMPATIJA	38 781	Valida imamovic
28.	CENTAR ZA GRADJANSKU SARADNJU TRAVNIK 818464		Jusufbasic Visnja, Agic Edib
29.	INDEPENDENT	418 685	Hadzic Alina
30.	CENTRAS	401 3125004	Viorel Micescu

IZVJEŠTAJ SA SEMINARA  
JAČANJE NVO INICIJATIVA  
u organizaciji IFES-a

Seminar **Jačanje NVO inicijativa** održan je 5. avgusta 1997.g.

Kao i prošli put, Dorrit Marks, IFES Koordinator za građansku participaciju, dala je uvod u predstojeći seminar, koji se može podvesti pod slijedeće tačke :

- Pregled dnevnog reda seminara.
- Politički utjecaj na ekonomske i političke reforme.
- Materijal : "Stvaranje koncenzusa za ekonomske reforme"; materijal o efektivnoj upotrebi medija; materijal o organizaciji ambrela.
- NVO-i mogu nadgledati vladu i držati je odgovornom, npr. pozvati kandidate da se izjasne o svojim pitanjima, planovima, kako će ih implementirati i poslije izbora vidjeti da li se izabrani zvaničnici drže obećanja. Isto se odnosi i na zakon, za koji treba ispitati da li se sprovodi u praksi.
- NVO- i mogu utjecati na političke reforme - Željko će govoriti o nekoliko reformi, te o tome kako NVO-i mogu utjecati na promjene.
- Učesnici seminara diskutuju o tome kako oni mogu utjecati na ekonomske i političke odluke, te kako oni mogu držati vladu odgovornom.
- Podsjetnik vremena posvećenog temi seminara - odživosti. Kako mobilizirati NVO-e; rumunsko iskustvo sa ambrelom NVO; Dorrit o aspektima jedne ambrela organizacije; primjeri lokalne koordinacije i uspješnih lokalnih inicijativa; male grupe da bi se prodiskutovao model; forma jedne ambrela organizacije za Zenicu i gradove koje joj konvergiraju.

Mirhunisa Škuljević je dala kratak osvrt na seminar od 24. jula 1997.g.

## I NVO-i MOGU UTJECATI NA EKONOMSKE I POLITIČKE REFORME

- Željko Škuljević

Naslov teme je vrlo upitan. Naveo je primjere dvije utopističke države - Platonovu i Cabetovu, koje su propale, jer nije moguće napraviti idealnu državu, već samo više ili manje nepravednu. Političko usrojstvo u BiH je bez presedana (BiH, 2 entiteta, 10 kantona, podijeljeni gradovi, opštine...) Kako i da li ovakav koncept nosi prosperitet? Ekonomija je kao i uvijek uslovljena politikom. Nacionalni dohodak je varirao od Republike do Republike (najniži na Kosovu, najviši u Sloveniji), a sada je 200\$ po glavi stanovnika. Spomenuo je primjere uzimanja zemalja pod zakup, kao privremenog rješenja koje moće pomoći da se neka zemlja izvuče iz krize.

Podvukao je ponovo potrebu educiranja, pored NVO-a, i vlasti. Istraživanja TVIN-a o slušanosti njihovog programa pokazala su katastrofalne rezultate. Isti je slučaj, npr., sa radiom X -Mostar. Ipak treba djelovati preko medija, ali drugačije - agresivnije, nametljivije, kontinuirano.

Treba priznati da je mišljenje drugih o NVO-ima da mi nismo s njima. Zato se mi moramo približiti onoma kojima se obraćamo.

Mi u stvari ne znamo kako da utučemo na vlast, zato trebamo jedinstveno djelovati - politički i ekonomski. Mora se reći da je razlog ograničenosti alternative upravo zbog recentne vlasti. Integrativnost, zajedništvo svih NVO-a je nešto što je praktično i korisno. Zenica ima optimalan broj NVO-a, te je njena pozicija bolja u odnosu na Žepče, Maglaj, zavidoviće i čitav Srednjobosanski kanton.

## II VAŽNOST ULOGE NVO-a U IZGRADNJI GRAĐANSKOG DRUŠTVA

- Diskusija po grupama :

### 1. GRUPA - OMLADINSKE ORGANIZACIJE (BOGDAN KOLAR)

#### Kako educirati građanstvo ?

- Preko djece i omladine , dugoročno
- Kroz opće ( utjecati na školske programe, održavati seminare po školama, volja kod nastavnika postoji) i specifične oblike edukacije (individualni rad, razvijanje kreativnosti, uvođenje savremenih tehničkih sredstava, razmjena na internacionalnom nivou).
- Mi nudimo alternativu.
- Potrebno je uvezivanje svih sličnih organizacija iz oba entiteta.
- Uključiti djecu u građansko obrazovanje.
- Slati javna pisma uz predhodni koncenzus svih NVO-a putem media o problemima educiranja djece i omladine kao temelja budućnosti zemlje.
- Ostvariti partnerstvo sa državnim institucijama, koje pokrivaju iste oblasti kao pojedini NVO-i.
- Ostvariti partnerstvo sa inozemnim organizacijama.

#### Potrebne reforme :

- politička
- ekonomska
- socijalna
- komunikologija
- obrazovanje

#### Ko je u stanju da to izvrši ?

- Oni koji nude dobre programe i u stanju su da ih realizuju.

### 2. GRUPA - JAVNI INTERESI (HARIS CERIC)

#### Šta koči edukaciju ?

- Reforme sprovodi vlast.
- Potrebne sugestije na predložene zakone.
- Vlasti ne pomažu NVO-e.

#### Potrebne reforme :

- Političkog sistema
- ekonomije
- školstva
- zdravstva
- pravosuđa
- socijalnog

#### Ko su igrači :

-Izorno tijelo je odgovorno

-Izabrani predstavnici u različitim nivoima vlasti su u poziciji da odlučuju

-to je interaktivan odnos

Saveznici:-Kategorije koje pogađa zakon, mjere.

Oponenti :oni koji žele da sačuvaju postojeći sistem.

Utjecaj : grupe, institucije, media koalicija.

Strategije : osvojiti medie,susreti lice u lice, zahtijevanje argumenata za oponente.

Taktike : implementacija, ko će sutra biti odgovoran?

Kako vlast učiniti odgovornom : parlamentarnim pitanjima, upozoravanjem na negativne pojave, praćenje izborne kampanje, prozivanjem, agitovanjem za smjenu.

### 3.GRUPA MEDIA (VLADO ADAMOVIĆ)

-Neophodna jedinstvena strategija i tijelo za saradnju (ambrela), koje bi educiralo vlast.

-Kontakt sa vladom - apriori i aposteriori, hipokrizija.

-Reagovati na zakon o NVO-ima i HO-ima.

-Nedovoljna informisanost lokalnih media o različitim oblastima koje su zanimljive NVO-ima.

-Agresivniji nastup NVO-a kako bi utjecali na javno mnijenje.

-U okviru jedinstvenog tijela (ambrele) organizovati informativni centar za public relation i za praćenje svih zbivanja radi servisiranja informacija NVO-ima.

-Pozvati predstavnike vlasti na seminare ili ih direktno upoznati sa zaključcima.

-Izborni materijal podijeliti NVO -ima.

-Vlado Adamović - Skupština je paravan, treba pozvati predstavnike vlasti; poziv uputiti svim strankama i nezavisnim kandidatima.Centri moći su van institucija.

## III ODRŽIVOST

### KOORDINIRANJE I JAČANJE NVO AKTIVNOSTI: AMBRELA GRUPA

Grupe su došle do zajedničkih zaključaka :

#### 1. Važnost uvezivanja :

-masovnost iz koje proizlazi snaga i objektivnost sagledavanja

-razmjena informacija

-utvrđivanje zajedničkih problema, stanja i potreba na terenu

-uvezivanje daje moć da se utiče na promjene

-aktuelna situacija u zemlji nalaže tu potrebu

-to je jeftiniji način

Motiv : zajednički interes

Kako : preko neformalne grupe, jedinstvenim nastupima, odabirom programa, na relaciji inter - vani

Koje snage : mi sami i strane organizacije koje imaju iskustva.

Šta unapređuje :motiv i važnost uvezivanja.

Šta unazađuje : miješanje privatnog i poslovnog, neznanje, strah od gubljenja nezavisnosti, neinformisanost o takvim organizacijama, strah od monopolizacije, strah od nepoznatog, strah od birokratije, pitanje partnerstva, tj. istog tretmana svih NVO-a.

2. Mobilizirati NVO-e ka participaciji u ambrela grupi : prevazići stvari koje unazađuju.

### Koristi od ambrela organizacije :

-zajedno smo jači

-može pružati usluge : pravne prirode , media, odnosi sa javnošću, biti izvor informacija, namicati sredstva.

**Za formalnu ili neformalnu organizaciju : Neformalnu.**

- **VIORREL MIČESKU**, direktor CENTRASA ,rumunske ambrela organizacije, je govorio o njihovim iskustvima u stvaranju jedne takve organizacije.

Centras je osnovan uz pomoć IFES-a , u vrijeme kada je rumunskom scenom vladao haos što se tiče NVO-a (bilo ih je 6000).IFES je dao podršku i okvir buduće organizacije, koja se pokazala i te kako potrebnom zbog nedostatka informacija i slijevanja informacija i donacija samo u glavni grad.U to vrijeme zakonodavno tijelo nije ništa znalo o NVO -ima, pa su oni odlučili da takav zastario sistem trebaju mijenjati.IFES nije monopolizirao, već izvukao iz njih njihove potrebe i ciljeve.CENTRAS je okupio više od 100 NVO-a između kojih je uspostavljena koordinacija, kako na polju media tako i na polju komunikacija.Rezultati : usvojeno niz traženih rezolucija od strane vlade.Problema sa vlastima je bilo, ali je upravo to navelo NVO-e da rade zajedno, tako da sad media ide na ruku NVO -ima.Status se sve više poravljao i dostigao da sada makar jedan članak postoji o NVO-ima u novinama, postoje radio i TV emisije namijenjene NVO- ima.

Svake godine radimo procjenu postignutog, tražimo nova rješenja, usvajamo rezolucije s ciljem implementacije tih rješenja.Od 1994. CENTRAS je uz pomoć IFES-a postao informativni centar, izdaje časopis o NVO zajednici.Ono što je važno je : da je urađena promocija javnih inicijativa, koje zastupaju promjene pravnog okvira, formirana je grupa za promjenu zakona, čiji zaključci su upućeni vlastima.Naše sugestije su rezultirale promjenom zakona, jer je iza toga stajala ambrela organizacija (300 članica), koja je posjedovala moć da utiče.

1995.g. IFES-ov program se bližio kraju, ali je osoblje odlučilo da stvori rumunsku organizaciju, koja sada ima vlastite finansije zahvaljujući mnogim aktivnostima.U Rumuniji postoje i druge ambrela organizacije, koje su članovi evropske mreže.

Prednost neformalnog udruživanja : NVO zajednica ima svoj imidž što im omogućava da lakše dođu do finansija.

CENTRAS je sada u fazi kada sklapa ugovore sa privatnim sektorom.

- **PITANJA UPUĆENA VIORRELU MIČESKU**

-Željko : da li je zahvaljujući aktivnostima NVO-a u odnosu na vlasti došlo do stvaranja ambrele i da li su te aktivnost utjecale na promjenu ili je do promjena došlo zbog promjene vlasti ?

Viorel : NVO-i su se žalili i to se odrazilo na vlasti.

-Dorrit : šta mislite o odnosu neformalne i formalne organizacije ?

Viorel : bolja je neformalna.

-Mirha : kako prevazići strah ?

Viorel : pokušali smo biti otvoreni, transparentni, uz mnogo komuniciranja sa NVO-ima, nismo poduzimali ni jedan korak bez naših partnera, što je istina bilo lako jer vlast nije bila agresivna prema nama.

-Seka : koje su to vrste usluga ?

Viorel : informacije ka i od partnera, korištenje opreme i sredstava od strane siromašnijih NVO-a, pravni savjeti, zastupanje projekata NVO-a, organizovanje seminara iz namicanja sredstava, menadžmenta, kontakti sa javnošću, pisanje projekata, finalnih izvještaja i sl.

-Vlado : ako je to neformalna org., otkud u afiši toliko direktora ?

Viorel : Centras jednim dijelom djeluje i kao formalna organizacija.

- **USPJEŠNE LOKALNE INICIJATIVE**

- **ALMA MAŠIĆ - Neformalna ambrela NVO grupe**

- Mi imamo zajednički interes.

- Pokrivamo ZE-DO i Srednjobosanski kanton.

- Naš cilj je : bolje razumijevanje između sebe i donatora.

- FORUM djeluje već nekoliko mjeseci

- Prvi problem nam je bio Zakon o NVO i HO

- Važno je identifikovati zajedničke probleme i pozvati ljude iz vlasti da odgovore na pitanja NVO-a.

- Potrebna je veća prezentacija, prisutnost, pojašnjenje rada NVO-a.

- Podvlačim ono što je rekao Željko - da treba edukovati vlast.

- Nastojimo razbiti fenomen krađe ideja između NVO-a - treba razviti zdravu konkurenciju.

- Treba uključiti NVO-e u aktuelnu problematiku.

- Pozivam vas na sutrašnji sastanak FORUMA.

- **VLADO ADAMOVIĆ -FORUM GRAĐANA ZENICA**

Forum je nastao iz tadašnje potrebe, jer ne može postojati nepolitičnost građanstva, kad ih se tiču promjene. Forum je prva organizacija u tom smislu, koji je želio zaštititi identitet grada. Bila je to želja za demokratskošću, koja je na kraju rezultirala serijom NVO-a.

Razlika između našeg i rumunskog sistema je u tome što naša vlast nije agresivna prema NVO-ima. NVO-i trebaju nepolitičkim metodama postići političke ciljeve: Rezultati kojima je predhodila želja su najbolji.

- **NERMIN NIŠIĆ/ IGOR BEROŠ - IFES PROJEKAT OBUKE GLASAČA**

IGOR : IFES je osnovan prije 10 g. sa sjedištem u Vašingtonu.

- 1996.g. dolazi u BiH , na poziv OSCE-a , finansiran je od USAID

- Projekat obuke : cilj potaći ljude na izlazak na izbore

- Mi radimo preko instruktora koji su podijeljeni na timove, naš rad je terenski, a radili smo i sa neformalnim organizacijama.

- Problemi na terenu : slaba obaviještenost, loša infrastruktura, podijeljenost, nacionalizam

- Štampali smo : IFES - vodič, brošure, dokumente, kalendar, rječnik, postere, pravili video i radio spotove.

NERMIN : i ove smo godine pokrenuli isti projekat i još ga proširili na demokratizaciju.

- Informisali smo ljude o onome što ne mogu saznati preko media.

- Uspostavili smo ured i u Bihaću.

- Imamo 14 instruktora - posjetili smo 8000 (ZE-DO kanton) + 6800 (U-S kanton) birača.

- Ljudi na terenu su zaista neobaviješteni.

- **SLIJEDECI KORAK ZA ZENICU**

Izabrana je grupa koja do 23 avgusta, 1997g. treba odgovoriti na sljedeća pitanja:

-ime organizacije ; usluge koje ce nuditi

-nacrt budzeta

-potencijalni izvori

-prednosti uvezivanja sa Zapadnom Org. da bi se dobile financije i tehnicka pomoc (na primjer IRC ili IFES)

- **NOVA ORGANIZACIJA ILI VEC POSTOJECA?**

SEKA: predlazem vec postojecu uz pomoc organizacije koja se bavi pravnom problematikom and local NGO that deals with legal issues.

ZARA: podrzavam ovaj prijedlog, ali smatram da su neophodne transformacije.

MIRHA: prije stvaranja ambrele potrebno je napraviti grupisanje prema zajednickim aktivnostima, kao bi se doslo do zajednickih ciljeva. Treba koristiti metod odozdo prema gore, jer ce tako podrška biti kompletna od svih NVO-a.

VLADO: sta je sa projektom IRC-a? Nama ne treba IFES, niti rumunsko iskustvo, mi trebamo produbiti vec postojece aktivnosti. Mi vec imamo NVO koja je ukljucila druge NVO-e, postoji protok informacija, a vi gospodjo Dorrit mozete biti jedino katalizator, podstrek za nas buduci rad.

DORRIT: ja podrzavam ono sto vi podrzavate i samo pitam kako zamisljate transformaciju sadasnje ambrele u jednu efektivniju NVO koja bi zastupala ostale NVO-e?

- **Mirha-pregled toka seminara i informacija o narednom, planiranom za 26. avgust 1997g.**

- **OPCI UTISAK:**

Seminar je bio veoma dinamican i konstruktivan. Dosli smo do nekih zajednickih rjesenja, ali se istovremeno izdvojila koja je nametnula svoje misljenje. Smatram da diskusiju o stvaranju ambrele treba staviti ponovo nadnevni red., jer neki od ucesnika nisu imali priliku iznijeti svoje misljenje na primjer oni koji su zbog transporta morali otici ranije), a drugi su se pomirili s tim da Zenica( kao Sarajevo) zeli preuzeti kontrolu NVO-a iz drugih gradova.. Ako je ambrela zajednicki interes ( o cemu su se svi slozili) onda svi NVO-i trebaju uestvovati u stvaranju takve NVOi znati koristi koje ce imati od nje. Inace, ona je unaprijed osudjena na propast ili ce se ostvariti najveći strah koji su svi iznijeli - strah od monopolizacije.

Reporter: Mirhunisa Skuljevic

**The Path to Sustainability: Funding NGO Initiatives – IFES-organized Workshop**  
**Charles Stewart Mott Foundation**

**Dom penzionera, Zenica**  
**Tuesday, August 26, 1997, 9:00 – 16:30**

9:00	Workshop Agenda Overview -- Dorrit Marks, IFES Civic Participation Coordinator Review of August 5 Workshop -- Mirha Skuljevic'
9:30	I. A DEVELOPMENT PLAN – Dorrit Marks Velida Kulenovic' - Moderator
9:45	II. SUSTAINABILITY: NGO INITIATIVES <i>Panel</i> <ul style="list-style-type: none"><li>• Mayra Kulovic'/Samir Kambur, Happiness to Children, Kakanj</li><li>• Quantitative evaluation -- Hatidza Rudic', RUHAMA</li><li>• Qualitative evaluation -- Naira Hodzic', SEZAM</li></ul> Mirha Skuljevic' - Moderator
10:30	III. CIVIC DIALOGUE: Education and Social Welfare NGOs and Government Leaders <i>Group discussion</i>
11:30	break Jasminka Dzumhur - Moderator
11:45	IV. NGO Long-term Plan 1. Report of Umbrella Committee 2. NGO Community Today and Where We Want to Be <i>Discussion groups</i>
12:15	<i>Report from working group</i> Jasminka Dzumhur - Moderator
13:00	V. HOW TO CONNECT WITH DONORS Role play: NGO requests donor funding <i>Discussion groups</i>
13:30	<i>Share funding Role play</i>
13:45	Lunch Velida Kulenovic' - Moderator
14:45	VI. NGO SUSTAINABILITY <i>Panel discussion</i> International Donor – Expectations and Prospects <ul style="list-style-type: none"><li>• Dianne Cullinane -- Soros Open Society Fund</li><li>• Svjetlana Derajic' – EC Phare Micro-Grant Program</li><li>• Diana Ruzic' – USAID Office of Transition Initiatives</li></ul>
15:45	Break <i>Evaluation</i>
16:00	Review and Closure Mirha Skuljevic' - Rapporteur



REPORT  
on Workshop organized by IFES and Charles Stewart Mott Foundation  
**THE PATH TO SUSTAINABILITY: FUNDING NGO INITIATIVES**  
August 26, 1997. Dom Penzionera

Overview of the workshop agenda: Dorrit Marks

**DORRIT**

This was the 3 workshop on strengthening NGOs, building visibility and strengthening NGO organization. I'd like to express my appreciation to Mirha Skuljevic, Jasminka Dzumhur, Alma Masic and Velida Kulenovic for their hard work as our moderators and to the translation of Sadmira Kotic.

I want you to know that I am listening to you the NGO leaders, and I hear you.

At the last workshop we have decided to invite NGOs from Republika Srpska so we received confirmation from two representatives of Duga from Banja Luka, one from Iusticia, the confirmation from one representative from Buducnost - Modrica; next time we will start earlier with the organization.

At the last workshop we also decided to invite representatives of the government ( Ministry for Social Affairs and Ministry for Education, Culture and Sports).

The International Foundation for Election Systems and similar projects is going to publish a Guide on NGOs, under the auspices of Voter/Civic Education Program, next week and we are suggesting that a Press Conference be called, as a step to increase the NGO visibility. I invite you to come for that conference where the Guide will be handed out to NGO leaders, representatives of media and representatives of government. We have to thank Seka who collected the information from NGOs so we can have the Guide published.

**An Overview of Today's Workshop Agenda**

Mirha is going to do a review of the last seminar, and I am going to tell you about NGO Development Plan. Some suggestions that may help you in fund raising and achieving sustainability. Then, several of our NGO leaders will share successful initiatives in fund raising and evaluation of their projects. Furthermore, we have planned a segment - Civic Dialogue on education and social Affairs - NGOs and representatives of governments, in the aim of amelioration of relations. After, we will work in small groups on your ideas for a long term plan how best to work together as a community of NGOs in Zenica area as an umbrella group. Practically, we will speak about NGO finance plans. We will have a fun activity in small groups, a role play between the donor and NGO - where the NGO explains what they do and asks the money from the donor. After lunch, you will have opportunity to hear from three international donors (SOROS, ICVA, and USAID).

Before introducing the part on Development Plan, I'd like you to introduce yourselves.

Participants introduced themselves. All people applauded to the lady, the only representative from Republika Srpska.

**Mirha**

On behalf of NGOs and moderators, I'd like to thank MS. Dorrit Marks who has provided an opportunity for us to work together in such great numbers, to exchange experience and to come to the common conclusions.

My review will be very brief since you have report from the last workshop in your folders. I'd like to emphasize that the last workshop was a very constructive workshop, where we shaped our mutual interests and expressed the need for an umbrella NGO that will cover all NGOs, with the aim to empower the NGO sector.

I want just to remind you of what Ms. Dorrit said - NGOs can influence and effect the changes in Civic Society and keep government accountable as the link between the citizens and the government.

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**I DORRIT MARKS - DEVELOPMENT PLAN**

In material that you have in your folders there is one part devoted to the PATH TO SUSTAINABILITY - a challenge for NGOs. NGOs are vital for Civil Society. They are independent centers of social and economic

power that promote accountable governance, solve the needs and benefit community, provide social services as the alternative to government services, educate the public and advocate in public interest. How can NGOs be successful? - They should review their strategic plans, increase then visibility, collaborate with other NGOs, achieve financial sustainability. To move on the path towards sustainable funding you should have your development plan and improve your skills in fund raising. For financing your program you should work on membership development, and increase your volunteers. Learn how to ask for the money. Show that your NGO is a good investment and become a partner with the corporation or foundation. Membership development is essential to increase your donations. Personal appeal to members is the most effective one. What is a development plan? That is a written plan, with a mission statement, potential funders, donor information, cultivate donors, follow-up requests, letters of thanks to donor, and reporting on results. You should also work out new funding strategies; diversify your fund raising,( market your products - mugs, calendars, tote bags, charge for your services, publish manuals, books, coloring books, organize lottery, paintings, parties etc.). To sustain your initiatives market yourselves better, develop the skills of your leaders and other staff, democratize your leadership, build coalitions with other groups. The best way to market your NGO is to have clear message, select a spokesperson for your NGO, be enthusiastic about your work, demonstrate concrete plan, ask for the money, explain how money will be spent, explain benefits to donor. You should do marketing for your NGO( reason for being, values of your activities, how the program benefits the users, describe concrete achieved results, show the budget). Report on your results in order to show the benefit of what you are doing, measure results; discuss what is output and what is the impact. Some of your results your results can be divide into tangible and intangible resultss. You should help develop environment for sustainability ( laws that foster local corporate and individual contributions, create climate for philanthropic initiatives, combine local business and community resources to match foreign sources, community foundation). It is achallenge to sustain your initiatives. The path to sustainability is very hard. It requires a combination of project funding, local contributions, government support. You should consider a campaign to create a community foundation for Zenica region.

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## II SUSTAINABILTY OF NGO INITIATIVES

Alma Masic: three representatives of local NGOs - Happiness to Children, Kakanj (income generating projects); RUHAMA, Zenica (Quantitative evaluation); Sezam, Zenica (Qualitative evaluation) - will tell us how they achieve their sustainability and how they found some new ways to achieve sustainability.

- **Majra Kulovic - Happiness to Children**

HAPPINESS TO CHILDREN is anon-political, non-governmental and independent organization. In the beginning we did not have any premises and we managed somehow to provide needed material for our activities. We were able to do that since we organized performances for children, parents , and internationals. In two year period we had over 30 performances. But however, that was not good enough to sustain our activities so we made the contacts with donors. In the beginning it was very hard, we knew nothing about fund raising or project proposals so we attended several seminars. And we started to write project proposals; first ones were terribly bad and later they have become better and better, now they are good enough to get the funding.

Apart from performances, where we no longer work only for donations in kind - clothes, but also for money; we sell Bosnian cake baklava and make Bosnian coffee, we organize exhibitions with auction of paintings where we get contributions. Continuously, we work on two fund raising projects: 1.Video Club and 2. Post Cards production. Still Happiness to Children keeps writing requests for support in kind and for money, to international and domestic organizations. Happiness to Children has a charity contribution box on the table at the office for visits. We also have annual membership fee for children members. Happiness to Children organizes from time to time parties for children with lottery and charge for tickets. For New Year's Eve, we organized distribution of parcels for children and we charged their parents for that, that party was with Santa Claus and with entertainment program, not only for members of our NGO but also for other local companies.

Happiness to Children also sells Bosnian souvenirs. Happiness to Children has collaboration with a great number of Bosnian and international NGOs which together with fund raising effort contribute to the sustainability of this NGO.

- **Hatidza Rudic: RUHAMA**

My husband and I decided to establish NGO for the support of elderly, disabled and sick people. It was in 1993 and those who asked for a salary could not become a member of RUHAMA. We have recruited physicians, paramedics, social workers, therapeutics, volunteers who provide assistance in whatever is needed. Our results have included us on the international list of humanitarian NGOs. We became famous personalities of 1996, honored as a couple. We have 2, 500 beneficiaries monthly, so far we have provided 30, 000 services and we have had thousands and thousands of beneficiaries. Every month we hold meetings where we review what had been done, we plan and work out the changes, if it is necessary. We cultivate the relationship among the members of our NGO, we try to develop appreciation and respect (even get involved in the private lives of our volunteers). We also have very close relationship with our beneficiaries, and we provide them assistance in whatever they need. For example we have completely changed our project Home Care and adjusted it, upon the request, to the needs of our beneficiaries. We have 90 young volunteers (80 in Zenica and 10 in Kakanj). Each volunteer serves 10 beneficiaries and is always available to them. Up to 1995 our donations were mostly in kind. Then we made our brochure and made presentation of our NGO. We have gained the credibility of our donors, and we work hard on keeping them informed of our activities all the time.

We have good cooperation with media, we inform them on everything of importance. We have good cooperation with the representatives of the governments and we report to them about our activities on regular basis. We have ready our plans for future work.

- **Naira Hodzic : SEZAM**

I represent Sezam the first local humanitarian organization that converted from an international organization IMC that had started in 1993, with the aim of mental health care of children refugees aged from 6 - 12 throughout collective centers. We registered ourselves as the local NGO, in February 1995. And we continue with providing psychological assistance to children refugees from collective centers, but this time providing assistance also to the children living in private accommodations. In April 1997, we included even children from Zenica. We have extended our program. Apart from psycho-social support, we also have an education program designed to teach the children how to deal with conflict: good communication, verbal and non-verbal ones; affirmation - recognition of our positive characteristics, and the same thing when dealing with others, and cooperation which is precondition for human existence. Group work with children is conducted by the trained instructors.

At the previous workshops, we have heard that NGOs are groups of people who work on improving the living conditions of the people. Doing that job we should know:

Do we achieve what we want to achieve by our projects?

Do we influence the change, in the life of people that we work with, the change that we want to achieve?

Donors want to know:

Whether the project should be funded, in fact, whether to continue with the funding?

Evaluation is an organized form of collecting data about the project. It helps to estimate the quality and effectiveness of the project. It is usually planned before starting with the project. The projects designed to deal with the problems of feelings or emotions are harder to measure for results. Mainly, we work on long term plan where it is possible to have the results. We try to put the seeds which will grow. However, there is something what we can do now.

We can talk about some key questions that the evaluation may clarify:

1. Is the project needed?

Before we write the project, we should consider this.

It is necessary to define the problem in the community and whether there is the interest of the community to resolve the problem in a specific way.

Why my NGO has decided to start this kind of work with children?

During the previous program - providing psychological assistance to traumatized children, we have noticed the problems that the children were faced with. We had conversations with their parents, teachers who have the direct contact with the children not only refugees but also with the children from Zenica-Doboj Canton, 'how the school can be helpful for the recovery of children'; and through the conversations our assumptions were proven true. The teachers were complaining; mainly, they emphasized aggressive attitude or withdrawal. Therefore, the communication among the children is bad, very often they fight and have conflicts, they do not express appreciation neither for themselves nor for the others, bad communication among the children, but also among the adults.

We contacted the Pedagogic Institute, discussed the problem and they suggested this work and defined that social need. Their statement we attached to our project.

2. Is the project carried out according to the plan?

This year we have had small delay due to the period of summer holiday. Over the previous years, we didn't experience that problem, during the summer period but this year that happened so we stopped with our planned workshops but we continued with some other activities and we structured them and the games according to the needs of children.

Other questions to ask:

3. What is the purpose of the project and does it match in reality?
4. How can the project be changed in order to make it more effective?
5. Has the project met the goals?
6. What is the impact of the project on the targeted group?

Those are the questions that should be answered at the end of the project.

Evaluation of the project can be quantitative or qualitative.

POSTER

QUALITATIVE EVALUATION

QUANTITATIVE EVALUATION

General Characteristics

- impressionistic
- subjective
- thorough
- a lot of information from a small number of sources

- ◆ numeric
- ◆ objective
- ◆ broad
- ◆ small amount of information from a great number of sources

Samples

- Small samples
- not random samples

- big samples
- random samples

### Collecting Information

- 'straightforward and close'  
- observations  
- interviews

- 'not straightforward and remote'  
- questionnaires  
- evaluation scales

### Results

Both approaches are used for the evaluation.

Regarding our work with children and qualitative evaluation we use two different ways to evaluate it. Firstly it is evaluated by the children, and secondly the team leaders make a survey on the impact on the child's behavior.

The purpose of children's evaluation is double-sided:

1. It shows appreciation for them that they are respected, their opinion is important and we care about them
2. Their evaluation is an indicator for us to see whether the program meets their needs. The team leaders constantly evaluate the program and make adjustments of the program to the needs of group, to the interests and needs of children so that the team leader is a final designer of the program and regular moderator.

The simplest way of children's evaluation is to provide them opportunity to express the impressions about the activities, in fact, during and about the games they play at the workshop. What is their impression? How do they feel about? We use the projection technique. They express their impressions through the weather forecast. Of course, many other ways may be used in order to make children express their feelings.

Posters: Usually, the team leaders measure the impact of the program through examinations or tests. However, the most important times for measuring results do not happen where we can see them, but at school, in the street, at home etc. If some positive moments happen there, then we should be satisfied. But we should not expect that great changes will happen so fast. Since it is impossible to have constant insight about children's behavior, we try to get information about degree of aggressive behavior, conflicts and games, from parents, friends, teachers, and usually we get the information. Children's games are also, an indicator of non-violent culture: whether they are competitive or not, to what extent they play non-competitive games. To make children play those games, we have to teach them those games. It is very important to make them understand that some games may be successful only if they all collaborate, that the final result depends on their collaboration. This is only one among many ways to teach children to collaborate.

And, last but not least, it is important to measure something at the beginning and at the end.

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### III CIVIC DIALOGUE

This part of the workshop was skipped since the representatives of governments did not show up.

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### IV NGOs - LONG TERM PLANNING

-----NGO community- where we are today and what we would like to achieve

Mirha: The committee on Umbrella structure for NGO community in Zenica and was unable to meet so we do not have the benefit of their report. We are going to discuss some key points and components for an umbrella and make a model. We are going to divide in three groups and to have group discussion on long term fund planing for NGO community in Zenica.

RESULTS:

1. GROUP - moderator Jasminka Dzumhur

What kind of shape an umbrella organization should have

Reporter - Majra

- agreed on a minimum of form for Umbrella; organization structure should include

1. Assembly - representatives of all NGOs

2. Executive Board - composed of representatives of similar projects, representatives of youth projects for example ( with short mandates, frequent changes, 6 months)

Control of work : The scope of responsibilities for the assembly and executive board should be properly divided and defined in advance.

3. Supervisory Board - an Audit Board

4. Conflict Resolution Board - ad hoc

WORKING EXPERT COMMISSIONS

BOARD FOR THE CONFLICTS

ASSEMBLY

EXECUTIVE BOARD

SUPERVISORY AND AUDIT BOARD

THE TASKS OF UMBRELLA:

- information
- education in general
- funding
- research
- professional assistance
- providing funding for travel expenses, trainings, meetings

public relations ( advertising and presentations )

STAFF:

minimum 4 staff members ( Coordinator, secretary, field officer, finance administrator)

II GROUP - moderator Alma Masic

A/ Question: components of Information Center

Umbrella should be made up from NGOs From Central Bosnia

Favor an informal center and the work of umbrella Forum of NGOs - Zenica should be expanded.

There should be an elected Executive Board with a mandate of 1-3 months

If the umbrella is on volunteer basis then the question is whether the initiative can be sustained

So we believe it is necessary to have funding ( international donors and domestic ones, membership fee of NGO FORUM, strategy for development)

INFO CENTER is central to the activity of the umbrella. The Information center will be a living organism designed to add life to the FORUM. The needs of FORUM define the activities of the center and action of the center.

Activities of the center - meeting the active needs of FORUM members ( legal, advisory ones); information needs.

INFORMATION CENTER would provide the service to:  
DONORS; NGO LEADERS; GOVERNMENTS; MEDIA

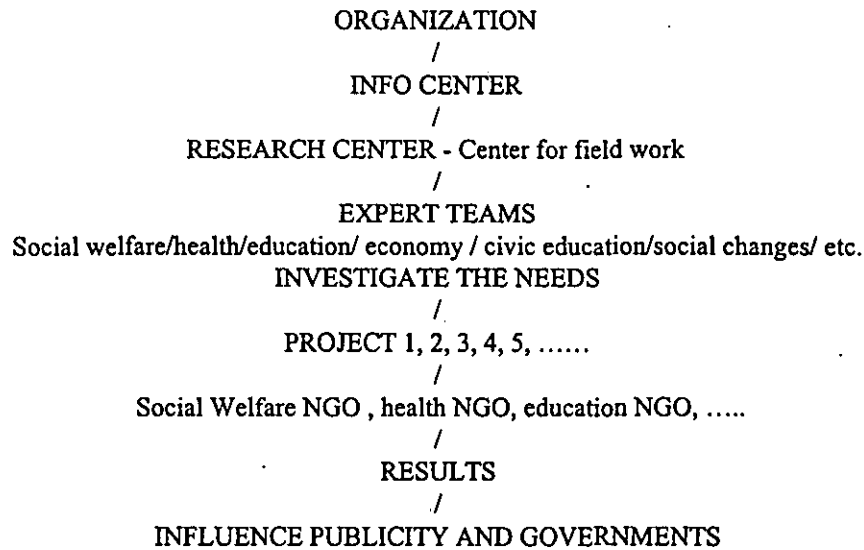
It would have a directory and brochures

Forum ( center) needs to develop PROTOCOL!

To get funding the laws and regulations in BiH need to be changed.

GROUP III - moderator Mirha

A/ Question: What are the topics that should be investigated/ in other words what would be the purpose of research center?



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For example if there is a health problem, send expert team to investigate situation; depending on issue social, legal, economic, education - different groups, NGOs would be involved. The group will then seek funding to meet the need identified in the field. The most important are results and to achieve results one needs good circulation of information

#### B/ HOW NGOs WILL WORK TOWARDS ACHIEVING SUSTAINABILITY

B/ GROUP I: What will be the focus of my NGO 5 years from now?

There was a misunderstanding so the group 1 and the group 2 worked on the same issue.

GROUP II: Funding sources

To have income generating, law needs to be changed. Law should permit income generating and encourage local donations. NGOs should proceed with

1. -production and marketing of commercial material  
-Budget assets  
-International donors  
-donations ( domestic sources)  
-membership fee  
-income from public events
2. Specific Sources - charging for services( maybe not to beneficiaries but use the knowledge to charge for seminars to companies, for example)
3. Mass membership - NGO strength  
volunteers - investment in volunteer work is the donation  
government should recognize work of NGOs, and provide budget for NGOs

B/ GROUP III

QUESTION: Partnership with the donor

1. Research and know the donor
2. Understanding the problem and the way to react and to solve it
3. Present your results

4. Link interest of donor to group targeted by NGO
5. Regular donor reporting on activities, all information should be provided
6. Promote donor's image, recognize donor in published material
7. Implemented successful project , overlaps interests with donor

COMMENTS:

Anesa: It was not clear what our task was.

Dorrit: OK we have misunderstanding here, but it is OK, we do not compete here. It is interesting what the third group came up with.

Vlado: I would suggest informal NGO, we are fed up with bolshevism's formalism., when it is informal it doesn't mean that it is without commitment.

Svjetlana: it is essential to affirm mutual interests but the question is which form should be adequate form for you.

Dorrit: I can see that you have that dilemma whether it should be formal or informal one, maybe some sort of central NGO. But to get the funding it should be registered.

Dianne: Organization can associate on the basis of interests, that does not mean ultimately they should be registered, for association even a separate office is not necessary. In BiH I would say there is a sort of disease to think only about donor funding, why not charge for services, and your NGOs should participate in funding.

Vlado:

Our opinions differ only in details, but in principle we are talking about the same matters; we are talking from different positions. People are afraid they will destroy what they have achieved. I suggest to start with the idea of informal NGO, and when we get stronger we can afford a common office.

## V HOW TO MAKE THE CONTACT WITH THE DONORS

Role Play skipped due to the lack of time

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## VI NGO SUSTAINABILITY

Three outstanding international donors made the presentations.

- Diana Ruzic - USAID Office of Transition Initiatives

USAID- OTI office was established 10 years ago. In the area of BiH, programs are focused to providing alternative information to support peace action, promoting positive inter-ethnic relationships, strengthening fundamental freedoms, strengthening participation in democratic processes and countering of nationalistic influences. OTI has sub offices in Banja Luka, Tuzla, Zenica, Livno, Brcko, and Sarajevo that support media. There are three lines that OTI supports:

1. Initiatives of civic society ( openness of political system, strengthening civic participation through different groups of interests, media, round tables, seminars etc.).
2. Projects on community level ( meeting essential needs of community through open and transparent relationship )
3. Alternative Media ( support to media to disseminate objective information and which will create programs for thorough change - print journals, radio, TV by providing the equipment, and covering operational expenses and through program support.

- Dianne Cullinane - OPEN SOCIETY SOROS FUND

Soros Fund in Bosnia is just one part of 29 NGOs in the world, each has its own autonomy and t are run by local staff, I am the only expatriate in BiH Office. Our aim is to support individual organizations that stand for open society. The list of activities is: law, civil society, media, elementary and secondary education, youth programs, higher education - university level, courses of English, culture and contemporary arts, excursions and conferences, project East-East ( Interchange of NGOs in Central and Eastern Europe). I will also tell something



more about the Legal framework project, law and advocacy, which consists of three parts. The first part refers to reforms of law and rights. The idea is to reach an acceptable law for BiH, based on experience and practice from other countries. In that project, as of today, Zenica, too, will be involved, too. We will conduct a major information campaign on - What is the NGO, what is the role of NGO in building democratic society; that's why we have addressed the invitation to NGOs from different regions of BiH who will become the partners in implementation of this project.

- Sjetlana Derajic - ICVA - EC Phare Micro- Grant Program

I have distributed material on international donors intended for local NGOs.

ICVA is information center meant for NGO sector. There is also ICVA directory, registry of NGOs and governmental organizations that you can get in our office in Sarajevo.. Currently we've been working on EC Phare program, our task is administration and to make local NGOs familiar with program.

We cover two budget lines. Phare program has many budget lines ( reconstruction, psycho-social ). There is a mix of small projects in connection with democratization and social needs with the aim to prepare the ground-conditions for establishment of NGOs. 46 Projects have been approved. Through our material you can have an insight what sorts of projects we approve; you can learn how to come to request funding for bigger projects. These bigger projects are Pan- Europe projects. You can address to ICVA if you need international donor. Funding of micro projects is announced once annually, the deadline for project proposals is September.

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COMMENTS:

Seka: I don't see partnership, how to achieve partnership, what is partnership?

Svjetlana: I know that people use different ways to get the donations, but we cannot be equal with the donor.

Jasminka : Are we equal with the donor. No, we are not.

Dianne: I brought a book that may help you, the book on : building partnership with the donor. The partnership exists, donors need NGOs. Many of you do the services that donors want to be done, and that is the part which the government has no money for. Therefore, you should approach to the donor on an equal basis, they need you; you need them, that is not the charity you do the services that they pay for.

Dorrit: I agree with Dianne, NGOs know what are the needs of the country. Donors should meet NGOs to discuss needs. Partnership is a relationship with the donor that should be cultivated. NGOs define how the money comes in the country.

Jasminka: It seems this is a question of interpretation the word partnership has different meaning in our language.

Dianne: It seems that now it is clarified

Vlado: We should think about partnership as something where we are bound together with common interest, the aim is that NGOs 'jump in" where the state cannot, NGOs are part of democratic society. For example, people had no the slightest idea what the Dayton Agreement is, Forum of Zenica Citizens made a project proposal to USAID, project was carried out through a series of lectures for students and they will tell others and multiply. That is how we made the partnership with USAID on democracy development.

Mukadesa: of course, the aim is partnership for the implementation of the project which is the mutual interest.

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Mirha : Brief review of today's seminar and closing the seminar.

Rapporteur:

Mirhunisa Skuljevic

TELEPHONE LIST OF BOSNIAN LOCAL NGO  
 COORDINATION GROUP for the seminar  
 August 26, 1997

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26.	OSF BH	Dianne Cullinane 071 666 084
27.	Support	Alma Zildzic 071 21782

**APPENDIX D - Sample of Slide Presentations, Facilitation, Scope of Work**

**THE PATH TO  
SUSTAINABILITY**

**A Challenge for  
Non Governmental Organizations**

**Dorrit K. Marks**

## NGOs ARE VITAL IN CIVIL SOCIETY

- NGOs are independent centers of social and economic power, separate from government
- NGOs promote accountable governance
- NGOs solve needs and benefit community
- NGOs provide social services as alternative to government services
- NGOs educate the public and advocate in the public interest

Raising the profile of NGOs and educating the public and government officials about the importance of the work of the third sector (government, business, non-profit) continues as a major focus of Information Resource Centers, Community Foundations and individual NGO leaders throughout the East and Central Europe region.

NGO Resource Centers exist in Albania, Bulgaria, Croatia, Czech Republic, Estonia, Hungary, Poland, Romania, Russia, Slovakia, and Ukraine -- all receive funding support from the Mott Foundation.

In Ukraine, development of NGO sector is at an early stage. 7 regional resource centers have been established. [Administered by Eurasia Foundation in Kiev, and supported by Eurasia, International Renaissance and Mott.]

## Success for Local NGOs

- Review Strategic Plan
- Increase Visibility
- Collaborate with Other Organizations
- Achieve Financial Sustainability

### STRATEGIC PLANNING

I. An NGO needs a higher-level goal toward which all organizational activities are directed.

What will be focus of this organization 5 years from now? What will be the needs of our constituents? How can we change to best meet those needs?

2. What have been our results? Are we meeting our specific goals and objectives outlined in our mission statement?

3. Does the customer to whom we provide a service still consider what we provide valuable?

We have devoted some time to visibility in the first workshop; we will talk more about this today.

## THE PATH TO SUSTAINABLE FUNDING

- Create a development plan
- Diversify your funding sources
- Increase member and volunteer support
- Cultivate corporate and individual donations
- Join with other organizations to seek funding
- Develop income-generating activities
- Charge member and service fees
- Improve fund raising skills and include entire board of organization in fund raising

## FINANCING YOUR PROGRAM

- Membership Development
- Volunteers and Friends
- Ask for the Money
- Show NGO is a Good Investment
- Become a Partner with Corporation or Foundation

Develop plan: Create fund raising plan with many components--many ways to generate funds.

Individual contributions; corporate contributions; foundations; income generating activities; membership dues; service fees

Cultivate Volunteers and Members: Broaden your outreach, increase your visibility.

Volunteers are more likely to contribute to your organization--they understand purpose and needs of your organization. Ask your friends for small contribution.

Board Members: Board members should use their contacts, ask for money and contribute a small personal contribution to the organization.

Cultivate donors: Place donors on your advisory board

Ask donors for advice; become a partner with donor

Show donor that investing in your NGO is good investment

Send information about our organization in advance of request

Continuously inform donor of your progress and activities.

Appreciation and recognition: Invite donors to special events

Give donors plaques of appreciation

List names of donors in bulletin, annual report



## MEMBERSHIP DEVELOPMENT

- Membership essential to raise donations for operating costs
- Membership fees and donations can be used as match and tangible indication of value with donors
- Develop membership information
- Personal appeal for members most effective

## A DEVELOPMENT PLAN

- Development Plan -- written plan
- Statement of Mission --Reason for Being
- Who are Potential Funders?
- Donor Information
- Cultivate Donors
- Follow-up Request
- Thank the donor
- Report your results

### A Development Plan:

- Fund raising is year round effort.
- Diversify your funding sources!
- Cultivating friends and supporters of your organization should not be left to chance, it should be planned and practiced continuously.
- If you believe in what you do others will also commit to helping you.
- First ask your friends to volunteer to help you in your activity, then ask your friends for money. Ask and you shall receive!
- People give to people. Personalize your appeal; notes and letters to friends.

### Funding Potential:

Who wants what we do? Who needs our services? Who benefits from our activities or programs? How does organization improve community?

### Research donors:

- Find out which donors are funding similar activities of other organizations
- Go back to same donors several times; if they like what you do they will probably give more funding.
- Face to face visits to prospective funders most successful
- At meeting listen to what's important to donor; why they might give to the organization; how they want to be recognized
- Letter of thanks
- Report on activities and results

## NEW FUNDING STRATEGIES

- Research funding profile of prospective funder
- Find out who your potential supporters are
- Develop partnership with donor
- Be creative to stimulate interest
- Network with other organizations to learn where similar organization receives support
- Build relationship with grant officer
- Be persistent

Do your homework: Find out about the donors -- interests of donors; what type of projects they fund; eligibility rules and specific procedures

Find out timing, when project proposals are due and reviewed

Think in terms of benefit to the donor: Be able to explain benefit to the donor; be able to say how project will improve image of donor--how donor will be recognized.

Be creative to stimulate interest in your project--can you provide special service or product to a corporation that company would want?-- a manual which the company can use; book for the children of their employees.

Build partnership and relationship: Get company employees and executive to participate in your activity and perhaps form an advisory board with executive as member; begin by accepting in kind contribution as support.

If ask for funds be prepared for rejection.

Accept rejection but ask for funding again!!

## DIVERSIFY YOUR FUND RAISING

- Market products -- mugs, calendars, tote bags
- Charge for your services--sliding scale
- Publish manuals, books, coloring books
- Night at the theatre
- Raffle paintings, rugs
- Fund raising party for government officials, assemblymen, councilmen

Charge for, sell products that you produce--also an advertisement for your organization.

Publish book/pamphlet/calendar that you can sell.

Fund raisers: night at the theatre, luncheon honoring outstanding individuals and charge for attending the event. Ask the theatre to give you a free (or reduced fee) so you can make some money for your organization.

Raffle, sell tickets to attend event. Then get contributions of art work, rugs, etc. which you give away by pulling number out of bowl.

When economy is better and people earn more money, consider an auction as a fund raiser; again get contributions for art works, rugs, dinner with celebrity, etc.

Consider charging for your services; ask clients for a small amount to begin with-- the client understands the benefit of your service.

Consider a sliding scale, charging according to what a person can afford--this is more complicated, however.

## TO SUSTAIN YOUR INITIATIVES

- Market yourselves better
- Develop the skills of your leaders, members, volunteers, and staff
- Expand and democratize your leadership
- Build coalitions with other groups

Develop brochure about your organization to include:

Brief mission statement--purpose

Describe background of organization

Describe specific accomplishments of organization

Describe what organization does; its program/ projects

Describe what your organization offers to

member

donor

volunteer

Describe how person can participate/join organization

Provide brief membership form and fax

Work on training leaders

Develop a process for succession of leadership

Develop process for making decisions for organization--democratize process

An organization with greater depth and more trained (depth) leaders has a better chance of attaining sustainability.

## MARKET YOUR NGO

- Offer a clear message to attract support
- Select a spokesperson for your organization
- Be enthusiastic about work of organization
- Demonstrate concrete program
- Know the program and objectives of NGO
- Ask for money
- Explain how money will be spent
- Explain benefits to donor

Know your organization

Know your project

You need to sell your organization and sell your project!

Your commitment sells the project! Your passion, your excitement sells the project and markets your organization.

Outreach and publicity is important. Let more people know what you are doing.

In fund raising, important principle is to ask for the money.

You need to start. Plan your steps, include all your colleagues and do it, start.

You can ask for small personal contributions. You should contribute yourself and get all your board members, your leadership to contribute.

## MARKETING YOUR NGO

- Clear mission statement -- “reason for being,” purpose of the organization
- Show how NGO activities provide value
- Describe how your program benefits the user and who the users are
- Describe concrete results NGO has achieved
- Show budget

Your mission is your organization’s reason for being. It is the end result you want to achieve.

Your mission defines why you do what you do.

Who is your customer --who do you give your service to?

Your beneficiary is your primary customer; donors, volunteers, members are your secondary “customers.”

The customers must be satisfied!!

Are you really helping your customer with your service? Does the customer consider what you do valuable?

Are you producing results? Think of the results in terms of your mission--what you set out to accomplish. Measure the results and report the results, let everyone know.

Always have a budget in hand and know how the money will be spent.

## REPORT YOUR RESULTS

- Show benefit of what you are doing
- Measure the results
- Evaluate

Output

Impact

Report your results:

Be able to describe in concrete terms the results you have achieved.

Quantify and measure the results.

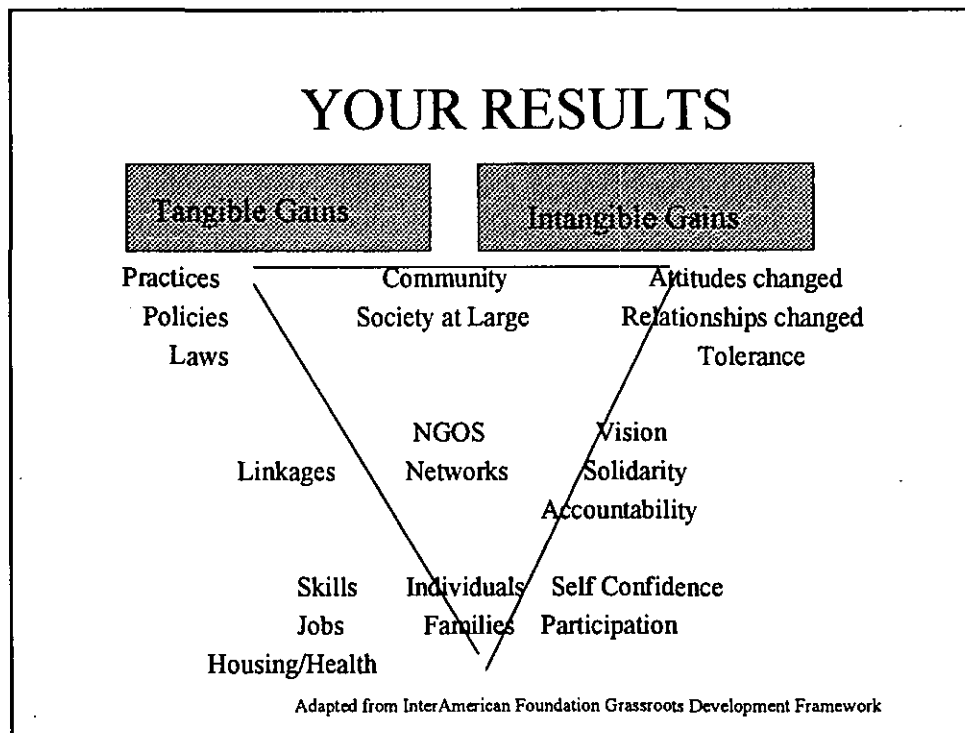
2 ways to measure the results: Output and Impact.

Output is a measure of production; so much time was devoted to the activity and we had so many events, activities, production. Output is a tangible measurement.

Impact is a measure of change that has occurred because of your work; impact is the outcome of your effort-- the results achieved.

Impact is often intangible.





The InterAmerican Foundation's Grassroots Development Framework is in the shape of a cone. Tip of cone is improving immediate conditions to families and individuals; next layer up is strengthening community organizations and local support networks; higher level is influencing public policies and attitudes at the community level.

This is an interesting way to look at measurement and the benefit of the work you do.

Level 1 (point of cone): Benefit to individuals and families-- a direct result of your work.

Level 2 (middle section): Strengthening NGOs, linkages among organizations-- larger number of people benefit.

Level 3 (widest segment of cone): Influencing policies and laws (tangible) and influencing attitudes (intangible) --affects more people, the society-at-large. Changing attitudes, creating tolerance, for example, is a community benefit.

Tangible measurement is easier; intangible measurement harder--one way is to measure attitudes before and after through series of questions, drawings by children.

## ENVIRONMENT FOR SUSTAINABILITY

- Laws that foster local corporate and individual contributions
- Create climate for philanthropic initiatives
- Combine local business and community resources to build in-country resources to match foreign sources
- Community Foundation

In the U.S. inheritance and tax laws, encourage individuals and corporations to donate money to non-profit organizations and to give money to a Community Foundations

Community foundations begin life with grants from major Foundations-- such as Mott, Ford Foundation, Open Society/Soros Foundations and the Rockefeller Brothers Fund. These foundations believe it beneficial to give funds to support the creation and independence of community foundations.

Community Foundations use these core funds to give smaller grants to NGOs and local government for training (NGOs present project proposals / program they want funding for to meet a community need).

Later, the community foundation launches an endowment campaign where they seek donations from families, corporations in order to become self-sustaining.

Over the long-term, the idea is to only use the interest from the endowment to support grant programs to NGOs-- at that point the community foundation is self-sustaining.

Community Foundation provides individual and corporate investor with

- sound management
- funds donated receive tax advantage
- families can establish permanent legacy with a donation to endowment fund
- corporate or individual donors can choose how funds are used to meet needs of community

## COMMUNITY FOUNDATION

The Fund for the Development of the  
Carpathian Euroregion [FDCE]

Environmental Partnership for  
Central Europe [EPCE]

Healthy City Banska Bystrica Foundation [Slovak Rep]

Open-Society Fund-Sofia (clubs in 6 cities Bulgaria)

United Way of Hungary (network in 20 communities)

Encouraging grass roots philanthropy is a way to sustain NGOs and the non-profit sector.

Model: large model Fund for the Development of the Carpathian Euroregion (FDCE) begun in 1994 by Institute for East-West Studies (N.Y.) as philanthropic center for regional cooperation-- between parts of Hungary, Poland Romania, Slovakia and Ukraine. Initial core cost contributed by Mott Foundation over 5 year period. Headquarters in Kosice, Slovakia, with offices in each country, FDCE provides grants to NGOs and local governments within the region, and training and technical assistance. They also have a rural development program. Other donors are giving funds-Soros-- but they are now actively seeking endowment support to make FDCE an independent organization (independent from Institute of East-West Studies).

On a smaller scale, examples located in Bulgaria and Hungary. In Bulgaria, Open Society Fund-Sofia (Soros) has been working since 1994 to help clubs or organizations develop in 6 cities and evolve into self-sustaining community foundations--Pleven, Plovdiv, Rousse, Sliven, Varna and Velingrad. [ In Varna, a population of 400,000 responded to a campaign led by Open Society Club-Varna to meet the needs of people hit by violent storm at this seaside city.]

Another example, Healthy City Foundation Banska Bystrica, Slovak Republic--Mott supported group. In challenge grant program foundation matches money put up by residents for neighborhood improvement. Very successful, 2 couples raised money and encouraged others, enough to buy equipment for playground and neighborhood park for children. This was repeated in other neighborhoods.

In BiH proposal by Ian Smillie CARE International to establish National NGO Foundation and Trust Fund for BiH. Foundation to be legally independent charitable foundation to create enabling environment and develop capacity (training) for national NGOs, build long term sustainability through grants for core and program funding. Initially, propose a \$20million Trust Fund be established to support the work of the Foundation. Support received so far from Care, World Vision, Catholic Relief Services, perhaps Canadian government has interest. EU has own Civil Society Development Program, so they will probably not commit funding.

## THE CHALLENGE IS HOW TO SUSTAIN YOUR INITIATIVES

- The path to sustainability is hard work
- It requires a combination of project funding, local contributions, government support
- Consider a campaign to create a Community Foundation for Zenica region

# PUT KA ODRZIVOSTI

Izazov za nevladine organizacije

Dorrit K. Marks

## NVO-i SU OD VITALNE VAZNOSTI ZA CIVILNO DRUSTVO

- NVO-i su nezavisni centri drustvene i ekonomske moci, odvojeni od vlade
- NVO-i promovisu odgovornu vladu
- NVO-i rjesavaju potrebe i od koristi su za zajednicu
- NVO-i obezbjedjuju socijalne sluzbe kao alternativu vladinim sluzbama
- NVO-i educiraju javnost i zastupaju javni interes

Izgradjivanje profila NVO-a i educiranje javnosti i predstavnika vlasti o vaznosti rada treceg sektora (vlasti, privatni, neprofitabilni sektor) je i dalje glavni fokus Informativnih Centara, fondacija zajednice i pojedinacnih lidera NVO-a u the Istocnom i Centralnom evropskom regionu.

Takvi NVO Centri postoje u Albaniji, Bugarskoj, Hrvatskoj, Republici Ceskoj, Estoniji, Madjarskoj, Poljskoj, Rumaniji, Rusiji, Slovackoj, i Ukraini --svi imaju finansijsku podrsku od strane Mott Foundation.

U Ukrajini, razvoj NVO sektora je u pocetnoj fazi. Uspostavljeno je 7 regionalnih centara. [Pod upravom Eurasia Foundation u Kievu, i uz podrsku Eurasia, International Renaissance i Mott.]

## Uspjeh lokalnih NVO-a

- Ponovo razmotriti strategijski plan
- Jacati vizibilitet
- Suradjivati sa drugim organizacijama
- Postici finansijsku održivost

### STRATEGIJSKO PLANIRANJE

1. Jedna NVO treba imati svoj glavni -visoki cilj prema kojem onda usmjerava sve aktivnosti organizacije.

Sta ce biti fokus ove organizacije za narednih 5 godina? Kakve ce biti potrebe nasih korisnika? Kakvu promjenu mozemo uciniti da sto bolje odgovorimo tim potrebama?

2. Kakvi su nam rezultati? Da li odgovaramo nasim specificnim svrhama i ciljevima navedenim u deklaraciji misije?

3. Da li korisnici nasih usluga jos uvijek smatraju te usluge korisnim?

U prvom dijelu seminara posvetili smo nesto vremena vizibilitetu; danas cemo o tome pricati malo vise.

## PUT KA ODRZIVOM FINANSIRANJU

- Nacinite razvojni plan
- Diversificirajte vase izvore finansiranja
- Pojacajte podrsku clanova i volontera
- Njegujte donacije korporacija kao i one individualne donacije
- Udruzite se s drugim organizacijama u trazenju finansija
- Razvijte aktivnosti za stvaranje prihoda
- Naplatite clanarinu i usluge
- Usavrsite vjestinu namicanja prihoda i ukljucite cijeli odbor organizacije u namicnje prihoda



## FINANSIRANJE VASEG PROGRAMA

- Razvijte clanstvo
- Volonteri i prijatelji
- Trazite novac
- Pokazite da je NVO dobra investicija
- Postanite partner korporacije ili fondacije

Razvijte plan: napravite plan za namicanje prihoda s mnogim komponentama--mnogo nacina za stvaranje prihoda.

Individualni doprinosi; korporativni doprinosi; fondacije; aktivnosti za stvaranje prihoda; clanarine; naplate usluga

Njegujte clanstvo i volontere: prosirite svoj domet pomoci, jacajte vizibilitet.

Volonteri ce vise doprinositi vasoj organizaciji--oni razumiju svrhu i potrebe vase organizacije. Trazite od vasih prijatelja male doprinose.

Clanovi odbora: Clanovi odbora trebaju koristiti svoje kontakte, traziti novac i doprinositi organizaciji malim licnim prilozima.

Njegujte donatora: uvrstite donatora u vase savjerodavno tijelo

Pitajte donatora za savjet; postanite partner sa donatorom

Pokazite donatoru da je ulaganje u vasu NVO dobra investicija

Prije nego sto posaljete zahtjev posaljite informaciju o vasoj organizaciji

Stalno obavjestavajte donatora o vasem progresu i aktivnostima

Postivanje i priznanje: Pozivajte donatore povodom nekih specijalnih dogadjaja

Dajte donatorima plakete zahvalnosti

Navedite imena vasih donatora u biltenu, godisnjem izvjestaju

## RAZVIJANJE CLANSTVA

- Clanstvo je od posebne važnosti u dobivanju donacija za operative troškove
- Clanarine i donacije mogu biti korištene kao odgovarajući i vidljivi indikator vrijednosti za donatore
- Razvijte informaciju o clanstvu
- Najefektivniji pristup za članove je lični pristup

## RAZVOJNI PLAN

- Razvojni plan -- pisani plan
- Deklaracija misije --Svrha postojanja
- Ko su potencijalni finansijeri?
- Informisanje donatora
- Njegovanje veze s donatorima
- Nastaviti sa zahtjevom
- Zahvalnica donatoru
- Izvjestavajte o svojim rezultatima

### Razvojni plan:

- Namicanje prihoda traje cijelu godinu.
- Diversificirajte svoje izvore finansija!
- Njeguajte prijatelje i pristalice vase organizacije taj odnos ne treba biti prepusten sreći, to je nesto sto treba planirati i stalno prakticirati.
- Ako vi vjerujete u ono sto radite i drugi ce vam pomoci.
- Prije svega zamolite vase prijatelje da volontiraju u vasim aktivnostima, zatim trazite od njih novac. Trazite i dobitete!
- Ljudi daju ljudima. Personalize your appeal; notes and letters to friends.

### Potencijalno finansiranje:

Ko zeli da radimo to sto radimo? Kome trebaju nase usluge? Ko ima koristi od nasih aktivnosti ili programa? Kako organizacija unapredjuje zajednicu?

### Istrazite donatore:

- Saznajte koji donatori finansiraju slicne aktivnosti drugih organizacija
- Posjetite neke donatore i nekoliko puta; ako im se svidja to sto radite oni ce vjerovatno odobriti i vece finansije.
- Posjete licem u lice perspektivnim finansijerima su najefektnije.
- Na sastanku obratite paznju na stvari koje su vazne donatoru; zasto bi pomogli organizaciju; kako zele biti priznati
- Zahvalnica
- Izvjestavanje o aktivnostima i rezultatima.

## NOVE STRATEGIJE ZA FINANSIRANJE

- Istražite profil finansijera i perspektive
- Saznajte ko su vase potencijalne pristalice
- Razvijte partnerstvo sa donatorom
- Budite kreativni u stimulanju interesa
- Uvezite se s drugim organizacijama da saznate kako druge slične organizacije primaju pomoc
- Izgradite relaciju sa oficirom za donacije
- Budite uporni

Saznajte 'timing', kad treba predati projekte i kad ce biti pregledani

Razmislite sta je korisno donatoru: Budite spremni da objasnite zasto je to od koristi za donatora; budite spremni da objasnite kako ce projekat unaprijediti imidz donatora--na koji nacin ce donator biti priznat.

Budite kreativni u stimulanju interesa za vas projekat--mozete li obaviti neku specijalnu uslugu ili obezbjediti neki poseban proizvod koji bi korporacija ili kompanija htjela?--Specijalni prirucnik koji bi kompaniji koristio; knjigu za djecu zaposlenih.

Izgradite partnerstvo i odnos: ukljucite radnike kompanije i izvrsnog da ucestvuju u vashoj aktivnosti i mozda jos nekog iz savjetodavnog odbora u kojem je izvrsni clan; pocnite primati pomoc u naturi.

Ako trazite finansije budite spremni za odbijanje.  
Prihvatite odbijanje ali trazite finansije ponovo!!

## DIVERSIFICIRAJTE SVOJE NAMICANJE PRIHODA

- Trzisni proizvodi -- ukrasne solje sa znakom, kalendari, tekstilne torbe sa znakom ili porukom
- Naplatite vase usluge --po kliznoj skali
- Objavite prirucnike, knjige, slikovnnice za bojenje
- Noc u pozoristu
- Lutrija, slike, cilimi/prostirke
- Zabava za namicanje prihoda na koju cete pozvati predstavnike vlasti, clanove skupstine , vijeca

Naplatite , prodajte proizvode koje sami proizvodite--takodje reklamirjte svoju organizaciju.

Objavite knjigu/pamflet/kalendar tako da mozete prodati.

Nacini za namicanju prihoda: noc u pozoristu, svecani rucak za neke istaknute osobe i onda naplatite dolazak. Trazite od pozorista besplatne usluge (ili da reducira cijenu) tako da mozete zraditi novac za vasu organizaciju.

Lutrija, prodajte ulaznice za taj dogadjaj. Zatim trazite priloge za umjetnicki rad, cilime, i sl. koji dajete izvlacenjem sretnog broja.

Kad se popravi ekonomska situacija i ljudi zarade vise novca, razmotrite aukciju kao nacin za namicanje prihoda; opet uzmite priloge za umjetnicki rad, cilime, veceru s poznatim licnostima, itd.

Razmotrite naplacivanje vasih usluga; trazite od klijenata da pocnu sa malim sumama-- klijenti shvataju kakva je korist vasih usluga.

Razmotrite kliznu skalu, naplacivanje prema mogucnostima kljenata--medjutim, ovo je komplikovanije.

## DA BI STE ODRZALI VASE INICIJATIVE

- Prodajte se bolje
- Unaprijedite znanje vasih lidera, clanova, volontera, i osoblja
- Prosirite i demokratizirajte vase rukovodstvo
- Gradite koalicije sa drugim grupama

Napravite brosuru o vasoj organizaciji koja ce sadrzavati:

- Kratku izjavu misije--svrhu
- Opisite istorijat organizacije
- Opisite specificne uspjehe organizacije
- Opisite sta radi organizacija; program/ projekte
- Opisite sta organizacija nudi
  - clanu
  - donatoru
  - volonteru
- Opisite kako neko moze ucestvovati/pridruziti se organizaciji
- Stavite isto tako kratki obrazac za uclanjenje i fax

Obrazujte lidere

Razvijajte proces za uspjesno rukovodstvo

Razvijte proces donosenja odluka u okviru organizacije--demokratizirajte taj proces

Jedna organizacija sa vecom intelektualnom dubinom i vise treniranih lidera ima vise sanse da postane odrziva.

## PRODAJTE VASU NVO

- Ponudite jasnu poruku kako bi ste dobili podrsku
- Izaberite glasnogovornika vaše organizacije
- Budite entuzijastični o radu vaše organizacije
- Demonstrirajte konkretan program
- Budite upoznati sa programom i ciljevima organizacije
- Trazite novac
- Objasnite kako cete potrositi novac
- Objasnite koristi za donatora

Upoznajte vasu organizaciju  
Upoznajte projekat

Trebate prodati vasu organizaciju i vas projekat!

Vasa posvecenost prodaje projekat! Vasa strast, vase uzbudjenje prodaje projekat i cini marketing vasoj organizaciji.

Domet i publicitet su jako vazni. Sirite krug ljudi i upoznajte ih s tim sto radite

Za namicanje prihoda, vazan princip je traziti novac .

Trebate poceti. Planirajte vase korake, ukljucite sve vase kolege i uradite to, pocnite.

Mozete traziti male licne priloge. Vi takodje trebate dati doprinos, ukljucite i sve clanove vaseg odbora, vaseg rukovodstva da i oni daju doprinos.

## URADITE MARKETING ZA VASU NVO

- Jasna izjava misije -- “razlog postojanja,” svrha vase organizacije
- Pokazite zasto su vrijedne aktivnosti vase organizacije
- Opiste od koje je koristi vas program za korisnike i ko su vasi korisnici
- Opiste konkretne rezultate koje je vasa NVO postigla
- Pokazite budzet

Izjava vase misije je razlog postojanja vase organizacije. To je krajnji rezultat koji zelite postici.

Vasa misija definira zasto radite to sto radite.

Ko je vas korisnik --kome pruzate usluge?

Vas korisnik je prvo vas klijent; donator, volonteri, clanovi su vasi sekundarni “klijenti.”

Klijenti moraju biti zadovoljni!!

Da li zaista pomazete klijentima vasim uslugama? Da li klijent smatra da je to sto radite nesto vrijedno?



## IZVJESTAVAJTE O VASIM REZULTATIMA

- Pokazite koristi od onoga što radite
- Mjerite rezultate
- Evaluirajte



Izjavljavajte o svojim rezultatima:

Budite u stanju da opisete konkretne uslove za rezultate koje ste postigli.

Kvantificirajte i mjerite rezultate.

2 nacina mjerenja rezultata: Utrosak i Ucinak.

Utrosak je mjerenje produkcije; kolicina vremena posvecena aktivnosti i mnogi dogadjaji, aktivnosti, produkcija. utrosak je mjerljiv.

Ucinak je mjera promjene koju je proizveo vas rad;  
ucinak je posljedica vaseg truda-- postignuti rezultati.

Ucinak je cesto nemjerljiv.



## SREDINA ZA ODRZIVOST

- Zakoni koji podsticu korporativne i individualne doprinose
- Stvorite klimu za filantropske aktivnosti
- Kombinujte lokalne poslovne resurse i one u zajednici da bi ste izgradili drzavni resors koji ce odgovarati stranim izvorima
- Fondacija zajednice

U U.S. naslijedje i porezni zakoni, ohrabruju pojedince i korporacije da doniraju novac neprofitabilnim organizacijama i da doniraju novac fondaciji zajednice.

Fondacije zajednice zazivljavaju tako sto dobivaju donacije od velikih fondacija-- takvih kao sto su Mott, Ford Foundation, Open Society/Soros Foundations , Rockefeller Brothers Fund. Ove fondacije smatraju da je korisno finansirati i podrzavati stvaranje i nezavisnost fondacija zajednice.

Fondacije zajednice koriste ovaj novac kao glavnicu za davanje manjih donacija NVO-ima i lokalnim vlastima za obuku. (NVO-i prezentiraju prijedloge projekata / programa koji zele finansirati da odgovore potrebama drustva).

Kasnije, fondacije zajednice pokrecu finansijsku kampanju kojom traze donacije od porodica, korporacija kako bi postale samo-odrzive.

Na neki duzi period, ideja je da se koriste samo kamate kako bi se donirali programi NVO-a-- u toj fazi fondacija zajednice je samo-odrziva.

Fondacije zajednice obezbjedjuju pojedinacnom i korporiranom investitoru cvrst menadzment

za donirani novac postoje poreske povlastice

porodice mogu zasnovati stalni priliv donacija za jacanje fonda

korporirani ili pojedinacni donatori mogu birati nacine za upotrebu fondovi da bi odgovorili potrebama zajednice.

## FONDACIJA ZAJEDNICE

- Fond za razvoj Karpatskog Euroregiona [FDCE]
- Ekolosko partnerstvo za Centralnu Evropu [EPCE]
- Fondacija ljeciliste Banjska Bistrica [Slovačka Rep]
- Otvoreno drustvo Sofija Fond (klubovi u 6 gradova Bugarske)
- Fondacija madjarska socijalna skrb (mreza u 20 zajednica)

Ohrabrivanje filantropskih gradjanskih pokreta je je jedan od nacina za odrzivost NVO-a i neprofitnog sektora.

Model: veliki model Fondacija za razvoj karpatskog Euroregiona (FDCE) pokrenuta je 1994 od strane Instituta za Istocno-Zapadna istrazivanja (N.Y.) kao filantropskog centra za regionalnu kooperaciju medju dijelovima Madjarske, Poljske, Rumunije, Slovacke i Ukrajine. Pocetni troskovi glavnice su donirani od strane Mott Foundation, za period preko 5 godina. Vrhovni stab je u Kosicama, u Slovackoj, sa uredima u svakoj zemlji, FDCE donira NVO-e i lokalne vlasti u regionu, i obezbjedjuje treninge i tehnicku pomoc. Takodje, imaju program za razvoj poljoprivrede. I drugi donatori daju fondove -Soros-- ali oni sada aktivno traze finansijsku podrsku kako bi FDCE postala jedna nezavisna organizacija (nezavisna od Instituta za Istocno-Zapadna istrazivanja).

Na nizoj skali, primjeri su locirani u Bulgarskoj i Madjarskoj. U Bugarskoj, Fondacija Otvoreno drustvo-Sofija (Soros) radi od 1994 da bi pomogla razvijanje klubova i organizacija u 6 gradova i evolvirala u samo-odrzivu fondaciju zajednice--Pleven, Plovdiv, Rousse, Sliven, Varna i Velingrad. [ U Varnoj, populacija od 400,000 clanova odgovorila je na kampanju sprovedenu od strane Otvoreno drustvo Klub Varna, kako bi odgovorila potrebama ljudi primorskog grada zahvacenog olujom.

Slijedeci primjer, Fondacija Ljeciliste Banjska Bistrica, Slovacka Republika--fondacija Mott je dala podrsku ovoj grupi. Ohrabrila donacijski program kojim fondacija dodjeljuje potrebni novac, prikupljen od stanovnika, za poboljsanje susjedstva. Vrlo uspjesno, 2 para su prikupila novac i ohrabрили druge, dovoljno novca da kupe opremu za igraliste i park za djecu iz susjedstva. Ovo je ponovljeno i u drugim susjedstvima.

Za BiH prijedlog Ian-a Smillie-a, iz organizacije CARE International, je da se uspostavi narodna NVO Fondacija i specijalni fond za BiH. Ta fondacija trebala bi biti pravno nezavisna humanitarna fondacija za stvaranje takve sredine koja omogućuje razvoj kapaciteta narodnih NVO-a, on bi izgradila odrzivost NVO-a kroz donacije za glavnicu i finansiranje programa. Za pocetak, prijedlog je \$20 miliona za uspostavljanje Specijalnog Fonda koji bi podrzao rad Fondacije uz podrsku dosadasnjih organizacija Care, World Vision, Catholic Relief Services, mozda i kanadske vlade. EU ima svoj vlastiti Program za razvoj gradjanskog drustva, tako da oni nece uestvovati u finansiranju.

## IZAZOV JE ODRZATI VASE INICIJATIVE

- Put ka održivosti je težak posao
- Finansiranje projekta zahtijeva kombinaciju, lokalnih doprinosa, podrške vlasti
- Razmotrite kampanju za stvaranje Fondacije zajednice za regiju Zenice

## Facilitation Methodology

1. Workshop pre-planning is needed to know the questions to ask participants, to direct the discussion, and to get results from the discussion segment.
2. Plan for direction of discussion of workshop, workshop segments.
3. Develop questions related to objective, question you want answered.
4. Use leading questions to draw out answers from the participants:
  - What would you do about -----?
  - What are the negative factors?
  - What are the benefits?
5. Try not to give your own opinion. You are facilitating the discussion, so you are neutral.
6. Try to get everyone to give their opinion; call on those who don't participate, but don't force the issue of their speaking.
7. It is useful to have a series of set questions that need to be answered as a way to get a result out of the discussion.
8. Ask periodically, whether there is agreement (consensus) with the idea that has been proposed, expressed by a participant. Consensus is not a vote, but a measure of general agreement, for example, if people are nodding yes in confirmation, that's consensus. If you don't have consensus, you can try asking a different, less strong opinion, and see if you get agreement. Finally, if there is no consensus, then the group has not reached a position on this matter, and you should record that and if you want revisit the issue at a later date.

**Strengthening NGO Initiatives – IFES-organized Workshop**  
**Charles Stewart Mott Foundation**

**Dom penzionera, Zenica**  
**Tuesday, August 5, 1997, 9:00 – 16:30**

9:00

Workshop Agenda Overview -- Dorrit Marks, IFES Civic Participation Coordinator  
Political influence over economic and political reforms  
hand out: "Creating Consensus for Economic Reforms;" hand out on using the media effectively; and hand out: Slides about Umbrella organization.  
NGOs can monitor government and hold government accountable: e.g. invite candidates to give platform about their issues, plans, how they will implement; and after election see if elected officials keep word. Same if a law is passed; is the law implemented in practice?  
NGOs can influence economic political reforms = Zeljko to talk about a few reforms and that NGOs can make a difference  
Participants discuss how they can influence economic and political decisions; how they can hold government accountable  
Remainder of the workshop time devoted to topic of sustainability. How to mobilize NGOs; Romanian experience with Umbrella NGO; I will discuss aspects of an umbrella organization; examples of local coordination and successful local initiatives; Small group discussion to discuss model, shape of an Umbrella organization in Zenica.

Review of July 24 Workshop on Increasing Visibility of NGOs -- Mirha Skuljuvic'

Velida Kulenovic - Moderator

9:30

**I. NGOs CAN INFLUENCE ECONOMIC AND POLITICAL REFORMS**

- Zeljko Skuljuvic' – Professor, Zenica University

Provide some examples of specific reforms that would benefit country or Zenica. For example, privatization; opening the media – more alternative media opportunities; following the rule of law.

How can NGOs educate, learn about changes planned, tell others, and then influence government decisions or monitor government decisions?

10:00

**II. IMPORTANT ROLE NGOs CAN PLAY IN BUILDING CIVIL SOCIETY**

- How NGOs can influence economic and political decisions *Discussion groups*  
NGOs close to the people, can assess needs and let government officials know dimensions of the problem; can learn about what government is thinking, discuss among coalition of NGOs and take a position and then influence government decision.  
Focus on one reform needed; analyze who influences decision, allies, opponents; your strategies and tactics to influence change.

Facilitator questions:

1. How NGOs can influence economic and political decisions?
  - Ask discussion group to list 5 specific reforms they believe are needed to improve economic and community life in Zenica or Dobož-Zenica Canton.
  - Agree (consensus) on one reform most needed.
  - Who are the players that influence change or maintain current policy you wish to change? [ Could be legislator, government official, government agency, assembly]

A power analysis means understanding the network of relationships:

- Who are allies
- Who are opponents
  - who has created the present policy or behavior.
  - who wants to maintain the policy or behavior.
  - who is trying to change the policy or behavior.
- Who or what can influence each of these players involved in meeting your objective - your reform objective.
- What should be the strategies to gain influence to affect change?  
*[Strategies. Strategy should be: How can I obtain influence or power over the key players --- opponents, allies and potential allies. What specifically can my allies do to be helpful? How can I neutralize the opposition? Strategy should involve face to face contact; not just written material or media activity.]*
- What will be my tactics, action step to achieve strategy?  
*[Tactics/ Activities. Tactics, action steps, activities are ways to achieve a strategy. What activities -- given the strategy to obtain influence or power over key players -- will increase pressure to meet set objective? What activities will reduce opposing forces effectiveness?]*

Examples of action steps/ activities:  
coalition building, lobbying and working with the media.

Implementation.

- What will be my message to influence, to win over the opposition?  
*[Message. Need to develop a concise, clear message. Everyone in your group should be able to explain basic objective, value, benefit.]*
- 2. How to hold government accountable?
  - First, what is the issue, the law you are concerned about?
  - Is government implementing the law in practice?
  - If follow candidates before election, what are they promising?
  - After election, is elected official keeping his/her promise?If not How can you hold government accountable?
  - Give some ways to influence public opinion?  
*[Write an article for newspaper; participate in TV, radio, round table forums; meet with government officials, politicians; educate public; write report for a magazine.]*

10:45

Report about discussion groups

11:00

Break



11:15

III. SUSTAINABILITY  
COORDINATING AND STRENGTHENING NGO ACTIVITY: AN UMBRELLA GROUP

<ul style="list-style-type: none"><li>• Importance of networking How to mobilize NGOs</li></ul> <p>Review of JULY 24 workshop on importance of strengthening NGOs, working with each other, creating an umbrella organization; mobilizing and getting NGOs to influence decisions.</p>	<i>Discussion groups</i>
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Facilitator questions:

1. Importance of networking

Goal: Is better networking among NGOs in Zenica

- Describe current situation on networking
- Do NGOs share information and help each other?
- What forces will help improve networking, help mobilize, motivate the NGOs to work together?
- What forces are holding back better networking?
- List in 2 columns: forces working to improve networking vs forces holding back
- What is necessary to make the change; overcome forces holding back networking?

2. To mobilize NGOs towards participating in Umbrella group

- List fears (barriers) of joining umbrella group: e.g. how to maintain independence of NGO vs coalition, umbrella group context
- Discuss benefits of having an umbrella group: e.g. services can provide to all NGOs; unified voice on issues
- Discuss benefits of formal vs informal organization of an umbrella group

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12:00

- *Share results of coordinating activities and networking*

Mirha Skuljuvic - Moderator

12:30

- |   |
|---|
| <ul style="list-style-type: none"><li>• Romanian Experience with Umbrella NGO</li></ul> |
|---|

Viorel Micescu, Acting Director, CENTRAS, Umbrella NGO, Bucharest

13:15

Lunch

Mirha Skuljuvic - Moderator

14:15

- Potential Role of an Umbrella NGO in Zenica -- Dorrit Marks

Grass roots voter education

Civic Advocacy

Recognition by Government officials

Legal assistance to NGOs

Accounting assistance to NGOs

Information/newsletter linkage

Need for and benefits

Some questions on shape of future Umbrella organization

Mirha Skuljuvic - Moderator

14:30

- Successful Local Initiatives

Alma Masic' – Informal Umbrella NGO group

*Panel*

Vlado Adomovic' – Issue Identification and Advocacy: Forum of Zenica Citizens

Nermin Nisic'/ Igor Beros – IFES Voter Education Project

15:15

Break

Jasminka Dzumhur - Moderator

15:30

- Next Step for Zenica

*Discussion Groups*

Model of an Umbrella Organization for Zenica

Answer some of the questions asked by Dorrit Marks

- ◆ informal vs formal umbrella group
- ◆ leader
- ◆ create new organization or wrap around existing group
- ◆ name
- ◆ partnership with international NGO to get funding and technical assistance
- ◆ next step

Facilitator questions to stimulate discussion:

Review

- Review earlier conclusions regarding fears
- Review benefits/services that will result from forming an umbrella group
- Review need for umbrella group: concern with funding sustainability; strong voice on public policy issues; share ideas and help each other; communication, newsletter
- Review discussion on benefits of formal vs informal organization of an umbrella group

Discussion of model Umbrella organization:

- How to stimulate organization of umbrella group?
- Who will be the leader, the catalyst to get umbrella group started?
- Should a new organization be formed?
- Should an umbrella group be formed around an existing organization?

List or discuss positives and negatives of each option

For example:

- Forum of Zenica Citizens
- IFES Voter Education or civic participation
- Informal umbrella group (begun with IRC Umbrella grant project)
- Center for Legal Advice

- What should be the new name, brainstorm ideas
- What services should be offered by umbrella organization
- Develop preliminary budget: Expenses and Resources
  - Discuss potential resources
- Discuss benefits of linking with Western organization to get funding and technical assistance—organizations like IFES (Romania example) and IRC

Next step

1. List important lessons and results of workshop
2. How should these strategies be implemented?

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16:15

- *Share ideas on coordination, Umbrella organization for NGOs in Zenica*

evaluation

16:30

*Review*

Mirha Skuljuvic - Rapporteur

*Next Workshop date: Tuesday, August 26, 1997: Sustainability of NGOs – Funding NGO Initiatives*

## SCOPE OF WORK

Working in concert with the IFES/Zenica Voter Education and Resource Center, contractor will:

- Initiate and coordinate the design, format, and content of no fewer than two (2) NGO Voter Education Training Forums (also noted as hard deliverables) which may include topics including: the role of NGOs and citizen-groups in voter education; the importance of NGO and citizen-group coordination in an electoral environment; and/or methodologies associated with citizen participation through NGOs in reaching the population on a non-partisan basis;
- In close collaboration with the IFES/Zenica voter Education Team, coordinate and design the format and content of numerous informal voter education and outreach activities (also known as soft deliverables) throughout the Zenica region as advised by the IFES Project Manager Ed Morgan or his designee;
- Liaise, coordinate, facilitate, and collaborate with the Center for NGO Assistance (CENTRAS) in Romania (Bucharest contact: Viorel Micescu) through the transfer of information, experience and the travel of a CENTRAS staff member to Zenica, BiH who will participate in one of the NGO Coordination Forums;
- Provide a weekly synopsis of activities and project impacts/successes to IFES/Zenica and IFES/W by COB Friday (EDT) of each week under contract;
- Provide input to monthly IFES/Zenica progress reports as required;
- Prepare a final project report within 20 days of returning under the IFES Contract which should include, but not be limited to, synopsis of project contacts, project successes, cities/towns visited, collection of NGO/citizen groups (contact names, numbers, strengths, weaknesses, membership, topical capacity, and long-term sustainability) who show legitimate capacity and interest in undertaking democracy-building, civic leadership/training, and/or NGO coordination and development initiatives in the region;
- Other duties as assigned.

**APPENDIX E - Non-governmental organizations and agencies Zenica/BiH**

## Non-governmental Organizations Zenica area, Bosnia and Herzegovina

<u>Name of Organization</u>	<u>Contact Person (s)</u>	<u>Telephone #</u> <u>Fax</u> (387 72)	<u>Mission</u>	<u>Topical Agenda</u>	<u>Strengths/</u> <u>Weaknesses/</u> <u>Sustainability</u>	<u>Potential: Democracy</u> <u>Building; Leadership;</u> <u>NGO coordination</u>
1. Center for Legal Assistance for Women Zenica	Jasminka Dzumhur director Amira Krehic' project coordinator	22-049	Provide advice on laws and regs affecting private property, housing, work and pension	Advice for women in Zenica office; conference clarify laws and regs Federation and Republic Serbska (60 lawyer attendees from Fed/RS)	Strong legal experience; accepted as experts. Will send conference report to government	Strong leadership and coordination capacity. Could provide legal advice under Umbrella NGO  Providing linkage bet Bosnia Fed and RS
2. Youth House "Dom Mladih" Zenica	Rankica Prosic' Juric' - director	24-122	Programs for youth to develop mental and physical health	Basic program 5-20 yr olds English language, German, crafts, computers, video, sports, dance, etc.	1000 enrollees 2 mo cycle refugees, returnees  Working towards income generation and job training for youth in media	Potential youth media video, comic and regular magazine to include segment on Democracy and Rights for Youth  Democracy Resource Center planned for youth and community access
3. SEZAM	Naira Hodzic'	412 299	Restore moral values and self-confidence of children traumatized by the war	Psycho social program for children; replace aggressive behavior and conflict with parents thru role playing in life situations	Excellent evaluation skills; children tell how much they like an activity through picture symbols; exercise head/dreams, eyes, like to see, nose about others, what like to hear.	Can assist with training on communication/ interpersonal skills: training for teachers/NGOs. Work in conjunction with one school in Zenica; would like to work in all schools.  Interest is mental health and well-being of children.

## Non-governmental Organizations Zenica area, Bosnia and Herzegovina

<u>Name of Organizatio</u>	<u>Contact Person(s)</u>	<u>Telephone</u> <u>Fax</u> 387 72	<u>Mission</u>	<u>Topical Agenda</u>	<u>Strengths/</u> <u>Weaknesses/</u> <u>Sustainability</u>	<u>Potential: Democracy</u> <u>Building; Leadership;</u> <u>NGO coordination</u>
4. "Independent"	Dragutin Zvonimir Cicak -director Alina Handzic'	41 86 85	Protect citizen/ refugee property and employment rights;protection of human rights	Represent client/ cases in court; trace for missing persons; exchange of property, work problems- pensions	Court acts slowly: 4 complaints, 1 successful; 3 pending Don't have direct contact with government Not sustainable; no rent money.	Can produce leaflet on property and work rights; radio call-in program; could hold town meetings on citizen rights.
5. RUHAMA	Salem Rudic' Hatidza Rudic'	41 85 65	Provide homecare to assist vulnerable elderly, disabled, serious medical conditions to surviv	Work in neighborhood with/ doctors, paramedics, and volunteer youth corps: provide food, cleaning, bathe, haircut, transport, home repair.	Very well organized Provide training to youth volunteers; good system for eligibility; patients sign for service and food. Copy donor on info. Savvy on fund raising.	Provide important service; and have excellent systems for production and control.
6. Behar Vitez	Nurudin Salkic' Communications coordinator	71 05 73	Admin. center for 16 NGOs/assoc. culture, sports, humanitarian activit in community center facility.	Administration, communications, training for start-up NGOs.	Have restaurant facility and need other income- generating activities to survive. Have democratic process executive bd; assembly	Would like to improve their skills; esp. income generation; begin women's center empower women and to earn a living. Would like reconciliation through sport matches Bosnia : Croat/ not yet possible.

### Non-governmental Organizations Zenica area, Bosnia and Herzegovina

<u>Name of Organizatio</u>	<u>Contact Person(s)</u>	<u>Telephone</u> <u>Fax</u> <u>387 72</u>	<u>Mission</u>	<u>Topical Agenda</u>	<u>Strengths/</u> <u>Weaknesses/</u> <u>Sustainability</u>	<u>Potential: Democracy</u> <u>Building; Leadership;</u> <u>NGO coordination</u>
7. "Hijatus"	Zeljko Skuljevic	21 831	Provide discussion of topics on culture democracy, human rights, education	Publishes edition for adults and one for youth	independent, magazines enjoy wide distribution	Potential is good to reach broad and young/hip audience
8. "Nasa Djeca" -- Our Children	Olgica Drinic	41 22 46 41 87 68	Cultural, recreation education activities for children/refugee according to UNICEF	Using theatre as learning tool, classes weaving, singing sports, radio station	Broad outreach to children/ also collective centers for refugees	Use drama to explain children's rights/ TV, radio; interest in program on democracy Wish to use radio to become self sustaining
9. Mixed Marriages	Sonja Kesko	417 270	Protect interest of members of mixed marriages	Meetings, education programs- voting, human rights	No money for budget	Some potential in democracy area, but no financial support



## Non-governmental Organizations Zenica area, Bosnia and Herzegovina

<u>Name of Organization</u>	<u>Contact Person (s)</u>	<u>Telephone #</u> <u>Fax</u> (387 72)	<u>Mission</u>	<u>Topical Agenda</u>	<u>Strengths/</u> <u>Weaknesses/</u> <u>Sustainability</u>	<u>Potential: Democracy</u> <u>Building; Leadership;</u> <u>NGO coordination</u>
10. Media Plus	Zlata Pojskic	417 441	Record situation in Bosnia and give information to refugees living in other countries	Provide and information center; assist with media announcements	Experience as journalist; no funding	Organization is part of Citizens of Zenica with larger membership
11. "Sreca Djeci" - Happiness to Children Kakanj	Majra Kulovic Samir Kambur	752 304	Takes care of children; provides psychosocial and social support to combat impact of war and increase self confidence	Educational programs children dance and modeling, singing performances	Very innovative, good coverage, good relations with people in Kakanj	Excellent potential income-generating programs, relations with SFOR; provides performances and charges for them
12. MEDEX Novi Travnik	Adem Kuric	794 303	Provide children with land-mine awareness	One week camp in mountains for 60; swimming, sports, hill walking, first aid, mine-awareness	Capacity of camp limited; 3000 children for the year	Teach social and ethnic tolerance; no civic training
13. Association of Citizens of Zenica	Vlado Adamovic	21 971	Develop an identity for Zenica to keep cultural, economic, educational, social traditions	Various committees social & political, economy, legal, cultural, sports, etc.	Gathered judges, scientists, teachers, to solve problems in community	Good possibilities; provided program at university to explain Dayton accords
14. SUPPORT	Dr. Alma Zilzic-Begicevic	21 782	Counseling for adolescents, health education in schools	Services to 14-25 persons; mental health, aids, alcohol prevention; publishes <i>Intima</i> magazine	3000 clients receive counseling in 1996	Capacity to influence health issues; schools, and legislation

**Umbrella -organization & international agencies, Zenica, Bosnia and Herzegovina**

<u>Name of Organization</u>	<u>Contact Person (s)</u>	<u>Telephone</u> <u>Fax</u>	<u>Mission</u>	<u>Topical Agenda</u>	<u>Strengths/</u> <u>Weaknesses/</u> <u>Sustainability</u>	<u>Potential: Democracy</u> <u>Building; Leadership;</u> <u>NGO coordination</u>
1. OTI-Organization o Transition Initiatives USAID Zenica	Diana Ruzic-Director Anesa Smailbegovic'	26 527	Spread security/ peace; reintegration of society through dissemination of objective information	Provides grants: Civic Initiatives - 41 Media projects - 27 Visible impact - 5	Evaluate NGO projects; grant funds; training Estab. criteria for grants;match funds	Have experience; could continue grant evaluation under umbrella NGO
					Mandate ends Jun-98	
2. Informal Umbrella NGO group -Zenica	Facilitator changes each month forum; 4 meetings so far; Facilitators: Hijatus CEZAM, Forum of Citizens Zenica, IRC Alma Masic' (IRC) initiator of forum		Exchange of Information among NGOs	Law affecting NGOs and humanitarian orgs and info exchange	No leader, no staff; or continuous organization; One Newsletter has been published; 2nd soon.  No funds	Has potential as coordinative body; so far wants to stay informal

**APPENDIX F - Collaborative Projects:**

**LEA**

**LINK**

**ICVA**

**National Foundation and Trust Fund USAID/OTI**

**CRITERIA**

**CIVITAS**

**EUROPEAN UNION PHARE/TACIS**

## LEA THE BOSNIAN NGO LAW, EDUCATION AND ADVOCACY PROJECT

### I Executive Summary

The Bosnian NGO community is growing at a phenomenal rate. The latest figures number over two hundred and fifty NGOs in both entities. While some NGOs were created to respond to the humanitarian crisis in the early years of the war, the sector has now expanded to include many grass-roots organizations covering a wide variety of issues. Among those organizations are NGOs working on women's issues, human rights monitoring, advocacy and education, conflict resolution, democratization, the rights of refugees and displaced persons, and psychosocial assistance. As Bosnia gradually recovers from the consequences of war, these NGOs will be called upon to play an increasingly prominent role in the process of reconstruction and revitalization of BiH, particularly by strengthening civil society and supporting decentralized initiatives responding to local needs.

There are, however, several serious obstacles impeding both the current performance and the future growth and development of national NGOs in both the Federation and Republika Srpska today. These include: restrictive, and often times ambiguous, legal requirements; lack of public knowledge as to the workings of the non-governmental, non-profit sector; inconsistent or non-existent mechanisms for joint consultation and collective action; and an inability to effectively articulate the value of NGO assistance efforts to both governmental and public audiences.

Through this collaborative project, the Open Society Fund of BiH, the International Rescue Committee, the World Bank and the International Council of Voluntary Agencies (ICVA) propose to support the development of the indigenous non-profit, non-governmental sector in BiH by working towards the creation of a healthy legal framework for this sector, conducting a state-wide public information and education campaign on the nature and value of local NGOs, and strengthening mechanisms for NGO collaboration and collective advocacy.

A task force of Bosnian lawyers (3-5), working under the aegis of the Open Society Fund Law Center, will be convened to carry out the technical part of the legal reform component of this project. International experts will be brought in to assist the task force and provide models of legislation from other countries in the region that might be applicable. At the same time, four LEA (Law, Education and Advocacy) offices will be established within already existing local NGOs. These offices, to be located in Sarajevo, Mostar, Banja Luka, Bihac, Tuzla and Bijeljina, will collaborate to shape and implement a public information and education strategy. In conjunction with the IRC project LINK, a program will be established to strengthen the services of NGOs by linking their activities through a formalized network and assisting them in establishing an association to advocate for and empower their work. A management board, consisting of representatives from the OSF B-H, IRC, ICVA, OHR and the World Bank will oversee the implementation of the joint project. An advisory board, consisting of Bosnian public figures will be established to provide counsel and input on all aspects of the project.

The goal of the project is to aid in the establishment of an NGO law, education and advocacy bureau that will become a permanent fixture for NGOs in both entities. Discussions are under way with other funders to assist in the financing of this project should it exceed the 18 month period.

This proposal was prepared through the collaborative efforts of OSF BH and ICVA, with inputs from the World Bank, Office of the High Representative and IRC. Matching funds are being sought from the Office of Transition Initiative (USAID), the Charles Stewart Mott Foundation, with in-kind donations by The World Bank, and ICVA.

Funding Period : 18 months

Funding Requirements:	Total Budget	Matching Funds	OSI
	\$ 499,103	\$ 243,877	\$ 255,225

## II Background

The legal environment for NGOs in Bosnia has been aptly described in a report by Ian Smillie, commissioned by CARE Canada<sup>1</sup>: "It is fair to say that there is no legal framework as such for NGOs. Most NGOs are rightly confused by the array of laws under which they must register and work."

There are presently three laws governing the work of the non-governmental, non-profit sector in the Federation of Bosnia-Herzegovina.

- I. Law on Humanitarian Activities and Organizations (1995)<sup>2</sup> amended version pending before parliament;
- II. Law on Citizens' Associations (1994);<sup>3</sup>
- III. Law on Foundations and Endowments (1996) pending approval

The Law on Humanitarian Activities and Organizations, currently in an amended draft form, seems to be primarily aimed at foreign organizations. This law comes under the jurisdiction of the Federal Ministry of Social Affairs, Displaced Persons and Refugees. Some of the major flaws in the draft law:

- Confuses humanitarian organizations with all non-governmental, non-profit organizations
- Lacks appeal mechanism and review by independent judiciary
- Attaches an organizational status to a specific activity
- Over-regulates activities endangering the freedoms of association and expression

The Law on Citizen's Associations dates back to the mid-sixties. Although the present law has undergone some minor changes over the years, its basic design refers back to a now defunct political system.

The draft law on Foundations and Endowments is the first attempt to regulate this group in B-H. Although it seems to be aimed at *public* rather than *private* foundations, it is not certain whether the drafters are aware of this distinction.

In Republika Srpska, a Law on Citizens' Associations (with the same pedigree as the Federation law) is the only legislation governing the non-governmental, non-profit sector.

Added to this confusing legal environment is a general misunderstanding of role and function of the non-governmental, non-profit sector. The influx of international relief organizations in the early years of the war and subsequent creation of national NGOs dealing strictly with the humanitarian crisis has led the public to equate NGOs solely with humanitarian aid. This misapprehension does not only apply to the public and government officials. A number of NGOs have either been created by international organizations to take over projects or were spontaneously created to deal with specific problems and to take advantage of special funding provided by donors. With the exception of the human rights NGOs, many of these organizations have little understanding of the role that they play in civil society or their potential for work beyond simple service delivery.

## III Project Description

The goal of this project is to assist the growth and development of the non-profit, non-governmental sector in BiH through the provision of support in the key areas of legal reform, information and education, NGO collaboration and advocacy, and skills training.

### 1. Technical Assistance on Legal Reform

<sup>1</sup> Smillie, I. "Service Delivery or Civil Society: Non-governmental Organizations in Bosnia Herzegovina," Consultancy Study for CARE Canada, Zagreb, December 1996, p.5.

<sup>2</sup> This law falls under the jurisdiction of the Federal Ministry of Social Affairs, Displaced Persons and Refugees. The majority of NGOs are registered under this law.

<sup>3</sup> This law and the pending law on Foundations both come under the jurisdiction of the Federal Ministry of Justice.

*To organize and present NGO input on laws and regulations affecting the work of the non-governmental, non-profit sector in a systematic and coherent fashion.*

1.1 Convene a task force of legal experts, including national (both entities) and international attorneys and governmental representatives, as appropriate. The task force would work under the auspices of the Open Society Fund Law Center.

1.2 Develop a plan of action detailing, among other things, a priority listing of issues to be addressed within the existing laws and regulations, setting of and a schedule of meetings and seminars to discuss and agree on how to address these issues.

1.3 Review relevant examples of legislation from other areas, which might provide models for the development of similar legislation in BiH.

1.4 In concert with appropriate governmental representatives and based on the meetings above and international best practice, draft legislation<sup>3</sup> and/or amendments to existing legislation and regulations affecting the NGO community.

1.5 Support the professional development of the national legal community through the provision of training and guidance on internationally recognized best practices for non-governmental, non-profit law.

1.6 Provide guidance, as necessary, to key government officials at the state and cantonal levels on the proper implementation of NGO laws and regulations.

## **2. Public Information and Education**

*To inform and educate Bosnian citizens, relevant government officials, and members of the media about the benefits offered by the voluntary sector, as well as the conditions necessary for its proper development.*

2.1 In collaboration with national NGO networks, identify the audience and messages of a nation-wide information and education campaign related to the non-governmental, non-profit sector.

2.2 Develop appropriate educational and promotional materials, to include periodic publications, pamphlets, and studies.

2.3 Access paid and free media to disseminate information related to NGO activities and interests.

2.4 Explore potential applications for electronic communications, particularly email and the Internet, to assist in dissemination and feedback efforts.

## **3. NGO Collaboration and Advocacy**

*To strengthen the ability of national NGOs to collectively identify audience and message and share information in a systematic fashion.*

3.1 Organize roundtable discussions and seminars with NGOs and NGO networks from both entities in order to identify priority needs and concerns.

3.2 Explore collective approaches to issues of common concern, including joint advocacy, lobbying and public information initiatives.

3.3 Facilitate communication and collaboration, as possible, between NGOs and NGO networks from different areas of BiH and the region.

3.4 Facilitate the formation and experience-sharing of NGO networks specialized in different areas.

## **4. Skills Training**

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<sup>4</sup> At present there are separate laws in the Federation and Republika Srpska. Preliminary discussions have taken place with representatives of the Office of the High Representative to enlist their assistance in presenting a state-wide law.

*To enhance the capacities of national NGOs to effectively articulate and advance issues through training in the key areas of advocacy, lobbying, media relations, and constituency building.*

- 4.1 In collaboration with national NGOs and NGO networks, design training seminars on the above mentioned areas.
- 4.2 Arrange for the participation of national and/or regional experts in these seminars.
- 4.3 Prepare relevant training materials and guidelines for the topics selected.
- 4.4 Conduct the training seminars. (It is anticipated that approximately 6 training seminars will be held during the life of this project.)

#### **IV Implementation<sup>4</sup>**

A small group of attorneys (from both entities) will be identified to work on the task force under the coordination of a lead attorney who will be responsible for convening the attorneys and setting up a schedule for the drafting of the legislation. The task force will operate out of the facilities of the Open Society Fund Law Center, where seminars and workshops will also be organized. An international consultant will provide expertise and examples of similar legislation in other countries in the region and assist in the development of a public education strategy. A partnership will be established with a national NGO (located in Sarajevo) which will be responsible for day to day management of the project and coordinating the activities of the legal task force, field offices and project Link. Field offices will be established through NGOs in Republika Srpska (Banja Luka and Bijeljina), Bihac, Tuzla and in Mostar.

#### **V Management and Reporting**

A management board consisting of senior representatives from the Open Society Fund, the International Rescue Committee, The World Bank and ICVA will oversee the implementation of this project. Management and oversight of all programmatic activities will be conducted by the Management Board. This board will meet on a regular basis with two Project Coordinators (LEA and LINK) in order to provide overall guidance and to monitor program activities.

Day to day activities under the program will be managed by the Program Coordinator for LINK and the NGO Implementing Partner both located in Sarajevo. To ensure proper coordination between the two projects, the Project Coordinators will be expected to work closely on a day to day basis. The field officers in Banja Luka, Bijeljina, Bihac, Tuzla and Mostar will be jointly managed by the Project Coordinators in Sarajevo.

#### **VI. Budget**

See attached.

#### **VII Budget Justification**

Personnel: The \$73,400 requested from OSI will cover the full-time salary for the Project Coordinator, two full-time assistants for Sarajevo, and 33% of the salary of a Field Assistant in Mostar. These positions will be filled by Bosnian's working for national NGOs.

Equipment and Capital Purchases: In order to ensure smooth communication between NGO offices, modems, faxes and computers will be purchased. The vehicle is being purchased by IRC for the LINK project (probably a van) to facilitate in-country and regional travel for participants.

Administration: The rents and overheads are contributions to the costs of the national NGOs implementing the project.

Educational Supplies and Public Awareness Campaign: Where possible we will try to obtain free media space on television and in the newspapers to carry out the public information campaign. There will however be costs involved in developing the media campaign.

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<sup>4</sup> In terms of implementation, the Law Education and Advocacy Project will be primarily responsible for sections 1 and 2, while sections 3 and 4 will be carried out jointly with IRC project LINK.

Contracts , Consultants and Honoraria : The Bosnian lead attorney will be paid an honorarium of \$500 per month and the task force members \$350. Although the actual drafting of the law may not take up a considerable part of the lawyers' time, the project involves their participation in the professional development of the legal community. The \$ 30,400 for the management board reflects the participation of the four members over 18 months (10%).

Travel : The \$ 14,600 will cover the travel costs for the international lawyer, in-country travel for the lawyers and travel for the task force and partner NGOs to countries in the region where similar initiatives have taken place (ie. Hungary, Estonia, Bulgaria, Ukraine).

Other: \$ 14,000 has been earmarked for a meeting in Hungary in which local NGOs can make personal and professional contacts in a neutral venue. This will be a similar meeting to one held last year involving psychologists and social workers from Croatia and Serbia. \$ 7,000 will be used for 6 training seminars to be on advocacy, lobbying and constituency building for NGOs to be held in various cities throughout Bosnia-Herzegovina.

## CONCLUSION

The ultimate goal of this project is to assist in the creation of an environment conducive to the growth and development of a viable NGO sector. Through the collaborative efforts of a legal reform task force, public information campaign and network of national NGOs, it is hoped that the result will be an open and active NGO sector, supported by the rule of law.



## I. General Summary

The International Rescue Committee (IRC) has been working in the former Yugoslavia since 1992. In addition to emergency relief assistance during the war, a significant part of IRC's activities have a community support focus. Currently, IRC is implementing community support projects throughout Serbia, Croatia, and Bosnia-Herzegovina (Republika Srpska and the Federation). Much of this work is implemented in collaboration with local NGO's. Unfortunately, due to the war and the lack of a structure and support, there has been very little contact among indigenous NGO's in various regions

The existence of a NGO network within which to share information, collaborate and share resources would greatly empower and enhance the long term sustainability of the nascent post-war civil society. It is anticipated that the creation of such a network, as is exemplified in other parts of Eastern Europe, will enhance and encourage the indigenous NGO collective voice both in influencing and advocating on the political, funding and media fronts. While the situation in the former Yugoslavia remains challenging, it is the intention of the International Rescue Committee, in coordination with the Soros Foundation (Open Society Fund) and the International Committee of Voluntary Agencies (ICVA), to facilitate the creation of an indigenous network of organisations to address issues which impact the long-term viability of the non-governmental sector in Bosnia-Herzegovina (BiH).

## II. Background and Justification

The war in the former Yugoslavia destroyed the multi-ethnic demographics of the region, particularly Bosnia-Herzegovina, the most multi-ethnic republic of the former Yugoslavia. Besides the war itself, myths and propaganda contribute to the deteriorating relationships among Bosnian Serbs, Croats and Muslims. In addition, the on-going lack of dialogue exacerbates the situation. Unfortunately, the general lack of interaction among the ethnic populations extends to indigenous organisations. While there are over 300 local NGO's throughout BiH, for the most part they work autonomously and independently of one another. Constraints such as restrictions on movement, lack of structure within which to interact, the absence of a neutral environment for relationship building, and the lack of pre-war standards or models for operation continue to impede the solid creation of, and support for, BiH's non-governmental sector.

The lack of communication and synergy limits the level of effectiveness and quality of services provided by local NGOs and are barriers to the establishment of a local movement that can address long-term, post war community needs. A network within which to collaborate would enhance the quality and impact of the work of local organisations and would contribute towards a more sustainable NGO sector. In addition networking will enable the local NGO's to have a powerful collective voice in which to advocate for and influence legislation, donors and public opinion.

As part of a pilot project in 1996, the International Rescue Committee offices in Croatia and Serbia brought together a group of local psychologists and social workers from among IRC's indigenous NGO partners to the Peace Bridge in Mohac, Hungary. While the group came to Mohac with feelings of both apprehension and excitement, the participants were able to share

their personal and professional experiences from during the war. There were many stories, tears and healing during the three day process. At the end, phone numbers and addresses were exchanged and a general consensus reached to meet again and to continue the important personal process initiated in Mohac. Another critical outcome of this highly personal experience was a desire to look for ways to collaborate professionally.

Since then, the participants have exchanged post cards and letters, but no real professional exchange has taken place due to the lack of structure and system in which to do so. All of the participants and many others who have heard of the Mohac gathering have requested IRC's assistance to establish a program which will build on this experience and expand it so that others may participate.

### III. The Role of the International Rescue Committee

The Mohac gathering is one example of many random attempts to bring indigenous NGO's together. Other international NGO's have hosted similar events, but because they are piecemeal and lack a comprehensive focus, no network or durable system has so far resulted. The International Rescue Committee has worked with over fifty local NGO's throughout the former Yugoslavia during its five years in the region. A common sentiment among them is the necessity for a network within which to work together and where expression in a collective voice can be possible. In collaboration with both local partners and other concerned international organisations such as the Soros Foundation and ICVA, IRC has agreed to take on the challenge. This important effort will be accomplished by gathering the founders and leaders of indigenous NGO's together and providing a framework for them to address issues, to share professional and personal experiences and to establish an advocacy association or network. The founders and coordinators of local NGO's are typically leaders in their communities and command respect and admiration. They are a primary link between the international community and the local community and are an ideal and captive starting point to bring the various ethnic groups together in the attempt to resume and/or create positive working relationships.

The International Rescue Committee's NGO Development Program (*formerly the Umbrella Grant*), in operation for four years, has assisted in the development of more than fifty local NGO's in both BiH and Croatia. In Serbia, IRC has worked with the region's largest and most respected NGO since 1994. In 1996, IRC began a collaborative project with one of the few local NGO's in the Republika Srpska. IRC is the leading international NGO, outside of UNHCR, providing administrative, financial, developmental and programmatic support to local NGO's in the former Yugoslavia. IRC is in a solid position to initiate dialogues among local organizations and to begin the process of assisting them to link their work. Furthermore, IRC has worked closely with both local and international organizations in BiH to design PROJECT LINK and have their full support and encouragement to proceed.

**The primary role of the International Rescue Committee is to facilitate a process that will actually be driven and implemented by the indigenous non-governmental participants.**

#### IV. Project Description

PROJECT LINK is an effort to provide a network in which local NGO's in the former Yugoslavia, primarily Bosnia-Herzegovina, can link their work, thereby enhancing the quality of services offered to their beneficiaries throughout the region and empower the long term sustainability of a local NGO movement. A natural and necessary outcome of PROJECT LINK will be the establishing of an advocacy association for the local NGO network

PROJECT LINK will work in direct collaboration and coordination with a complementary project funded by ICVA/Soros Foundation, The Bosnian NGO Law, Education and Advocacy Project (LEA) (see draft proposal in Appendix B). While both PROJECT LINK and LEA are initiated by international NGOs, they will be primarily implemented by local professional staff. The current political climate does not lend itself to the initiation and facilitation of such efforts without strong support from international organizations. Even with existing barriers apparent, it is a risk which must be taken with the full support and encouragement of the international community. As such, World Bank and the US Agency for International Development will also be supporting the effort through contributions, either political and/or financial, to ensure that the projects are successful. Additionally, the Soros Foundation has agreed to cover some expenditures of PROJECT LINK in a full faith attempt to achieve the combined objectives of both LEA and PROJECT LINK (see total Budget).

Goal/Purpose: To enhance long term sustainability of local NGO's in BiH and to strengthen their services by linking their activities through a formalised network and assisting them in establishing an association to advocate for and empower their work.

#### Objectives/outputs and activities:

1. To provide a positive structure and neutral venue in which local NGO's can make personal and professional contacts and initiate an ongoing dialogue.
  - 1.1 Discuss PROJECT LINK with international and local NGO's to identify prospective participants and methodology of project.
  - 1.2 Select and invite local NGO's to participate in the project.
  - 1.3 Conduct briefing sessions with prospective NGO's.
  - 1.4 Exchange program information with participating NGO's.
  - 1.5 Develop an agenda for initial meetings in Hungary.
  - 1.6 Host initial meetings in Hungary for participating NGO's.
  - 1.7 Host follow up meetings in Hungary before site visits.
  - 1.8 Conduct site visits for participating NGO's to visit other local NGO programs in the region.
2. To design a network by which local NGO's can link their work.
  - 2.1 Host meetings with participating NGO's to identify a durable system/structure for continued dialogue and linking of work.
  - 2.2 Assist local NGO's in implementing this system.

2.3 Monitor and support this system and update as needed.

3. To establish a local association that will be an advocate for the local NGO community in the realms of politics, funding, public information, media, etc.

- 3.1 After the establishment of a support network, the network will identify individuals to participate in an advocacy association.
- 3.2 The Association will form a mission statement and register with local authorities.
- 3.3 Association will establish guidelines and policies regulating the conduct their work.

**Location:** This project will be based in BiH and administered out of Sarajevo. Office space will be shared with LEA to enhance on-going collaboration and coordination. With IRC and ICVA offices in Banja Luka, Tuzla, Gorazde, Sarajevo and Bihac, the physical space required in these areas of responsibility will be made available and both agencies will assist in making links with indigenous NGO's there. IRC will also collaborate with NGO's in other parts of the former Yugoslavia where appropriate.

**Sustainability/phase out plan:** This project is designed to bring the participants through a process that involves the following steps:

1. Initiating a dialogue in a neutral setting
2. Relationship building
3. Site visits of participating NGO's accompanied by IRC personnel
4. Identifying a durable structure/system for continued dialogue
5. Building the elements of this structure/system
6. Linking their work
7. Establishing an advocacy association to represent the local NGO community

The ultimate aim of PROJECT LINK is that indigenous NGOs will establish their own Association. PROJECT LINK will facilitate a process which will result in its participants designing a structure organised and implemented by themselves, not IRC. The system will be sustainable in its design. PROJECT LINK will initially be in the hands of IRC but as the project progresses, more and more of the responsibility of the project and its focus will be handed over to the participating local NGO's. IRC will not define or impose a system. Rather the system will come from the model that the participants create and with which they are comfortable. Where possible, IRC (in coordination with Soros and C.S. Mott Foundations) will provide information available in the region to offer examples from other countries in transition. IRC will work itself out of the project at the earliest feasible time, though it is anticipated that the initial twelve months will require IRC's full attention. The final six months of the project are expected to be under the full control of an association created during the first phase of the project. As such, the attached budget includes conditional provisions that can support the association during this time.

**Coordination with UN and local Government:** UNHCR will be informed of this project and will be used as an advisor and resource.

Due to a politically complex situation in post-war BiH, informing the local government officials remains a potentially sensitive endeavour. Some government officials will object to PROJECT LINK and may make it difficult for local NGO's to participate. The Mohac meeting of Serb and Croat psycho-social workers was successful and did not result in any repercussions from the authorities. However, it was accomplished in a very unassuming fashion. It is anticipated that as the peace ages, tensions will ease and the appropriate atmosphere for this project will enhance its success.

The elements to succeed are in place with regards to the local NGO's. Pre-project discussions with various NGO's in the region, and the positive experiences of the Mohac meeting, show a readiness amongst prospective participants. For the sake of establishing roots for solid growth and development of the civil sector in the region, we can not pass up this opportunity to plant the seeds of democracy, and to positively influence the nascent civil sector in Bosnia-Herzegovina.

## V. Program Management and Organization

### Staffing plans

**Project Manager** is responsible for the day to day implementation of the project. This is an expatriate position 100% funded under this budget.

**Support Staff** Soros will fund the two local project assistants for this project, along with the local Program Manager for PROJECT LEA who will work in close collaboration with the Program Manager for PROJECT LINK.

**Country Director** This project will be administered from IRC-Bosnia's office and the Country Director for IRC Bosnia bears ultimate responsibility for project implementation in the field and supervises, directly or indirectly, all project staff. The IRC Bosnia Country Director is the contact person on the contractual matters. This is an expatriate staff position funded 2.5% under the project budget.

**Deputy Director for Operations** is responsible for all administrative and logistical coordination of IRC Bosnia. This is an expatriate position funded 2.5% under the project budget.

**Financial Manager** assures proper accounting for project funds and assists in auditing of accounts. This is an expatriate staff position funded 5% under the project budget.

## IV. Monitoring and Evaluation

**Reporting:** IRC will submit quarterly narrative reports detailing progress under each of the numerated planned activities in the proposal, along with quarterly financial reports.

**Monitoring:** The Project Manager will be responsible for monitoring the project, to ensure that it is carried out in a fashion that represents the original concept. IRC will facilitate monitoring visits from the donor at the donor's request.

**Evaluation:** An evaluation of the project at six months and at the end of the project will be measured against the objectives and activities as stated in the proposal.



## Supporting NGOs Locally and Globally ICVA in Bosnia and Herzegovina at a Glance

### Overview

The International Council of Voluntary Agencies is an independent, international association of non-governmental, not for profit organizations established in 1962. It provides a unique global forum for voluntary agencies from the North, South, East and West; a forum where they can meet to exchange views, share strategies, coordinate actions and forge effective partnership across cultures and societies with different levels and forms of development. ICVA supports the work of voluntary agencies in general and its member agencies in particular, in influencing national and international policies, advocating for the protection of refugees and displaced persons, supporting the provision of relief and rehabilitation assistance, fostering sustainable development, and representing independent humanitarian perspectives to people, governments and inter-governmental organizations.

Though ICVA does not normally undertake operational activities in the field, the situation of transition from war to peace and from humanitarian aid to reconstruction and development in Bosnia and Herzegovina compelled ICVA to establish itself in the center of the vast number of NGOs operating in the region. Effective cooperation and coordination among NGOs was and is essential to the long term success of the international assistance effort in the country.

### The ICVA NGO Support Project in Bosnia and Herzegovina

The post-Dayton NGO community has been characterised by two parallel processes. On the one hand, the transition from emergency assistance to rehabilitation and socio-economic development. On the other hand, the growing importance of Bosnian NGOs who are vital for the development of democracy and civil society in the country. In this context, the ICVA NGO Support Project has, since its establishment in the spring of 1996, been providing a variety of essential and unique services to the NGO community throughout former Yugoslavia. Due to the exceptionally high number of NGOs currently operating in B&H (more than 212 international and 120 national, according to the latest ICVA statistics), enhanced coordination and collaboration have been of particular importance to the overall effectiveness of assistance efforts in the region. Such coordination will become even more essential once large numbers of refugees begin to return.

During the past twelve months, ICVA has sought to address the needs of the NGO community as a whole, supporting concerted NGO action across a broad range of programmatic, policy, and legal issues. Through a network of offices located in Sarajevo, Tuzla and Banja Luka, the project has identified and focused its activities on five critical support areas for national and international NGOs: coordination, information and orientation, national NGO capacity building, key NGO support services, and advocacy.



These efforts have included such activities as:

- creating and supporting mechanisms for information sharing and joint policy formulation among NGOs, such as the *NGO Council* in Sarajevo, the *NGO Reference Group* in Tuzla, and the *NGO Forum* in Banja Luka;
- providing guidance and technical assistance to national NGOs, in part through our administration of the EC's PHARE Micro-Grant Program, in order to enhance their individual and collective abilities;
- promoting the creation of appropriate NGO legislation and governmental regulations which will support, rather than impede, the full development of a vibrant NGO sector in BiH;
- facilitating a coherent interface for NGOs with major institutions such as UNHCR, OHR, the World Bank, host government authorities, and peacekeeping forces;
- maintaining and producing the most comprehensive listing of humanitarian organizations active in former Yugoslavia; and
- providing key services to the NGO community, such as security alert warden systems and humanitarian identification cards, which were formally addressed by the UN system.

Leaving sector-specific coordination on such topics as shelter and health to specialized agencies, ICVA is increasingly devoting its energies towards facilitating greater coordination in the growing areas of civil society development and national NGO capacity building. During 1997, particular emphasis is being placed on supporting the ability of national NGOs to share information and experiences, develop programs, raise funding, collectively advocate in favour of their interests, and more effectively articulate the value of their assistance efforts to both governmental and public audiences. These activities are critically needed in the RS and areas of the Federation which fall outside of the Sarajevo "orbit," a fact which makes ICVA's presence in Banja Luka and Tuzla essential to this effort.

### Points of Contact

For more information about ICVA and its activities in Bosnia and Herzegovina, please do not hesitate to contact or visit any of our offices. The following persons will be happy to assist you:

#### Sarajevo

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(Country Director)  
Marjolein Bosch  
(Programme Officer)  
Obala Kulina Bana 4  
71000 Sarajevo  
Tel: +387 71 668 298  
Fax: +387 71 668 297  
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#### Tuzla

Clive Cavanagh  
(Programme Officer)  
Marina Trnovljakovic  
(Programme Assistant)  
Univerzitetska 1  
75000 Tuzla  
Tel: 387 75 281 465  
Fax: 387 75 281 465  
icva\_tz@zamir-tz.ztn.apc.org

#### Banja Luka

Susan Beam  
(Programme Officer)  
Julijana Dragojevic  
(Programme Assistant)  
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78000 Banja Luka  
Tel: 381 78 42 987  
Fax: 381 78 42 987  
icva@eunet.yu

July, 1997





*Chair*  
Care International  
Trg Merhemica 5  
Sarajevo  
T/F (387 71) 664 194/ 664 195

*Secretariat*  
ICVA  
Obala Kulina Bana 4  
Sarajevo  
T/F (387 71) 668-298/ 668 297

17 June 1997

TO WHOM IT MAY CONCERN

I am pleased to present the attached concept paper for a "National NGO Foundation and Trust Fund for Bosnia & Herzegovina" for your consideration. The paper describes a proposal to establish a locally managed, legally independent foundation to support the development of the associative NGO sector in Bosnia & Herzegovina.

The proposal for the Foundation is a result of the combined efforts of several NGOs operating in Bosnia & Herzegovina and a consultative process with national NGOs and international organizations. The idea for the Foundation was first proposed by Ian Smillie, an expert on NGO development, during an evaluation of the national NGO sector for CARE International. He concluded that such a foundation would provide the coordination and stability that is absent from current national NGO support activities.

The principal participants in the preparation of the attached concept paper are CARE International, Catholic Relief Services, the International Council of Voluntary Agencies, and World Vision International. The preparation process involved broad consultations with national NGOs through individual meetings and presentations at coordinating bodies. The NGO Council of Sarajevo has endorsed the concept paper. National NGOs have been consistently supportive of the initiative, with a keen interest that ensures their participation in the leadership of the Foundation in the next step in the process, establishing the board of directors.

Thank you for your consideration of the attached concept paper.

Sincerely,

A handwritten signature in cursive script that reads "Jim Kelly".

Jim Kelly; Catholic Relief Services  
Chairperson of the NGO Council Liaison Committee

cc: Brenda Cupper; CARE  
George Devendorf; ICVA  
Bill Warnock; World Vision International

## CONCEPT PAPER FOR A NATIONAL NGO FOUNDATION & TRUST FUND FOR BOSNIA & HERZEGOVINA

**SUBJECT:** This concept paper proposes the establishment of a National NGO Foundation and Trust Fund for Bosnia & Herzegovina to foster and support a lively and healthy associative NGO sector.

### BACKGROUND

Practically non-existent prior the war, the national NGO sector in Bosnia & Herzegovina has grown exponentially in the past five years. The International Council of Voluntary Agencies (ICVA) estimates that there are more than one hundred national NGOs now operating in the Federation or Republika Srpska (RS), nearly all of which were established since 1993, and many less than one year old. This growth is an outcome of the initiative of private citizens of Bosnia & Herzegovina in response to the desperate need created by the war. It is a hopeful sign for the future of a lively associative NGO sector in Bosnia & Herzegovina that could contribute to the emergence of a democratic civil society.

There is reason to be concerned, however, about the course of development and the future health of the NGO sector in Bosnia & Herzegovina.

- The policy and legal environment into which the national NGO sector is emerging is ambiguous. While the government is cautiously optimistic about the development of the non-profit sector, many officials are concerned about the lack of coordination, the overemphasis on some sectors and geographic areas, the incursion into traditional areas of government responsibility and the apparent favoritism shown by the international community to NGOs in comparison to government departments and social service centers. The legal framework for NGOs has yet to be established, and national NGOs operate under a confusing array of laws and regulations at the national, entity and cantonal levels.
- The international donor community, international NGOs included, has frequently focused on funding national NGOs as a means of inexpensive service delivery rather than for the development of a sector that could contribute to a strong, pluralist, democratic civil society. Some national NGOs have been formed to take over projects established by international NGOs or to take advantage of special funding made available by donors, assuming significant programmatic and financial responsibilities while their own internal structures are still weak. National NGOs established or created in this environment are pulled from one programmatic area to another as international donor priorities change in order to survive. Short donor time frames force the national NGOs to focus on short-term proposal and project report writing, rather than on building their constituency and developing strategic visions.
- Current efforts at national NGO capacity-building are limited by an overemphasis on stand-alone training programs, a lack of resources, and a lack of coordination. The need for a broader approach and greater coordination in support efforts for the national NGO sector is readily admitted by the international NGOs implementing these capacity-building efforts.

An assessment of the national NGO sector in Bosnia & Herzegovina commissioned by CARE International in December 1996 concludes that "...by treating NGOs as cheap executing agencies, and ignoring what it would really take to strengthen the sector properly, donors will not only damage the potential emergence of a genuine civil society, they may lose their executing agencies as well."

### NGOs AND CIVIL SOCIETY

The importance of strengthening the NGO sector in Bosnia & Herzegovina is found both in the services that these organizations provide to the nation's citizens and in the contribution of a healthy associative NGO sector to the development of civil society. A "civil society" is one governed by the rule of law and held together more by institutions of common interest, both public and private, than by ties of blood and ethnicity. A civil society in Bosnia & Herzegovina is the long-term goal of the peace process underway, and a necessary condition to the prevention of future conflicts. The connection between a strong associative sector and civil society was established as early as the mid-19th century, with Alexis de Tocqueville's conclusions in *Democracy in America*, and has been borne out since by research and the practical experience of politicians and private citizens across the political spectrum in Europe. A healthy associative NGO sector models and facilitates the development of legitimacy, accountability, participation and competence in all of society's institutions.

## A NATIONAL NGO FOUNDATION FOR BOSNIA & HERZEGOVINA

A serious effort by the international community to support the emergence of the national NGO sector in Bosnia & Herzegovina must address the many inter-related aspects of the situation (legal, political, attitudinal, technical, financial, etc.) in a coherent and coordinated fashion. One mechanism that is proposed to be at the heart of such an effort is a National NGO Foundation and Trust Fund.

The Foundation would be established as a legally independent charitable foundation, led by a board that includes representatives from the donors, the host government, national NGOs, and the university system. International NGOs will also participate during the first five years, with declining representation during this period. The Foundation will be charged with:

- Fostering an Enabling Environment, for a better legal and policy framework, and for greater public awareness about the role and character of NGOs;
- Acting as a Credible Centre, for coordination of both national NGOs and international donors, through networking, research and dissemination;
- Developing Capacity, for the vision, leadership, planning, resource mobilization (domestic and international) and technical capacities of national NGOs, through training and ongoing consultancies; and,
- Allocating Funding for Building Long-Term Sustainability, through grants for core and program funding in the context of a specific plan for sustainability and criteria such as matching funds from the national NGO's constituency.

The overarching goal of the NGO Foundation's activities would be to provide a platform for the emergence of strong, self-directed, sustainable national NGOs and, more broadly, a lively and healthy associative NGO sector uniquely suited to Bosnia & Herzegovina.

## A TRUST FUND

It is proposed that a \$20 million Trust Fund be established to support the work of the Foundation. The Trust Fund would serve as an endowment to support the Foundation. The Foundation Board will be responsible for identifying an appropriate investment manager for an endowment of this nature. Earnings would be devoted to accomplishing the four tasks of the Foundation as described above, with the greater part going as funding toward core and program costs of national NGOs with promise for sustainability and making a positive contribution to a democratic civil society in Bosnia & Herzegovina. Income from the Trust Fund would provide the financial basis for the Foundation's activities for a minimum of five years, with the potential of becoming a permanent endowment.

A Trust Fund is essential to guarantee the future of a Foundation and its support for the national NGO sector. In itself, it will model the commitment of the international community to a sustainable future for the national NGO sector and its role in the development of a strong, democratic civil society. It will be a cost-effective mechanism for long-term support. A \$20 million investment in the future of a lively and healthy nonprofit, associative NGO sector would help bolster and safeguard the significant financial commitments made to date by the international community to assist Bosnia & Herzegovina.

## A FIRST STEP

Several members of the NGO Council in Sarajevo will provide funding for two full-time Coordinators for the further development of this initiative. This consortium will identify and hire these Coordinators by August, 1997, to lead the effort for approximately six months until the board of directors is established.

NATIONAL GOVERNMENTS, INSTITUTIONS AND INDIVIDUALS INTERESTED IN FURTHER INFORMATION OR STATING THEIR SUPPORT OF THIS PROPOSAL WOULD PLEASE CONTACT MR. GEORGE DEVENDORF AT THE INTERNATIONAL COUNCIL OF VOLUNTARY AGENCIES IN SARAJEVO, BOSNIA & HERZEGOVINA:

PHONE: 387.71.668.298. FAX: 387.71.668.297

COPIES OF THE CARE-SPONSORED ASSESSMENT OF THE NATIONAL NGO SECTOR IN BOSNIA & HERZEGOVINA ARE ALSO AVAILABLE AT ICVA SARAJEVO IN BOTH ENGLISH AND BOSNIAN LANGUAGE VERSIONS.



## US Agency for International Development Office of Transition Initiatives

### SUGGESTIONS FOR FORMULATION OF THE PROJECT PROPOSALS

This sheet is to guide potential appliers, local NGOs and/or Citizen associations, how to write a project proposal for USAID OTI. It is preferable that the project proposal is submitted in two versions: on Bosnian and English language, but the most important is, that the request consists as much as possible relay able pieces of information concerning the project itself, staff involved in it's implementation, the process of the implementation, a political influence project might have on the community, and about other important details linked to the project.

Each project proposal submitted to the USAID OTI have to consist the following points:

#### A PURPOSE AND OBJECTIVES OF THE PROJECT

(This point has to be clearly defined and to consist the explanation of the justification of the project). The criteria which could be used are the following:

1. Demonstrate that aid will help lead to the creation of a sustainable organization that will assist in holding leaders responsible to citizen's priorities.
2. Foster freedom: of speech, freedom of assemble. freedom of movement and/or tolerance for inter-ethnic cooperation.
3. Reduce directly or indirectly community tensions.
4. Create linkages between civic organizations
5. Be expandable elsewhere.
6. Strengthen civic participation.
7. Help create a new organization.
8. Viable in or of itself
9. Demonstrate tangible results
10. Have an inter-entity component

If the project proposals fulfil more than one criteria, it's more likely that it will be accepted.

#### B THE BACKGROUND OF THE ORGANIZATION

In this point the basic info about an organization should be mentioned: when was it established, description of it's activities from the very beginning, income resources and the plans the organization have for the future.

#### C POLITICAL CONSIDERATION

In this point has to be explained the political and other influence project might initiate in the community.

#### D BUDGET OF THE PROJECT

This point has to consist as much as possible detailed pieces of an information. If some equipment is requested, descriptive list has to be submitted (with types of an item and price if possible).

# We the People... **PROJECT CITIZEN**

*A portfolio-based civic education project  
for middle school classes*



presented by the



**Center for  
Civic Education**

and the



**National Conference  
of State Legislatures**

# WE THE PEOPLE... PROJECT CITIZEN

*A portfolio-based civic education project for middle school classes*

**W**E THE PEOPLE... PROJECT CITIZEN is a civic education program for middle school students that promotes competent and responsible participation in state and local government. It actively engages students in learning how to monitor and influence public policy and encourages civic participation among students, their parents, and members of the community.

As a class project, students work together to identify and study a public policy issue, eventually developing

an action plan for implementing their policy. The final product is a portfolio displaying each group's work.

In a culminating activity the class presents its portfolio in a simulated legislative hearing, demonstrating their knowledge and understanding of how public policy is formulated. Classes may also be able to enter their portfolios in a local competition with other classes. Local winners submit their portfolios for a statewide competition, and state winners go on to be evaluated in the PROJECT CITIZEN national finals.

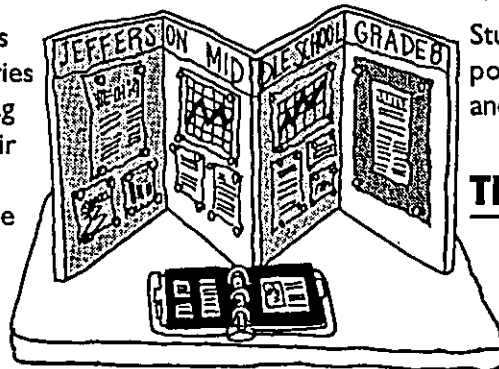
## THE CURRICULUM

**W**E THE PEOPLE... PROJECT CITIZEN focuses on the role of state and local governments in the American federal system. The curriculum involves an entire class of middle school students in a series of structured, cooperative learning activities which are guided by their teachers and adult volunteers. Working in cooperative teams, the class learns to interact with their government through a five step process that includes:

- ◆ identifying a public policy problem in their community
- ◆ gathering and evaluating information on the problem
- ◆ examining and evaluating solutions

◆ selecting or developing a proposed public policy

◆ developing an action plan



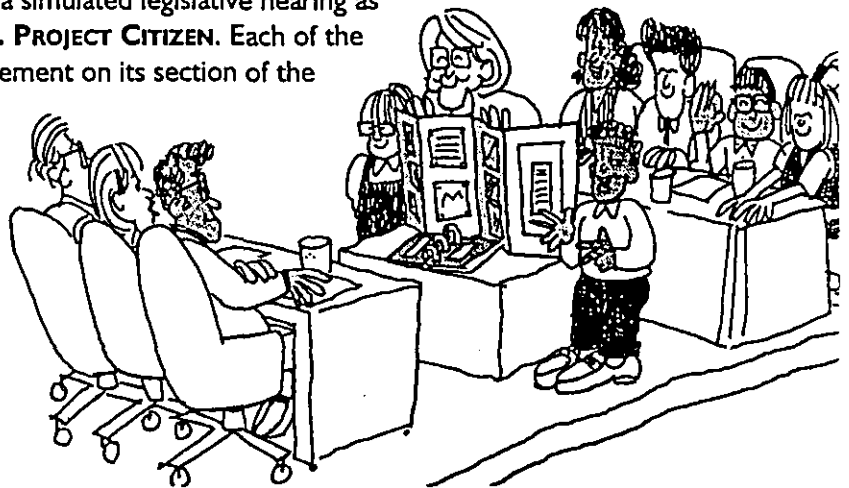
Students' work is displayed in a class portfolio containing a display section and a documentation section.

## THE TEXTBOOK

**W**E THE PEOPLE... PROJECT CITIZEN is a process oriented instructional guide designed for use in grades 6-9. The teacher's guide includes directions for leading the class through the five step process and developing a class portfolio. It also contains instructions and evaluation procedures for conducting a simulated legislative hearing.

## PROJECT CITIZEN SIMULATED LEGISLATIVE HEARINGS

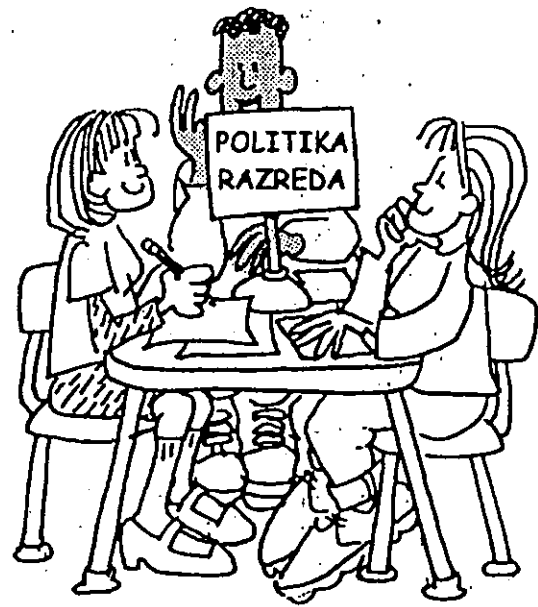
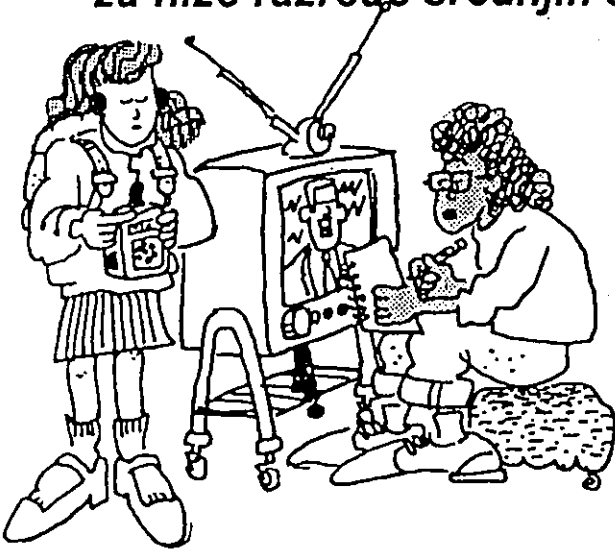
**P**articipating teachers are encouraged to hold a simulated legislative hearing as the culminating activity for WE THE PEOPLE... PROJECT CITIZEN. Each of the four portfolio groups prepares and presents a statement on its section of the portfolio before a panel of community representatives who act as legislative committee members. Each group then answers questions posed by the committee members. The format provides students an opportunity to demonstrate their knowledge and understanding of how public policy is formulated while providing teachers with an excellent means of assessing performance.



Mi Narod...

# PROJEKAT GRAĐANIN

Projekat građanskog obrazovanja zasnovan na izradi portfolija  
za niže razrede srednjih škola i više razrede osnovnih škola



Međurodna mreža  
građanskog obrazovanja



CIVITAS  
Bosna i  
Hercegovina

# MI NAROD... PROJEKAT GRAĐANIN

*Projekat građanskog obrazovanja zasnovan na izradi portfolija za niže razrede srednjih škola i više razrede osnovnih škola*

**M**I NAROD... PROJEKAT GRAĐANIN predstavlja projekat građanskog obrazovanja namjenjen za učenike nižih razreda srednjih škola i viših razreda osnovnih škola, koji promovira kompetentno i odgovorno uzimanje učešća u upravi, tj. vladi. Ovaj projekat uključuje učenike u aktivno učenje o tome kako da umiju posmatrati i vršiti uticaj na javnu politiku, te poticati na građansko učenje među učenicima, njihovim roditeljima i članovima njihove društvene zajednice.

Pošto je ovo projekat koji se odvija u razredu, učenici zajedno rade na tome kako bi na kraju razvili plan akcije za implementiranje njihove politike. Konačan proizvod ovoga je portfolij, koji predočava rad svake od grupa.

Vrhunac aktivnosti učenika u razredu dešava se u momentu kada čitav razred da na uvid svoj portfolij, simuliranom sudskom vijeću, demonstrirajući tako svoje znanje i razumijevanje o tome kako se formira javna politika. Razredi isto tako mogu biti u stanju da se sa svojim izrađenim portfolijima uključe u takmičenje sa ostalim razredima na mjesnom ili lokalnom nivou. Pobjednici na lokalnom nivou predaju svoje portfolije, koji onda ulaze u takmičenje koje se odvija na području kantona, a pobjednici iz svakog kantona će onda da se takmiče na Projektu Gradjanin u finalu takmičenja koje se organizira na federalnom nivou.

## NASTAVNI PLAN

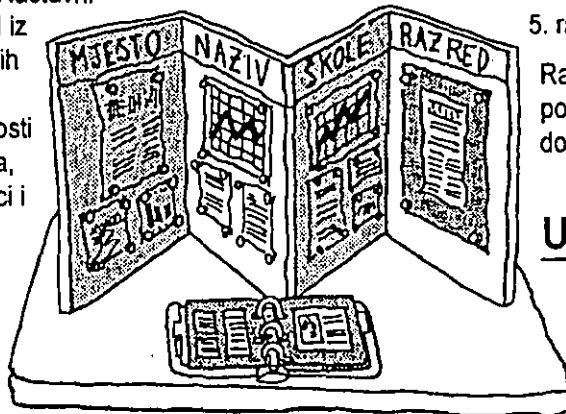
**M**I NAROD... PROJEKAT GRAĐANIN bavi se ulogom koju igraju Vlade na mjesnom i nivou pojedinačnih kantona u federalnom sistemu. Nastavni plan uključuje jedan čitav razred iz nižih razreda srednjih škola i viših razreda osnovnih škola putem čitavog niza strukturiranih aktivnosti i aktivnosti kooperativnog učenja, kojeg sprovode njihovi nastavnici i odrasli dobrovoljci. Putem kooperativnog načina rada u timovima, razred uči kako da surađuje sa svojom Vladom, a kroz proces koji se sastoji od pet sljedećih koraka:

1. identifikiranje jednog od problema sprovođenja javne politike u njihovoj društvenoj zajednici.
2. prikupljanje i ocjenjivanje informacije vezane za identifikirani problem

3. iznalaženje i ocjenjivanje rješenja
4. selekcija ili razvijanje jedne od predloženih javnih politika

5. razvoj plana akcije

Rad učenika izložen je na razrednom portfoliju koji se sastoji od panela i dokumentarnog dijela



## UDŽBENIK

**M**I NAROD... PROJEKAT GRAĐANIN, predstavlja instrukcioni vodič koji se odnosi na sam proces. Udžbenik namjenjen za nastavnika

sadrži upute za vođenje razreda kroz proces koji se sastoji od pet koraka u razvijanju razrednog portfolija. On isto tako sadrži instrukcije i ocjenu procedura potrebnih za sprovođenje simuliranog sudskog vijeća.

## PROJEKAT GRAĐANIN... SIMULIRANO SUDSKO VIJEĆE

**N**astavnici koji učestvuju ohrabruju se da organiziraju simulirano sudsko vijeće, kao vrhunac aktivnosti vezanih za projekat **MI NAROD... PROJEKAT GRAĐANIN**. Svaka od 4 grupe sa portfolijom, priprema i daje na uvid jednu izjavu, a o segmentu iz svog portfolija vijeću sačinjenom od predstavnika iz društvene zajednice koji igraju ulogu članova sudskog vijeća. Onda svaka grupa odgovara na pitanja koja joj postave članovi vijeća. Na ovaj način učenici dobijaju mogućnost da demonstriraju svoje znanje i razumijevanje o tome kako se formira jedna javna politika, dok nastavnici dobijaju odličan materijal koji mogu upotrijebiti pri ocjeni nastupa grupa.





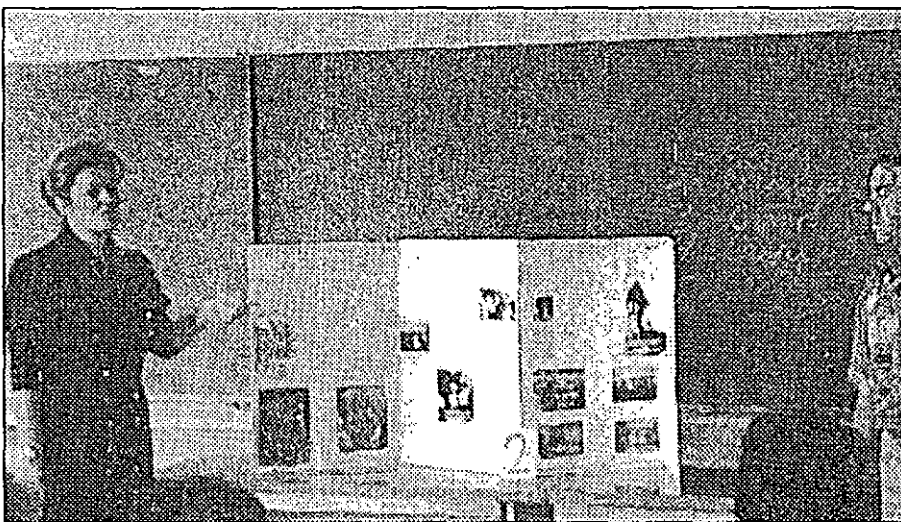
## REAKCIJE

"...Ovo je odličan i praktičan pristup pitanju javne politike, u kojem se učenici na lak i interesantan način uče rješavanju problema demokratskim putem."

*Tanja Jerlagić,  
nastavnik iz Sarajeva*

"Kao dugogodišnji prosvjetni radnik bio sam uključen u mnoge programe, ali niti jedan nije omogućio ovakav način učesća. Projekat građanin predstavlja jedno praktično iskustvo o demokraciji i građanskom učesću."

*Mensur Milak,  
direktor osnovne škole  
"Hamza Humo" Zenica*



*Primjer portfolija iz Tuzle: "Problemi djece izbjeglica."*

## KAKO SE UKLJUČITI

**P**rojekat: "MI NAROD ...PROJEKT GRAĐANIN" sprovodi se putem jedne mreže koordinatora na nivou Federacije Bosne i Hercegovine u svih deset kantona. Ovi koordinatori rade sa članovima pravosuđa, vodećim poslovnim i društvenim ličnostima, te lokalnim edukatorima, kako bi doprinijeli uspjehu programa.

Nastavnici i građanski edukatori mogu da:

- ♦ kontaktiraju njihove koordinatore na kantonalnom nivou (pogledaj u imenik ove brošure), ili kancelariju Civitas-a sa sjedištem u Sarajevu, da bi uključili svoje učenike u PROJEKT GRAĐANIN
- ♦ navedu članove sudstva i vodeće poslovne i društvene ličnosti, te ostale edukatore, kako bi pomogli učenicima u pripremi njihovih portfolija, kao i da isti mogu da se uključe kao suci, glasnogovornici i predavači, za vrijeme simuliranih sudskih saslušanja.

Članovi federalnog, kantonalnog i lokalnog sudstva mogu da:

- ♦ potpisuju i dodjeljuju nagradne certifikate, govore za vrijeme simuliranih sudskih saslušanja, igraju ulogu sudaca, i primaju učenike iz njihove sredine u svoje kancelarije
- ♦ diskutiraju o pitanjima javne politike sa učenicima u njihovim razredima, te se javljaju za riječ u radionicama namjenjenim za obuku nastavnika
- ♦ podržavaju napore koje poduzimaju lokalni i kantonalni koordinatori u svim aspektima implementiranja programa.

Mjesna, poslovna i profesionalna udruženja mogu da:

- ♦ volontiraju u smislu poklanjanja dovoljno vremena i ekspertize kroz igranje savjetodavne uloge u komisijama, dajući rukovodeću podršku i služeći kao suci za takmičenje
- ♦ obezbjeđuju finansijsku podršku, kako bi pomogli u kupovini programskih materijala, organizovali takmičenja i slali pobjedničke razrede na više nivoe takmičenja.

## DODATNE INFORMACIJE

**Z**a dodatne informacije o učesću u programu MI NAROD...PROJEKT GRAĐANIN kontaktirajte Vašeg koordinatora na kantonalnom nivou koji se nalazi na listi u ovoj brošuri. Isto tako, možete kontaktirati slijedeće osobe:

**Rasema Džinalija i  
Tanja Jerlagić**

**Kancelarija CIVITAS-a  
u Bosni i Hercegovini**

71 000 Sarajevo, Mis Irbina 13

Kontakt telefoni: 071 665 841

071 665 851

Faks: 071 665 836

# Lista Kantonalnih Koordinatora

## 1. BISERKA CICO

Adresa: Bjelave 30, 71000 Sarajevo  
Telefon: 071 442 201 (kuća)

Srednja medicinska škola,  
Adresa: Tahmiščina br.2 71000 Sarajevo  
Telefon/faks: 071 471 836 (škola)

## 2. SABIHA MISKIN

Adresa: Vase Butozana br. 5, 71000 Sarajevo  
Telefon: 071 469 009 (kuća)

Gimnazija Dobrinja,  
Adresa: Branilaca Dobrinje b.b., 71000 Sarajevo  
Telefon: 071 464 948  
Faks: 071 450 547

## 3. TOMO VIDOVIĆ

Adresa: Stupine B 5/6, 75000 Tuzla  
Telefon: 075 233 043 (kuća)

Sekretarijat za društvene djelatnosti općine Tuzla  
Adresa: Trg oslobođenja br. 1, 75000 Tuzla  
Telefon: 075 222 756

## \* 4. AMIR HODŽIĆ

Adresa: Mejdančić br. 5, 72000 Zenica  
Telefon: 072 22 282 (kuća)

Ministarstvo za obrazovanje, nauku, kulturu i sport Zeničko Dobojskog kantona  
Adresa: Kućukovići br. 2, 72000 Zenica  
Telefon: 072 415 154  
072 415 202  
Faks: 072 413 202

## 5. ADEM KRGO

Adresa: Sehovina, 88000 Mostar (kuća)

Gimnazija Mostar  
Adresa: Gojka Vukovića (Donja mahala), 88000 Mostar

## Omladinski Centar,

Adresa: Rade Bitange 13, 88000 Mostar  
Telefon/faks: 088 551 199

## 6. AVDO MESIĆ

Adresa: Dušana Kuge 2, 77000 Bihac  
Telefon: 077 229086

## 7. SALIH POSVANDŽIĆ,

Adresa: Zaima Imamovića 2, 73 000 Goražde

Ministarstvo za obrazovanje, nauku i kulturu Bosansko Podrinjskog kantona  
Telefon: 073 224 259  
Faks: 073 224 259

## 8. BLAŽENKA NOVAKOVIĆ

Adresa: Franjevačka 30a, 88000 Mostar  
Telefon: 088 311 759 (kuća)

Zavod za školstvo Mostar, 88000 Mostar  
Telefon/faks: 088 316 792

## 9. KARLO ZELENKA

Adresa: Kraljice Jelene br. 12, 88220 Široki Brijeg  
Telefon: 088 705 235 (kuća)

Gimnazija Fra Dominika Mandica  
Adresa: Alojza Stepinca bb., 88220 Široki Brijeg  
Telefon/faks: 088 700 914

## 10. NIKOLA DŽAMBAS

Adresa: Ljudevita Gaja 41/7, 72290 Novi Travnik  
Telefon: 087 793 508 (kuća)

Ministarstvo prosvjete, znanosti, kulture, sporta Kantona Središnja Bosna, 72 270 Travnik  
Telefon/faks: 072 818 675

## 11. MATE ŽIVKOVIĆ

Adresa: Hrvoja Hrvatinića 16, 88340 Grude  
Telefon: 088 662 402 (kuća)

Ministarstvo obrazovanja, znanosti, kulture i sporta Federacije BiH  
Adresa: Hotel "Ero", 88000 Mostar

## 12. JELKA KEBO

Adresa: Husnije Repca 13/IV, 88000 Mostar  
Telefon: 088 562 009 (kuća)

## Omladinski Centar

Adresa: Rade Bitange 13, 88000 Mostar  
Telefon/faks: 088 551 199

## \* 13. MENSUR MILAK

Adresa: Obalni Bulevar 6/100, 72000 Zenica  
Telefon: 072 418 736

## Osnovna škola "Hamza Humo"

Adresa: Babino, 72000 Zenica

## 14. AZEMINA MAŠINOVIĆ

Adresa: Zenjak 14, 72270 Travnik  
Telefon: 072 812 546 (kuća)

## Mješovita Srednja škola "Travnik"

Adresa: Školska br. 3, 72270 Travnik  
Telefon: 072 818 272

## 15. SMAIL KOCIĆ

Adresa: Franje Markovića 14, 75000 Tuzla  
Telefon: 075 241 463

Sekretarijat za društvene djelatnosti općine Tuzla

Adresa: Trg Oslobođenja br. 1  
Telefon: 075 35 573

## 16. NIJAZIJA MASLAK

Adresa: Ozimice II, blok 8, D-3/3, 77000 Bihac  
Telefon: 077 229 332

## Regionalni Muzej Pounja

Adresa: Ulica 5. korpusa br. 2, 77000 Bihac

Telefon: 077 229 743

## 17. MIJO MIJIĆ

Adresa: Grebenice 98, 76233 Domaljevac  
Telefon: 076 795 135 (kuća)

Županja Posavska  
Adresa: 76000 Orašje  
Faks: 076 791 030

## 18. VINKO DUVNJAK

Adresa: Ulica Kralja Tvrtka 10, 80000 Livno

Gimnazija Livno  
Adresa: 80101 Livno  
Telefon: 080 22 041

## 19. IVO MIRO JOVIĆ

Adresa: Crkveni put b.b., 71250 Kiseljak  
Telefon: 071 810 012 (kuća)

## Srednja škola "Ivan Goran Kovačić"

Adresa: Žrtava domovinskog rata 11, 71250 Kiseljak  
Telefon: 071 809 002  
071 809 113

## 20. MILICA JAUZ

Adresa: Prijedorska 20, 71000 Sarajevo  
Telefon: 071 649 080 (kuća)

Pedagoški zavod Ministarstva za obrazovanje, nauku, kulturu i sport Federacija Bosne i Hercegovine  
Adresa: Obala Maka Dizdara br. 2, 71000 Sarajevo  
Telefon: 071 202 750  
Faks: 071 663 693

## 21. EDINA SMAJKIĆ

Adresa: Čekaluša br. 80, 71000 sarajevo  
Telefon: 071 667 799 (kuća)

Pedagoški zavod Ministarstva za obrazovanje, nauku, kulturu i sport Federacija Bosne i Hercegovine  
Adresa: Obala Maka Dizdara br. 2, 71000 Sarajevo  
Telefon: 071 202 750  
Faks: 071 663 693

The European Union's  
Phare and Tacis  
Democracy Programme  
1997



# Guidelines for 1997 Phare and Tacis Democracy Programme

The Democracy Programme, launched by the European Commission in 1992, aims to contribute to the consolidation of pluralist democratic procedures and practices as well as the rule of law, with a view to supporting the overall process of economic and political reform in the central and eastern European countries and the New Independent States and Mongolia.\*

It covers the following countries : Albania, Bosnia and Herzegovina, Bulgaria, the Czech Republic, Estonia, FYROM, Hungary, Latvia, Lithuania, Poland, Romania, the Slovak Republic and Slovenia (countries eligible for Phare) and Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, the Russian Federation, Tajikistan, Turkmenistan, Ukraine and Uzbekistan (countries eligible for Tacis).

Phare and Tacis are the names of the European Union's initiatives which support the development of harmonious and prosperous economic and political links between the European Union and the above partner countries through the provision of grant finance to support the process of transformation to market economies and democratic societies.

The Democracy Programme forms part of the European Democracy Initiative of the European Parliament. It specifically seeks to support the activities and efforts of non-governmental bodies, thereby complementing other Phare and Tacis programmes that promote a stable open society and good governance, which are requested by and negotiated with national authorities in the countries concerned.

Building on the experience of previous phases, the Phare and Tacis Democracy Programme will place increased emphasis on the active role of partner bodies in the central and eastern European countries and the New Independent States.

The Democracy Programme will focus its support where it is most needed - on the difficult or unpopular aspects of political reform and democratic practice, where local advocacy bodies are weak and where professional expertise is particularly lacking.

\* Note: In these Guidelines all references to the New Independent States should be taken to include Mongolia.

## What are the objectives ?

The general objective of the Democracy Programme is to assist the development of civil society, particularly democratic principles based on multi-party systems, human rights, the rule of law and economic freedom, in the countries of central and eastern Europe and the New Independent States.

More specifically the Democracy Programme aims to support

- 1 the acquisition of knowledge and techniques of Parliamentary practice and organisation by multi-party groups of politicians (parliamentarians and elected representatives in local and regional government) and by parliamentary staff.
- 2 the strengthening of non-governmental bodies and associations which by their vocation and specific activities can make a continuing contribution to the promotion of a pluralist democratic society.
- 3 the transfer of specific expertise and technical skills about democratic practices and the rule of law to professional groups and associations in the countries concerned.

The Democracy Programme will provide support for projects which pursue one of these three Objectives and which operate within one or more of the eight Areas of Activity set out in the Application Form.

The European Union has a variety of other programmes for other areas of activity in the countries of central and eastern Europe and the New Independent States. For information about these, please consult either the Delegation of the European Commission or an EU Information Centre in your country.

## Who may apply ?

Applicants and their partners should be formally constituted non-state, non-profit-making bodies and independent of State authorities i.e. they determine their own policies and expenditure. They must be based in the EU† or in the eligible countries. Applicants should have a proven record of activity in areas related to the Programme.

† The Member States are Belgium, Germany, Denmark, Spain, France, Greece, Italy, Ireland, Luxembourg, The Netherlands, Austria, Portugal, Finland, Sweden and the United Kingdom.

All projects must normally involve both local and EU-based organisations acting in partnership. A partnership is a relationship of substance involving the active exchange of skills, experience and knowledge and/or finance.

Public bodies such as ministries or local authorities, whilst not being eligible as a project partner, may be associated with projects in a supporting capacity. Projects designed to promote good neighbourly relations by bringing together participants from more than one country in central and eastern Europe or the New Independent States (e.g. regional transborder co-operation) are particularly encouraged.

Projects focused on the acquisition and application of knowledge and techniques of parliamentary practice (objective 1 above) may be exempted from the requirement to involve a formally constituted partner body, and instead relate to what could be an informal group of politicians from different political parties representing different political ideologies, for example an all-party group of Parliamentarians interested in using parliamentary techniques to promote human rights in their country. The main applicant must, however, be a non-governmental organisation (which can be a political foundation, but which cannot be a political party).

## What are the basic conditions and criteria for eligibility?

- 1 Applicants must be non-state and non profit-making as part of their legal status.
- 2 There must normally be at least one applicant from the EU (or, if a transnational body with member organisations in the EU, one EU member must be the partner) acting in partnership with applicant(s) from central and eastern Europe or the New Independent States. However, all the applicants may come from central and eastern Europe or the New Independent States if they can demonstrate relevant experience and capability, but they cannot come from the same country.
- 3 Applicants must contribute at least 20 % of total project costs. At least 10% of this must be in finance. Up to 10% may be contributions in kind (e.g. volunteers, expertise, equipment, premises). Applicants must supply

the CVs of persons employed on projects, and may not sub-contract activities without the prior agreement of the European Commission.

4. The EU grant can only be used to cover project costs relating to countries in central and eastern Europe or the New Independent States and the EU.
5. General administrative costs of a project cannot exceed 5% of the total budget. Any equipment financed with the EU grant must remain the property of the local (as opposed to EU based) organisation at the end of the project. In the case of central and eastern Europe only (countries eligible for Phare), and Georgia, Kazakhstan, the Russian Federation and Ukraine, the minimum EU contribution to the project must be ECU 10,000 or more. For projects requiring an EU contribution of less than ECU 10,000, applicants should utilize the micro-projects scheme described on the last page.
6. Project activities ought to start only after the signature of the co-financing agreement between applicants and the EU. Costs incurred before the agreement is signed will not be reimbursed. The main applicant should also hold the bank account into which the grant is paid, and this account should be located in the same country as the main applicant. The account should be an ECU account, whenever possible.
- 7 Projects should normally not exceed 36 months. However projects which after evaluation by the EU have demonstrated their quality and viability may be considered eligible for a further grant in a further round of the programme.
- 8 A mid-term report and a final report must be submitted and approved in order to obtain scheduled payments.

## What is not eligible ?

- Projects of a partisan nature or involving one single political party are not eligible (though multi-party initiatives are encouraged). One-off conferences, grants to individuals, scholarships and academic research would normally be excluded unless part of a broader project.

- Purchasing of buildings or offices, deficit funding and capital endowments, retrospective financing for projects already in existence or completed are not eligible.

## What criteria will be used in evaluating applications ?

(The percentages show the relative importance of the various criteria.)

### Quality of the project (55%)

- (a) Relevance of project to the needs and constraints of (i) the country (ies) concerned and (ii) the target beneficiaries 25%
- (b) Methods proposed for execution of project (including their efficacy) 10%
- (c) Cost effectiveness of project 10%
- (d) Likely short and long term impact of project (e.g. sustainability and replication) 10%

Projects should be self-contained operations indicating a coherent set of activities with clearly defined operational objectives, target groups and planned outcomes. They should be designed in response to the situation of the country concerned and to the specific needs of the target groups identified by the local partner(s). Projects should be clearly relevant to key issues and problems of democratic development.

### Partnership (35%)

- (a) Capacity of all operators to execute project 20%
- (b) Clear identification of the roles of the partners (e.g. extent of cooperation and level of involvement of partners from Central and Eastern Europe and the New Independent States and of the target beneficiaries) 15%

Projects will be based on cooperation between formally constituted non-state non-profit-making bodies in the eligible countries and similar partner bodies in the EU.

The EU-based partners are expected to provide financial support and know-how as required by the local body which should be encouraged to take an active management role in the project. However, there may be circumstances where all the applicants may come from central and eastern Europe or the New Independent States if their relevant experience and capability can be demonstrated.

### Good Relations (10%)

- (a) Projects bringing together participants from more than one country in central and eastern Europe and the New Independent States (including, in the latter case, from different regions of one country), or promoting transborder co-operation 7%
- (b) Projects relating to national minorities or promoting gender equality 3%

## What grants are available ?

Grants, up to a maximum of ECU 200,000, and not exceeding 80% of total project costs, will be made to cover necessary costs including the provision of know-how, training, equipment or other launch costs. Applicants' contribution in kind cannot represent more than 10% of the total costs of the project. The remaining 10% must be in finance.

Example: in the case of a ECU 100,000 project:

EU grant: maximum ECU 80,000

Applicants' contribution: minimum ECU 20,000

(of which ECU 10,000 must be in finance and ECU 10,000 may be in kind)

Grants can only be used for projects for which they have been obtained. Applicants should provide an indicative statement detailing the origin of the share of funding not covered by the Democracy Programme, making clear the individual contribution of each partner body or donor.

## How will payments be made ?

Payments will be made in three instalments:

40% within 60 days following the signature of the co-financing agreement, 45% following the approval of the mid-term progress report and 15% within 60 days following approval of the final report and financial statement. Recipients should have a proper accounting system covering all activities related to the project funded in order to allow for financial control and audit by EU authorities.

No payment will be approved retroactively. Applicants take full financial responsibility for projects launched before the signature of the co-financing agreement by the lead applicant.

Please note that expenses cannot be approved with an invoice bearing a date prior to the date at which the co-financing agreement has been signed by the main applicant.

## What reports must be made ?

The mid-term progress report on project implementation must describe how the objectives of the project are being achieved, deal with unexpected problems and how these have been resolved. It must also include a financial report.

The final report on project implementation must include

- a description of how the project objectives have been attained
- the impact of the project, including on partner bodies and beneficiaries
- an assessment of the suitability of the methods used
- the multiplier effect and the potential for impact on other sectors
- how the project might be continued and with what funding, other than from the EU
- how unforeseen problems were resolved
- a full financial statement
- copies of any materials produced in the course of implementing the project.

## Who will decide on projects and evaluate their performance ?

The European Commission has engaged the European Human Rights Foundation to provide technical assistance for the preparation and follow-up of the Democracy Programme. Applications will be initially assessed by the Foundation, whose recommendations will subsequently be considered by an Advisory Group which includes representatives from the European Commission, the European Parliament and the Council of Europe. The final selection will be made by the European Commission. The Foundation will then assist the Commission to oversee and evaluate the progress of co-financed projects.

Applicants for, and recipients of, grants must undertake to give full cooperation to the Foundation in its assessment, evaluation and oversight of applications and projects throughout.

Priority will be given to high quality projects which, in the view of the Commission, will focus on areas and issues where support is most needed. The selection will endeavour to include projects representing all the eligible countries.

**Please note** that the European Commission is not required to give reasons to justify its selection of projects in the Democracy Programme.

## How is an application made for Phare and Tacis Democracy Programme grants ?

Organisations wishing to apply for the Democracy Programme grants should submit a complete project dossier set out according to the application form before the relevant deadline. All partners involved in a project should indicate (in writing) their agreement to the content of the project proposal and budget. All partners are expected to comply with the principles of good partnership practice.

A complete project dossier must contain:

- 1 the Declaration
- 2 the Application Form duly completed and any supporting documents
- 3 the Statements of Partnership (one for each partner body).

**Please note that incomplete project dossiers cannot be considered for funding.**

## What is the timetable ?

There will be two rounds of the Democracy Programme in 1997.

Timetable for the first round :

- 1 The deadline for receipt of applications is 30 April 1997.
- 2 Applicants should be notified of the Commission's decision by September 1997.\*
- 3 Co-financing agreements should be concluded by January 1998.\*
- 4 First payment may be expected as from March 1998.\*

Timetable for the second round :

- 1 The deadline for receipt of applications is 31 October 1997.
- 2 Applicants should be notified of the Commission's decision by April 1998.\*
- 3 Co-financing agreements should be concluded in July 1998.\*
- 4 First payment may be expected as from September 1998.\*

\* These dates are provisional

After notification of the Commission's decision, a co-financing agreement will be negotiated with the successful applicants. This will include the formats for reporting.

Applicants should send five copies (one original and four copies) of their application to one of the offices of the European Human Rights Foundation. Applications can be accepted in any of the official languages of the European Union, but application forms are available in English, French, German and Russian only.

The official languages of the EU are Danish, Dutch, English, Finnish, French, German, Greek, Italian, Portuguese, Spanish, Swedish.

If you require more information about the Democracy Programme, please contact one of the European Human Rights Foundation (EHRF) offices listed below :

70, Avenue Michel-ange  
B - 1000 Brussels, Belgium  
Tel/Fax (+32-2) 736 84 05 (Phare)  
Tel/Fax (+32-2) 732 66 53 (Taxis)  
Fax (+32-2) 734 68 31  
E-mail: ehfr@skynet.be

53 Taborská Street  
CZ - 140 00 Prague 4, Czech Republic  
Tel (+42-2) 61 21 56 05  
Fax (+42-2) 61 21 56 04  
E-mail: ehfr@mbx.vol.cz

Nowowiejska 1/3 m Apt. 17  
PL - 00-634 Warsaw, Poland  
Tel (+48-22) 25 68 57  
Tel/Fax (+48-22) 25 07 93  
E-mail: ehfr-w@medianet.com.pl

A handbook of macro-projects currently in operation is available from EHRF offices.

## Micro-projects

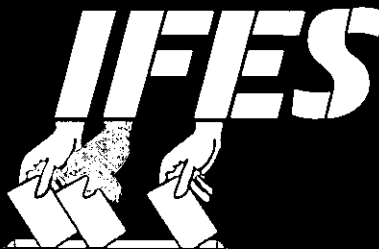
In order to further encourage the development of non-governmental organisations, as well as to provide assistance for activities at the grass-roots level, there will be a micro-project facility in each of the countries of central and eastern Europe (eligible for Phare) and in Georgia, Kazakhstan, the Russian Federation and Ukraine. Micro-projects must fall within one of the 3 objectives of the Democracy Programme, but the criteria for eligibility are more simple. Only non-governmental organisations located in the eligible countries may apply. Applicants do not need a partner in the EU. The EU grant can cover up to 90% of the cost of a project; the remaining 10% may be in finance or in kind. The size of grants is from a minimum of ECU 3,000 up to a maximum of ECU 10,000 per project. Applications can be made in local languages. There is no micro-projects facility for the other New Independent States at present.

Micro-projects will be operated under the auspices of the Delegations of the European Commission in the countries concerned. In some countries, management will be delegated to local bodies or the EHRF. As with macro-projects, successful applicants will have to sign a contract, undertake to cooperate with those appointed by the Commission to oversee this aspect of the programme, and report on the project with an interim and a final report. Payment will be made in two tranches, after signing of the contract by the applicant and after approval of the interim report.

The closing dates for applications will vary from country to country. To obtain further details and application forms, please contact the relevant Delegation of the European Commission.

A handbook of micro-projects currently in operation is available from EHRF offices.





International Foundation for Election Systems  
1101 15th Street, N.W.  
Third Floor  
Washington, D.C. 20005  
TEL (202) 828-8507 FAX (202) 452-0804