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INSTITUTE FOR
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CIVIL SOCIETY FORWARD
In partnership with Trag Foundation

Civil Society Forward

2012-2015

Final Report

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International Development

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The **Institute for Sustainable Communities (ISC)** is a nonprofit organization specializing in strengthening the capacity of communities, governments, industry, and nonprofit organizations to accomplish their environmental, economic, and social goals. Our mission is to help communities around the world address environmental, economic, and social challenges to build a better future shaped and shared by all. Since our founding in 1991, ISC has led transformative community-driven projects across the globe and in the United States, managing more than 99 projects in 30 countries. ISC has managed more than \$173 million in funding from the US government, international bilaterals, multinational companies, and private foundations. Currently, ISC has major programs in China, Bangladesh, India, Serbia and the US, with regional projects in Southeast Asia and ISC has pre-qualified with the DOS's Office of Global Partnerships to enter into public-private partnerships over the next five years. ISC has scaled up large country-wide initiatives, as well as many regional efforts, which have then been successfully transitioned to legacy organizations, providing opportunities for local nonprofits to partner directly with donors. Underpinning this work is ISC's track record and expertise working with citizens and NGOs to improve their effectiveness at partnering with government to achieve priority goals.

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LIST OF ACRONYMS

AWC	Autonomous Women’s Centre
BCIF	Balkan Community Initiatives Fund
BCSP	Belgrade Center for Security Policy
CDF	Center for Democracy Foundation
CoE	Council of Europe
COP	Chief of Party
CP	Core Partner
CRTA	Center for Research, Transparency and Accountability
CSAI	Civil Society Advocacy Initiative (Serbia)
CSF	Civil Society Forward
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DYF	Divac Youth Funds
EU	European Union
FLA	Free Legal Aid
GDA	Global Development Alliance
GoS	Government of Serbia
HCHR	Helsinki Committee for Human Rights
HLC	Humanitarian Law Center
HRSI	Human Rights Sustainability Initiative
HQ	Headquarters
IPR	Implementation and procurement reform
ISC	Institute for Sustainable Communities
LGBT	Lesbian Gay Bisexual and Transgender
LRP	Labor Rights Protection
M&E	Monitoring and Evaluation
MODS	Network of Organizations for Children of Serbia
MoC	Memorandum of Cooperation
MoU	Memorandum of Understanding
MP	Member of Parliament
NAP	National Action Plan
NASUS	Association of Serbian Rural Organizations
NCD	National Coalition for Decentralization
NCEU	National Convent on the European Union
NGO	Nongovernmental Organization
OP	Open Parliament
OSCE	Organization for Security and Cooperation in Europe
PA	Personal Assistant
PFPP	Promising Fundraising and Philanthropy Practices

PMEP	Performance Monitoring and Evaluation Plan
RBF	Rockefeller Brothers Fund
RFA	Request for Applications
SFF	Step Forward Foundation
SFP	Successful Fundraising Program
SIPRU	Serbia Social Inclusion and Poverty Reduction Unit
SI	Special Initiatives
SPF	Serbian Philanthropic Forum
SPPD	Strategy for Prevention and Protection from Discrimination
SR	Sustainability Roadmap
SSSE	Social Service/Social Entrepreneurship
STAR	System for Transformation and Results
TA	Technical Assistance
TOT	Training of Trainers
UNICEF	The United Nations Children's Fund
USAID	United States Agency for International Development
USG	United States Government
YIHR	Youth Initiative for Human Rights
YUCOM	Lawyer's Committee for Human Rights
ZI	Zaječar Initiative

EXECUTIVE SUMMARY

Civil Society Forward (CSF) was an ambitious, two-year program conceived with the vision to elevate a group of leading Serbian civil society organizations (CSOs) to new levels as partners and decision-makers. The project aimed to engage them as active participants in their own organizational capacity development and enable them to directly increase their prospects of long-term sustainability. Hence, CSF was envisioned as a driving force to help civil society become more deeply rooted in its local constituencies and embedded as a partner to government at all levels. The program also aimed to advance USAID's local systems approach by operationalizing USAID Forward principles at the project level.

CSF was conceived as the first phase of a multi-year program designed to fully embrace the USAID Forward agenda, and in which later phases would be implemented by USAID in direct partnership with Serbian CSOs. Originally designed as a \$7 million program running from November 1, 2012 to October 31, 2014, CSF was augmented by \$750,000 in November 2013 with the addition of the Human Rights Sustainability Initiative (HRSI) component, thus contributing to a three-month unfunded extension, ending on January 31, 2015, granted to ISC by USAID. The total amount awarded in grants through CSF was \$3,596,452.56.

CSF followed on closely from the previous seven-year USAID-supported Civil Society Advocacy Initiative (CSAI), also implemented by ISC, and built on many of the same themes, including advocacy and grant-making.

However, CSF's shorter timeframe and ambitious program goals required a shift in gear, as well as a new approach that placed a core group of CSOs in the driver's seat, which is especially reflected by how advocacy initiatives were planned and implemented. From the start it was known that ISC's role as implementer would be concluded and organizations would subsequently be applying directly to USAID and other donors for funds. With this in mind, as part of the process of awarding advocacy grants under CSF, ISC encouraged its partners to design long-term advocacy strategies whose scope would stretch well beyond the duration of the CSF program. This pushed them to focus at the outset on their long-term objectives and the kind of support they needed to achieve them. Through separate capacity building grants, partners were able to design their own capacity development agendas and engage consultants and trainers in fields they knew would advance them towards realizing their own visions. Among other things, this contributed to ten CSF Core Partner (CP) organizations passing USAID Pre-Award Assessments.

Human rights (HRSI) partners appreciated the efforts made by ISC to encourage them to think in new ways about their sustainability. Although their work will necessarily continue to rely on outside forms of funding—to a larger extent than most CSOs—a number of them have begun to explore ways of engaging the local community more actively.

The single major achievement of the CSF program in the area of advocacy has been the deepening of trust and mutual understanding between CSOs and their interlocutors in government and the business community, and the increasing respect for CSOs as partners in legislative processes and consultations on European Union (EU) accession negotiations. Several partners have already gone further and established themselves as leaders in their fields at the regional level, and are beginning to have an impact even on a European scale.

In the field of grant-making, too, CSF put CSOs at the fore, empowering them to develop their own vision and explore new and innovative ways to achieve it. Trag Foundation (formerly the Balkan Community Initiatives Fund (BCIF)), a pre-selected partner under CSF, re-granted funds to a much larger cohort of community-based CSOs than it did through CSAI. Furthermore, through CSF, Trag was able to take organizational sustainability to a new level and set an example of good practice in philanthropy by establishing the first endowment in Serbia, which will secure Trag's ability to continue their work and reduce reliance on diminishing international donor funds. The other CSF pre-selected partner, Zaječar Initiative, whose work focuses in eastern Serbia, established a community foundation and successfully implemented a re-granting program in the region, spearheading the promotion of philanthropy outside of major urban centers.

Another approach to diversification of funding sources taken by CSOs through CSF has been a growing exploration of public-private partnerships (PPPs). Two CPs developed and implemented projects that meet the criteria of USAID's Global Development Alliance (GDA) mechanism at the community level, while a third promoted business community support to local enterprises. An innovative and potentially highly sustainable network of "youth funds" was set up to encourage informal groups of young people to fundraise with local government and businesses to support projects in their communities and to receive a matching grant through a CSF partner. In addition, there are highly encouraging signs from many parts of the country that local government is beginning to take CSOs seriously as interlocutors at the local level.

The combined amount fundraised through CSF local initiatives was more than \$617,000 which represents a considerable achievement in a country undergoing a deep financial crisis.

At the end of this 27-month program, all Core Partners are well placed to continue their work and take forward the plans they developed with CSF support, whether through direct funding from USAID or working with other donors. All have improved their own status in terms of organizational stability and thus contributed to the sustainability of the sector, and several have achieved major successes in terms of advocacy and philanthropy. Through their projects, they helped embed civil society in Serbia's public life so that, in spite of what some pundits are describing as "growing authoritarianism"¹ in Serbia and

¹ See commentary by Andreas Poltermann for the Heinrich Böll Foundation, <http://rs.boell.org/en/2014/12/10/serbia-caught-between-two-chairs-does-serbia-want-be-part-russian-sphere-influence-or>, December 10, 2014.

other countries in the region, civil society is here to stay. Indeed, Serbia's civic sector will continue to insist on transparency, accountability and respect for human rights, and to fight for a strengthened democracy and rule of law.

CONTEXT

Designed as a two-year transition from international to local support to the Serbian civil sector, the Institute for Sustainable Communities' USAID-funded Civil Society Forward built on a foundation of nearly two decades of donor support to Serbian civil society. Over the course of those two decades, Serbia underwent amazing changes: the country emerged from Milošević's regime and the wars of the 1990s as a peaceful country on the path to joining the EU. Civil society played a large part in that transformation and also transformed itself along the way – from an opposition movement into an increasingly diverse CSO sector consisting of citizen activists, grassroots groups, and professional advocacy organizations working on a broad range of issues with relevance to citizens and society.

Accompanying this transformation were policy changes that significantly improved the enabling environment for CSOs, the 2011 creation of the Government Office on Cooperation with Civil Society, and a growing emphasis on corporate social responsibility, local philanthropy, and the use of social media and new technologies for civic activism. USAID's seven-year CSAI project, also managed by ISC, played an important role in this transformation of the sector. Thus as design discussions for CSF began in summer 2012, the context in the country and the sector suggested that Serbian civil society was ripe for a new approach – one aimed primarily at deepening the sector's sustainability and effectiveness at playing a key role within a democratic society, rather than leveraging CSOs as mechanisms of political or policy change.

Two significant transitions, both in Serbia and agency-wide at USAID, also influenced CSF's design. At the time, Serbia was preparing for a major change in political leadership following the May 2012 presidential and parliamentary elections. After over a decade of political leadership aligned with the 1990s opposition movement, the new government consisted of politicians with ties to the Milošević regime, though both incoming parties² had since made efforts to demonstrate their commitment to continued cooperation with Europe.³

At the same time, the USAID Mission to Serbia was in the process of aligning its portfolio with the agency-wide *USAID Forward* reform initiative launched two years prior. As of 2012, the precise operational implications of the new policy were not yet fully clear. Of its original seven reform areas,⁴ the mandate for *implementation and procurement reform (IPR)*, with its target of 30 percent of agency funds implemented through local country systems by 2015, sparked particular debate. At the time, a number of Missions and implementing partners viewed this target as unrealistic. Countries in the Europe and Eurasia region, however, appeared to be among those best positioned to achieve the target. And for

² The Serbian Progressive Party, from which new President Tomislav Nikolić came, and the Socialist Party, led by incoming Prime Minister Ivica Dačić.

³ See discussions on Balkan Insight, <http://www.balkaninsight.com/en/article/foreign-leaders-cautiously-congratulate-nikolic>, May 12, 2012, and in the Wall Street Journal, <http://www.wsj.com/articles/SB10001424052702304791704577418181086735066>, May 21, 2012.

⁴ Greater internal investments in *talent management, policy capacity, and budget management*, and an expanded agency-wide emphasis on *monitoring and evaluation, science and technology, innovation, and implementation and procurement reform (IPR)*.

ISC, the new procurement language did not represent a radical departure from our signature approach to civil society capacity development.⁵ Thus the USAID Forward reforms seemed both consistent with the path that ISC in 2012 expected donor support to Serbian civil society to take and aligned with our assessment of the state of the sector. The growing vitality and independence of the sector was evidenced by strong CSOs such as Trag playing leadership roles, the emergence of a new, post-Milošević generation of activists, and a nascent culture of indigenous philanthropy. At the same time, the Serbian CSO sector was still among the weakest in the region, according to the USAID CSO Sustainability Index⁶, with its persistent divide between the donor-dependent advocacy ‘elite’ in Belgrade and under-resourced grassroots groups in the regions, weak links to citizen constituencies, and small and insular cohort of technical assistance providers.

Indeed, the July 2012 RFA anchored the Serbia Mission’s overall strategy for supporting civil society firmly in the language of USAID Forward. It described CSF as the first phase of a ‘multi-component, multi-year program’ to further develop and consolidate the Mission’s long-standing support to civil society. CSF would “act as a bridge to the new model” by assisting “a select group of leading CSOs to manage and implement USAID assistance directly, maximizing use of host country systems and institutions.” The program would also “[prioritize] innovation” and would include an “ambitious and expansive research and development ‘learning’ component to augment and reinforce the civic advocacy and action agenda supported through grant-making.” Following CSF, the Mission anticipated a second phase implemented “directly in partnership with local CSOs as a result of their support under Phase I.”⁷ ISC designed the CSF project with this in mind.

With regard to the political context, there was reason for cautious optimism at the time of CSF’s November 2012 launch. Despite initial concerns about the incoming government, the new coalition had thus far demonstrated a commitment to a European future and played down its own and Serbia’s nationalist past, notably participating in negotiations on the normalization of relations with Kosovo brokered by the European Union. On the part of civil society, the ‘second generation’ of CSO leaders who had emerged in the 2000s were more pragmatic than the old guard about engaging with the government and other sectors. In this political context, CSF Core Partners were able to design and implement advocacy initiatives that largely focused on bringing aspects of Serbia’s societal development into line with European standards.

The calling of early parliamentary elections in March 2014, however, changed the political landscape, with less than favorable implications for civil society. In terms of the CSF timeline, the extended pre-election period (from the January dissolution of the National Assembly until the new government’s formation in the spring) kept several Core Partners and the Human Rights Sustainability Initiative (HRSI)

⁵ Rather, it reflected in large part ISC’s strategy of working in partnership with local organizations around policy and capacity development goals that were as locally-defined as possible. In fact, USAID Forward provided external validation for an approach that we knew intuitively to be valid.

⁶ See <http://www.usaid.gov/sites/default/files/documents/1863/E%26E%202013%20CSOSI%20Final%2010-29-14.pdf>

⁷ All quotations from the 2012 RFA document.

grantees from moving forward as quickly as had been expected with their advocacy work. For the sector as a whole, the 2014 elections underscored ways in which the government's tendency toward populism was also masking creeping authoritarianism. For example, the new Prime Minister, Aleksandar Vučić, had been Minister of Information under Slobodan Milošević. Also cause for concern was Serbia's apparently growing closeness to Russia. Still, the government formally continued to pursue the goal of European Union accession embraced by its predecessor.

Then, in May 2014, just as the new government had been formed, disastrous floods hit Serbia and the region. The floods were a major blow to Serbia's already struggling economy, and in particular to the already parlous state of government finances. To date, Serbia has only accepted a fraction of the near \$1 billion offered in loans for flood recovery due to fears that the cost of repaying the debt would be too great. Civil society groups sharply criticized the government's response to the floods for the lack of coordination among the various agencies with responsibility for first response, as well as the persistent lack of transparency about government recovery activities. Significantly there was little mainstream media criticism, suggesting a growing, and disconcerting, tendency by actors close to the government to influence editorial decisions at many Serbian media outlets.

One positive development related to the floods was the tremendous sense of solidarity, voluntarism, and philanthropy engendered by the crisis. While it is fair to say that the majority of people gave donations to the government's emergency appeal, many others wanted to take a more active part and often turned to existing CSOs to see how they could help, or even formed groups themselves and took the initiative on their own, which is an encouraging sign of civic engagement. Many CSOs, including CSF Core Partners, were prominent in the recovery process, and have raised their profiles as a result. They have also sought to harness the feeling of solidarity and engagement the emergency brought about, and there is no doubt that philanthropic giving to CSOs has increased as a result of their demonstrated ability to respond.

Prime Minister Vučić appointed Marko Blagojević, the former Director of CeSID, a prominent CSO, to head a newly created Office for Flood Response and Flood-Affected Areas. However, the office has not been sufficiently empowered by senior ministers to deliver the assistance needed. The flooding has also affected the Government of Serbia's policy agenda; with flood recovery now a pressing priority alongside EU accession negotiation requirements and structural economic reforms. The economic impact of the flood in particular made balancing the budget, attracting foreign investment, and creating jobs key priorities for the government.

The USAID context also evolved over the period of CSF's implementation. Agency-wide guidance on USAID Forward further refined the IPR aspect of USAID Forward, resulting in a prominent role for what was now called the 'local systems approach.' Geopolitical events in the region, particularly the conflict in Ukraine, triggered internal budget reallocations and reduced the amount of funding that the Serbia Mission could anticipate for future (2014 and beyond) civil society programming. Nevertheless, the Mission remains committed to civil society development and the Forward approach enshrined in Civil Society Forward. At the time of writing this report, a second Annual Program Statement for civil society

is anticipated in early 2015, offering the CSOs who participated in the program, as well as others, another opportunity to apply for direct grants from USAID.

PROGRAM GOALS & APPROACH

A. Goal and Results

CSF's goal was to strengthen the effectiveness and sustainability of Serbia's civil society sector to continue to make gains long after ISC's and USAID's involvement ends. The program served as a two-year transition from international to local support to the Serbian civil sector. ISC's programming contributed directly to USAID's Assistance Objective 2: *Democratic Structures in Serbia Strengthened*, by supporting Intermediate Result 2.2: *Civil Society Engagement in Public Life Increased*, and Intermediate Result 2.2.1: *Civil Society and Independent Media Strengthened*.

CSF sought to achieve three specific sub-goals through the following program components:

I. SUPPORT CIVIC ACTION AND ADVOCACY INITIATIVES

ISC made targeted investments in advocacy initiatives at both the national and grassroots levels through direct grants to Core Partners and HRSI partners, and through grassroots and community-level re-granting programs managed by CSF's two pre-selected Core Partners, Trag and ZI. All grantees received mentoring and guidance on their CSF-funded advocacy activities.

ISC worked with the nine selected Core Partners and the six selected HRSI partners to develop individualized advocacy project proposals, and awarded grants to support their respective advocacy projects. ISC also provided each partner tailored technical assistance throughout implementation. Trag and ZI's re-granting mechanisms focused on civic action (Active Communities grants) and grassroots advocacy (Community Advocacy grants) at the community level. CSF also awarded nine Special Initiatives grants in the total amount of \$265,700. These grantees also received technical assistance in project implementation.

II. BUILD CAPACITY, DEEPEN NETWORKS AND SUPPORT INNOVATION

ISC executed a multi-pronged, comprehensive capacity building program to improve the effectiveness and sustainability of partner organizations, which was grounded in 1) intensive work on fundamental aspects of nonprofit management to prepare grantees to pass the USAID pre-award assessment, and 2) an innovative self-assessment and capacity building methodology that focused on organizations' networks and relationships as strategic resources towards achieving results.

To assess partner capacities pertaining to internal financial management and organizational policies and procedures, ISC's Finance Director conducted mock pre-award assessment for ten of the 11 CPs,⁸ and all HRSI partners, using USAID's pre-award assessment indicators as

⁸ Trag Foundation passed the USAID pre-award assessment prior to the start of CSF

benchmarks. All CSF partners also underwent Root Change’s innovative STAR self-assessment process facilitated by Root Change and local facilitators who participated in an intensive STAR TOT led by Root Change. The STAR process informed the design of partners’ “100-Day Change” capacity development plans.

Informed by priorities identified in the mock pre-award assessment and self-assessment processes, ISC worked closely with partner organizations as each developed and implemented an individualized capacity building program. Each Core Partner and HRSI partner received a capacity building grant to implement a self-designed program consisting of a customized mix of trainings, technical assistance, study tours, and other skill- and knowledge-building activities as well as investments in technical resources.

CSF also introduced a new sustainability planning tool to the Serbian CSO sector: Shannon St John’s innovative Sustainability Roadmap. St John worked directly with three Core Partners (Trag, ZI and Divac) to facilitate the full Roadmap process with them. For the remaining Core Partners, whose finances and organizational structure were not yet ready for the full process, Shannon facilitated a group preparatory workshop on strategic planning and forecasting expenses and revenues for their boards and staff. She also transferred the methodology to two Trag staff members through a TOT.

ISC organized a wide range of networking activities for CSF partners, from daylong events on specific themes to a study tour to Brussels where CP representatives explored CSOs’ role in Serbia’s EU accession negotiations processes. Root Change also piloted its STAR Net network analysis software in Serbia through CSF, which it officially launched for the wider civil society community at a two-day “*Conference on Partnerships and Networks*” in Belgrade. And to disseminate CSF learnings more broadly, ISC organized a Summer Academy in 2014 to share key tools, methodologies and lessons learned with representatives from more than 70 CSOs across Serbia.

III. CULTIVATE SERBIAN PHILANTHROPY AND SUSTAIN THE SECTOR

CSF improved the quality and variety of philanthropic tools available to the sector and supported CSOs in further developing their ability to deploy these tools effectively to mobilize a diverse range of local funding resources.

Trag designed and implemented several re-granting mechanisms aimed at fostering more philanthropic diversity, depth, and innovation. The Promising Fundraising and Philanthropy Practices mechanism awarded mid-sized grants to five organizations to support their fundraising efforts. The Successful Fundraising mechanism supported 22 organizations to conduct local resource mobilization. And Trag awarded Social Service/Social Entrepreneurship grants to six

CSOs to help them establish sustainable service delivery models and improve the overall quality of social services available to Serbian citizens.

CSF also enabled Trag to implement its own multi-faceted sustainability strategy, including the launch of an endowment fund that targeted Serbian major individual donors, companies, and the Serbian public, as well as executing its *Kindness as a Gift* and *Major Gifts* fundraising campaigns aimed at growing the endowment. Trag also mentored Zaječar Initiative through the process of launching and implementing a community foundation called *The Step Forward Foundation* (SFF) in the Timok region of Eastern Serbia.

Through CSF, ISC supported two projects that met the requirements of USAID's Global Development Alliance (GDA) mechanism. Implemented by Divac and Trag, these projects leveraged funding and support through public-private partnerships.

B. Program Strategy

The design of the above components was informed by the following principles.

INVESTING IN A STRATEGIC COHORT OF CORE PARTNERS

CSF selected a core group of Serbian CSOs and their networks and worked intensively with them to strengthen their sustainability and effectiveness. The aim was to prepare this cohort to receive direct funding from USAID, to work collaboratively to support each other and advance the interests of the sector, and to serve as the foundation of sustainability of the sector over the coming years and decades. ISC employed a holistic definition of risk in selecting CSF Core Partners, carefully balancing considerations related to the diversity and depth of the sector against more traditional fiduciary or program management criteria. And, based on lessons learned from CSAI, ISC made a strategic decision to invest in Core Partners' long-term organizational advocacy strategies, rather than requiring them to implement short-term campaigns.

FACILITATING CSO-LED CAPACITY INVESTMENTS

The program envisioned ISC and grantees as partners in supporting the capacity development goals of Core Partners and the sector. Trag's role as Implementing Partner was a strategic one; reinforcing the well-respected local foundation's key role as a capacity building provider to smaller CSOs around the country. The innovative Capacity Building Program enabled Core Partners to design and implement their own organizational development activities with CSF funding and informed by a participatory self-assessment process as well as by objective assessment tools. Peer learning was a cross-cutting theme throughout, taking the form of formal mentoring partnerships (such as that between Trag and ZI) as well as more informal and organic relationships that emerged over the course of the project. Innovative new tools, such as the STAR self assessment and the Sustainability Roadmap, were introduced jointly by their international architects and local service providers and eventually customized to the Serbian context by those local experts.

FOSTERING INNOVATION AND DIVERSIFICATION OF THE PHILANTHROPIC LANDSCAPE

The Philanthropy component encouraged CSOs to test new approaches to philanthropy and income-generation, including individual giving, social entrepreneurship, and public private partnerships that met the standards for USAID's Global Development Alliance mechanism. The program took strategic risks to seed local philanthropic resources in underserved regions such as Eastern Serbia (Zaječar Initiative's Step Forward Foundation) and Sandžak (Atelje Atelier's Front Foundation.)

Taken together, the above principles speak to one overarching theme that underpinned the entire CSF design: advancing the sustainability of the sector by working with and through *Local Systems* in support of local priorities. This theme reflects ISC's decades-long experiences promoting civil society in the region, as well as USAID Forward principles of local ownership and procurement reform.

C. Challenges and Opportunities

Four key events challenged the implementation of CSF: (1) a delayed start to CP advocacy projects; (2) the addition of the Human Rights Sustainability Initiative (HRSI) component, (3) early parliamentary elections held in March 2014, and (4) the May 2014 flooding.

DELAYED START-UP OF CP ADVOCACY PROJECTS

CSF officially began in November of 2012 with an ambitious timeline to be executed in parallel with the close-out of the predecessor USAID program, CSAI. Despite a rapid launch including a streamlined application process to select nine Core Partners through a closed competition, the CSF timeline was nevertheless affected. CSF grant-making activities and related implementation intensified following the signing ceremony in early June 2013.

ADDITION OF HRSI

In late September 2013, ISC signed a modification to the CSF Cooperative Agreement to incorporate the Human Rights Sustainability Initiative (HRSI). HRSI grants were to be awarded to six selected human rights organizations in Year Two of CSF. This additional workload rendered the original CSF timeframe challenging, and in November 2013, ISC requested additional time to complete HRSI activities in advance of USAID's portfolio review.

EARLY PARLIAMENTARY ELECTIONS

Early parliamentary elections held on March 16th, 2014, further strained the CSF timeline due to the impact on CPs' advocacy projects. Election campaigns slowed normal decision-making processes in Serbia at national and local levels, limiting access to key contacts within policy-making bodies and institutions. This particularly impacted the work of HRSI partners as their initiatives had targeted these organizations.

ISC swiftly estimated the effects of campaign and post-election activities on each of the partners' advocacy projects, then brainstormed minor adjustments to programming that addressed the slow decision-making processes and potential lack of participation by high-level decision-makers. All adjustments were made to maintain the integrity and effectiveness of advocacy campaigns and related goals.

For example, one of CDF's key milestones — signing an MoU with the Parliament's Committee for Social Policy — could not be achieved. In order to accomplish project objectives despite this setback, ISC supported CDF and the Crno na Belo coalition to join the National Convent of the European Union (NCEU), a body linking Parliament and civil society during EU negotiation processes. CDF assumed the position of leader/coordinator of two working groups related to Chapters 2 and 19 (*Freedom of Movement for Workers* and *Social Policy and Employment*, respectively), in which they represented the needs and desires of Serbian civil society. This shift proved effective in accomplishing CDF's project objective and working towards its long term advocacy goal.

Other partners unable to keep to original project timelines due to election-related delays (such as Trag, SMART, and the HRSI partners) were given additional time to fully execute their projects and meet their advocacy objectives.

MAY 2014 FLOODING

The May 2014 flooding affected many regions of Serbia, disrupting the lives of citizens, devastating businesses, and prompting significant post-flood recovery and relief activities. The national emergency quickly altered the priorities of local and national government, businesses and CSOs; diverted and delayed partner activities; and created significant challenges for CSF grantees—especially those executing fundraising and philanthropic activities, as donors and contributors shifted their resources to support flood relief efforts.

In collaboration with USAID, ISC swiftly convened CSF partner organizations and other CSOs to coordinate individual assistance, align available resources, and devise strategic flood recovery activities, incorporating them into existing CSF initiatives. Trag's Successful Fundraising program became the primary vehicle for its flood-related philanthropy and fundraising campaigns in local communities. In agreement with ISC, Trag allowed in-kind donations to count towards grantees' fundraising goals to more efficiently address the needs of affected communities. Promising Practices, Community Advocacy and Active Communities programs were slightly adjusted to address flooding and engage with affected communities more intensively, including activities such as organizing volunteers, mapping out the most urgent needs, and coordinating distribution of relief assistance.

Divac Foundation increased the existing Youth Fund project in Obrenovac as a result of flooding. Despite delays in project timeframe, Divac exceeded fundraising objectives by the end of the project. Additionally, SHARE, BCSP, ISC and others designed a Special Initiatives project to examine the transparency and accountability of state bodies to their citizens in their reaction to flooding.

The floods also prompted larger questions about the long-term resilience and sustainability of Serbia's various sectors and institutions. ISC started a conversation about long-term resilience and led efforts in planning, preparedness, and citizen engagement in decision-making around reconstruction and recovery efforts for future climate events and natural disasters.

EXTENDING THE TIMELINE

The cumulative effect of these factors resulted in ISC's submission in June 2014 of a three-month no-cost extension in order to ensure that CSF project objectives were met and expected results were delivered. In early August 2014, USAID approved the extension with a new program end date of January 31, 2015.

OVERVIEW OF PROGRAM ACHIEVEMENTS

ISC partners achieved the following civic action and advocacy successes through CSF support:

Through grantmaking

- CSF supported activities led by CSOs throughout Serbia with 179 grants amounting to a total value of \$3,619, 805 in order to address some of the most important issues affecting the country including good governance, human rights, community development, and social services. These activities took place on both the national and grassroots levels.
- ISC supported two pre-selected Core Partner CSOs—one a well-established Belgrade foundation operating across Serbia and the other a younger CSO operating at the local level in eastern Serbia—in designing and successfully implementing grantmaking programs that distributed almost \$1 million USD in funding to support community-level projects across Serbia. This amount nearly equals that funded through community-level grantmaking under the CSAI program in the space of only two years (rather than seven), and represents a significant step up in the organizations' re-granting capacity -- particularly that of Trag.

Through advocacy with the national parliament and other state institutions

- After years working with MPs and government bodies, public awareness raising, and networking with similarly focused CSOs across the region and throughout Europe, Autonomous Women's Center (AWC) achieved a major advocacy victory in October 2013 when the Serbian Parliament voted to adopt the Law on Ratification of the Council of Europe's *Convention on Preventing and Combating Violence Against Women and Domestic Violence*.
- SHARE Foundation achieved a breakthrough in protecting digital media freedoms when comments it submitted on draft legislation were officially adopted by Parliament and implemented into new laws on *Public Information and Media* and *Electronic Media*.
- With the cooperation of the Speaker of the National Assembly, the Center for Research, Transparency & Accountability (CRTA) published more than 200,000 official documents from Parliament on its *Open Parliament* portal in an effort to make government more open, transparent and accountable to citizens.
- By actively seeking out their interlocutors in state institutions and engaging them in training events and workshops, Belgrade Center for Security Policy (BCSP) established excellent cooperation with line ministries and other bodies involved in defense and security sectors, and also with the Ombudsman and the Commissioner for Free Access to Information, establishing BCSP as the leading civil society actor in this issue area and as a credible partner to government.

Through promoting human rights

- Humanitarian Law Center's (HLC) advocacy efforts proved successful when the European Commission considered war crime victims' right to material compensation for the first time in its 2014 Serbia Progress Report.

- YUCOM formed a network of 20 organizations to offer pro bono legal services to victims of human rights violations.

CSF developed the capacity of Serbia’s civil society sector and helped foster strategic partnerships, resulting in the following achievements:

- 211 capacity building events and trainings were attended by a total of 1,545 CSO representatives.
- All ten of the CSF CPs who underwent USAID’s pre-award assessment in 2014 passed, confirming eligibility for direct USAID funding and demonstrating a marked improvement in comparison with the results of mock pre-award assessment conducted by ISC at the beginning of the program.
- One CSF CP (Smart Kolektiv) has already been awarded direct funding, while several others are still awaiting notification of the status of their applications.
- 10 Serbian civil society experts were trained as *STAR self-assessment* facilitators through an intensive two-week training-of-trainers led by Root Change.
- 243 CSOs around Serbia joined the STAR Net platform and forged hundreds of connections.
- The Sustainability Roadmap methodology was transferred to representatives of Trag Foundation, Divac Foundation and Zaječar Initiative (ZI) by Shannon St John, who also worked with the eight other Core Partners to transfer key elements of this methodology.
- Open Club created a regional network of 27 organizations and transferred to them knowledge, skills and resources gained through CSF to improve partners’ effectiveness and sustainability, e.g., the Star Net networking methodology developed by Root Change.
- ZI engaged 550 volunteers to fundraise at the community level in eastern Serbia.
- A number of partners succeeded in growing their networks beyond Serbia to other countries of southeast Europe and beyond, confirming the growing strength of Serbian CSOs and their ability to act as leaders on regional and global scales. These include:
 - AWC, whose work contributed to creating a groundswell around ratification of the *Convention on Preventing and Combating Violence Against Women and Domestic Violence* at the European level;
 - BCSP, which achieved 16th place among all think tanks in southeast Europe and a ranking of 27th in the world among think tanks working on security issues on the 2013 Global Go-To Think Tank Index;
 - SHARE, who was invited to present aspects of its work at the Organization for Security and Cooperation in Europe (OSCE) headquarters in Vienna;
 - Two Trag grantees who took first and third prizes at the regional Rockefeller Brothers Fund 2014 Green Ideas Forum held in Albania.

CSF contributed to a sustainable CSO sector through the following accomplishments:

- Trag established an endowment with \$330,000 in starting capital to support community based projects, and successfully raised more than 120 individual donations to support the first endowment of its kind in Serbia.
- In order to support local development, ZI launched the first community foundation of its kind in the Timok region of Eastern Serbia, through which it successfully raised more than \$32,000 from the community.
- Together with Trag, ISC helped establish a local foundation in Sandžak, Atelier/Atelje, to support youth and art groups in this underserved region of Serbia where ethnic tensions remain high.
- The Ana and Vlad Divac Foundation (Divac) improved public trust in philanthropy by creating a secure option for online and SMS donations.
- Smart Kolektiv (Smart) supported three local social enterprises to become more sustainable by developing their capacities to attract funds from local businesses and individuals.

PROGRAM RESULTS

Component I: Supporting Civic Action and Advocacy Initiatives

CSF supported effective practices for advocacy and civic activism on key issues at national, regional, and local levels through four types of grants – Core Partner Advocacy Initiatives, Active Communities, Community Advocacy, and Special Initiatives. Through this component, CSF supported CSOs throughout Serbia with 112 grants that addressed some of the most important issues affecting Serbia including good governance, human rights, community development, and social services, etc.

A. Supported national level advocacy campaigns

Through CSF advocacy grants, Core Partners strengthened their long-term organizational advocacy strategies addressing issues of government transparency and accountability (corruption, procurement processes, decentralization, representative government systems, etc.) and socio-economic rights (social inclusion, labor rights, minority rights, etc.). Because an important component of CSF’s approach was to support Serbian CSOs to develop and advance *long term* advocacy strategies, many Core Partners focused their CSF-funded activities on critical preparatory or ground-laying efforts rather than attempting to execute full advocacy campaigns within the confines of the CSF project timeline. Results reflect this strategic choice.

For more information about Core Partner’s CSF-supported advocacy campaign descriptions, activities and results, see Annex 4.

INFLUENCED POLICY AT THE NATIONAL LEVEL

Core Partner Autonomous Women’s Center (AWC) achieved a tremendous advocacy success when the Serbian Parliament adopted the Council of Europe’s *Convention on Preventing and Combating Violence Against Women and Domestic Violence* on October 31, 2013, with 159 of the 164 MPs voting in favor. This was the result of years of advocacy by AWC, including efforts supported by ISC under the previous CSAI project. The victory marks a grand achievement not only for AWC and Serbia, but also at the regional level. Prompted by AWC and Serbia’s ratification of the *Convention*, countries like Macedonia, Bosnia and Herzegovina, and Croatia were influenced to sign, creating a snowball effect across Europe. In a sense, the Balkans exercised leadership in spurring Europe-wide ratification of the *Convention*. This example demonstrates the full potential of the civic



Signatories show public support through AWC’s “I Sign” campaign in order to prompt the Serbian Parliament to ratify the Council of Europe’s *Convention on Preventing and Combating Violence Against Women and Domestic Violence*

sector to affect key legislation through successful advocacy and public engagement. AWC is now focused on educating citizens about the Convention and monitoring its implementation.

Through its CSF-supported advocacy project, SHARE Foundation placed digital rights and internet freedom at the center of public debate, advancing a normative debate over this important area and challenging the arbitrary power of the state. Specifically, SHARE submitted comments and amendments pertaining to eight draft laws at the national level and experienced a major victory when its comments were successfully incorporated into two of these new model laws—the *Draft Law on Public Information and Media* and the *Draft Law on Electronic Media*. Thanks to SHARE’s influence, the once blurry distinction between media and individual content has been clarified, giving the right to the individual to opt in or out of media status. This and related issues stemming from complexities surrounding internet rights and freedoms due to the vast and “borderless” nature of the electronic media landscape are not unique to Serbia—they are currently being debated and defined on a global scale, and SHARE’s work is at the forefront of this movement. In fact, other governments have already solicited SHARE to present its policy ideas on internet freedom and digital rights and create an international precedent.⁹ For more information about SHARE’s advocacy project and results, refer to the impact story included in Annex 5.

ENGAGED THE CIVIC SECTOR IN EU ACCESSION NEGOTIATIONS

Primary achievements stemming from the Center for Democracy Foundation’s (CDF) CSF-supported advocacy campaign are 1) the recognition and credibility it established with national and European institutions critical to Serbia’s EU accession process, and 2) the influence it gained in engaging civil society in EU negotiations. CDF and its *Crno na Belo* coalition were designated coordinators of the Working Groups for Chapter 2 (Freedom of Movement for Workers) and Chapter 19 (Social Policy and Employment) of the National Convent on the EU,¹⁰ positioning CDF to make critical contributions to the EU accession process. It has already convened meetings for each Working Group and provided recommendations to improve social policy contained in the EU’s Annual Progress Report on Serbia.

Both Smart Kolektiv (Smart) and AWC also took action through their CSF advocacy projects to represent the civic sector in EU negotiations. In an effort to ensure that Serbia’s laws are aligned with EU standards, Smart submitted comments and an amendment pertaining to national legislation related to labor, social inclusion, environmental protection, consumer protection and tax codes, and is working with key decision-makers to streamline policies. Beyond its successful campaign through which the Serbian Parliament adopted the Council of Europe’s *Convention on Preventing and Combating Violence*, AWC proposed amendments to the *Draft Law on Free Legal Aid* to the Ministry of Justice and the EU Delegation to the Republic of Serbia. **AWC also submitted to the Delegation its report outlining Serbia’s**

⁹Interview with Djordje Krivokapic, Co-Founder, SHARE Foundation. October 14, 2014.

¹⁰The National Convent on the EU (NCEU) is a body established by the Serbian Parliament as a mechanism for soliciting contributions from the civic sector in the EU negotiation process

progress in implementing policies related to Chapters 23 (Judiciary and Fundamental Rights) and 24 (Justice, Freedom and Security) of EU accession negotiations.

UTILIZED NEW AND TRADITIONAL MEDIA TO REACH CITIZENS, PROMOTE CAMPAIGN ACTIVITIES AND GAIN CREDIBILITY

The Open Parliament (OP) campaign's web portal (www.otvoreniiparlament.rs) is an example of the successful use of an online mechanism to engage stakeholders and spread public awareness as well as to expand the research capability of an advocacy campaign. The OP coalition was launched with CSAI support in 2012, and ISC support for the campaign continued through the Center for Research, Transparency and Accountability's (CRTA) selection as a CSF Core Partner.

With CSAI and CSF support, OP coalition members and their leader, CRTA, successfully built the portal into a valuable advocacy tool. CSF-supported activities included maintaining the portal and expanding the pool of users, ensuring its accessibility, and promoting it to attract more supporters. To build the capacity of 20 CSOs from 15 Serbian cities and municipalities to use the portal and learn about the campaign, CRTA organized two trainings; participants now use the portal in their own cities and have engaged their partners, colleagues and beneficiaries to use this resource as well. As a result of CRTA's successful outreach activities, the OP portal recorded a 50 percent increase in the number of visits and page views over the life of the CSF project, reflecting increased recognition, credibility and usage. Almost half a million citizens have helped monitor the work of Parliament via the OP portal, as well as Facebook and Twitter, attesting to the legitimacy and value that this innovative tool offers citizens, governments, media and CSOs alike.



(clicks, likes, comments and shares). In addition, Smart reached 2,000 individuals through its direct e-mail campaign and published more than 115 interactive announcements via online media.

Other CPs used cutting edge technologies and innovative approaches to engage with target audiences, gather information, and spread awareness regarding their respective causes and projects. To educate the public about police corruption and encourage citizens to identify and report incidents, BCSP developed an Internet game, "[How Good an Inspector are You? Play and Find Out!](#),"¹¹ as well as a web page, "[Corruption Risks Map of the Security Sector of Serbia](#),"¹² which maps recently reported incidents and risks. AWC developed an Android application "[Safe](#),"¹³ a tool for victims of violence to use to contact help that also serves to educate the public about its campaign to end violence against women. AWC produced 10 educational video clips that received 560 broadcasts on national TV stations and 3,099 views on YouTube.

B. Supported grassroots activism

CSF supported civic engagement and activism at the local level through multi-faceted Active Communities re-granting mechanisms executed through its pre-selected Core Partners, Trag Foundation and Zaječar Initiative. Altogether, 64 organizations were supported in the amount of \$255,548 through Trag and ZI's Active Communities programs.

TRAG FOUNDATION

Trag's CSF-supported Active Communities grant mechanism made possible 50 community actions country-wide that engaged more than 20,000 citizens. These citizens raised an additional \$46,700 to support their community-led initiatives—mostly from local governments, but also from local companies and small enterprises. They established 200 partnerships to engage local institutions, other CSOs, governments and companies in improving 32 communities in Serbia. Of the 50 initiatives, 21 were implemented by first-time Trag grant recipients— and 19 of those were from small villages.

¹¹ <http://korupcija.bezbednost.org/koliko-si-dobar-inspektor/>

¹² <http://korupcija.bezbednost.org/>

¹³ <https://play.google.com/store/apps/details?id=aplikacija.bezbedna>

Active Communities – My Hometown

The *My Hometown* project began when a brother and sister originally from the tiny village of Kopajkošara, Serbia learned of the Active Communities small grant program commissioned by Trag Foundation and supported by ISC and USAID through CSF, and decided to apply. Marislav Stevanovic and Dragica Zivic wanted to beautify their hometown and promote its spectacular natural resources and history to attract tourism and stimulate the local economy.

Trag awarded a small Active Communities grant to support *My Hometown*, and the informal group begun by Marislav and Dragica consisting of more than 40 community volunteers jumped to action. The team began by building a picnic area with maps and tourist information, and a 60 meter wooden pathway that leads to the entrance of the *Samar Cave*—a natural resource in the community made famous by a young man who spent over a year living in the expansive network of underground caves connected to the Samar in the 1970s.

Once the cave's entrance was made more accessible to tourists, the team began renovating a central structure in the village into a community center and history museum—the first public gathering place in the village. More than 60 residents of Kopajkošara village and neighboring villages went door to door collecting traditional objects and historical artifacts to display in the museum (old tools, traditional clothes, handcrafts, etc.). At least 47 hours of volunteer work were invested in collecting and preparing objects for the exhibition. Finally, the project supported a cultural festival, *Prelo*, which took place in June 2014 at the museum and attracted 200 visitors to view the exhibition, enjoy traditional music and dance, eat traditional food, etc.

The activities of *My Hometown* mobilized the whole community and the informal group led by Marislav and Dragica successfully forged partnerships with local authorities and institutions. Residents of Kopajkošara collected an additional \$1,032 from individuals in the community, which was more than doubled by Svrljig Municipality with a contribution of \$2,553. Two additional municipalities and several local institutions such as a public utility company, Direction for the Development of Svrljig Municipality, and Tourist Organization Svrljig contributed with cash and in-kind donations.

My Hometown attracted ample media attention as well—the project was even featured on national television! A media jeep caravan called *Photo Safari* toured the town in an effort to promote its great potential to the public and to drive tourism. The project achieved many unexpected successes— 34 persons joined the informal group; seven young people plan to renovate their old houses in the village and open them to tourism; and several tourist visits were organized to the *Samar Cave* and Kopajkošara village. At Trag's request, the informal group *My Hometown* became a member of the national Association of Serbian Rural Organizations (NASUS), in order to share its experience and successes with other organizations and informal groups across Serbia.



Photo 1: Project funds supported development of a picnic area and path leading to the Samar Cave



Photo 2: Marislav Stevanovic and Dragica Zivic spearheaded *My Hometown* in the village of Kopajkošara to generate tourism and boost the local economy

ZAJEČAR INITIATIVE

ZI's CSF-supported Timok Active Communities ("Transformer") re-granting mechanism drew attention to important issues affecting communities in the Timok region by increasing the visibility of grantee activities and by successfully engaging local resources and energy. More than 550 citizens participated in Transformer project activities, which benefited more than 5,000 citizens in the Timok region.

Transformer grantees succeeded in raising an additional \$17,500, both in cash and in kind, from local government, public institutions and private companies, to support project activities.

Timok Active Communities –Transformer

For more than a decade, 50 tenants from the Kotlujevo neighborhood's D4 building, located in Zajecar, Serbia, have tended to and nourished green areas between their buildings. Neighbors work together to ensure the grass is manicured and watered, to keep the walking path neat and illuminated, and to periodically refurbish their living space.

Although this group of tenants has been working together for more than a decade informally, they just recently organized themselves into a citizen's group, determined to show the community what civic action is all about and the positive effects it can have on the quality of everyday life. They applied for financial support through "Transformer," Zajecar Initiative's small grants program supported by ISC and USAID through CSF.

The tenants from Kotlujevo were awarded the funds – and they promptly stepped up their activities! Residents joined together to install a decorative awning, a little park and illuminated walking paths; plant trees and flowers; purchase a more efficient and economical underground irrigation system; and obtain locks for dumpsters to keep animals away.

The neighborhood now glows and the residents of Kotlujevo's D4 building serve as a role model for other neighborhood tenants who ask for tips on how to beautify their own living spaces. They have also made a concerted effort to impart important lessons of community service and civic engagement to younger generations in order to ensure that their neighborhood remains well kept for years to come.

Richard Paisner, Chair of ISC's Board of Directors, visited the residents of Kotlujevo and, in the ambiance of the newly embellished park, chatted with the tenants about their successes, experienced their sense of unity, and saw first-hand some of the accomplishments of the CSF project. "The beautiful neighborhood of Kotlujevo is a powerful example of what's possible when people work together to change their community from the inside," said Paisner upon his return. "At ISC we believe that it is the citizens who hold the power to take action and build the communities that they want to live in, and these are the kinds of initiatives that we take pride in supporting."



Residents from Kotlujevo's D4 building celebrate their newly refurbished neighborhood

C. Strengthened local advocacy efforts

Trag supported mid-capacity CSOs to conduct advocacy in their local communities through the Community Advocacy mechanism with grants of up to \$15,000. Twenty-one CSO grantees improved their advocacy skills through trainings, networking opportunities, and shared learning processes facilitated by Trag. More than 10,000 citizens from 15 local communities participated in the CSO-led campaigns. Grantees successfully created mechanisms to represent underserved populations in decision-making processes, developed educational resources to spread awareness and engage the public about pressing issues in the community, and organized meetings with key stakeholders. Thanks to the successful efforts of Community Advocacy grantees, communities across Serbia play a more active role in driving decision-making processes and influencing local policies, and authorities have expressed more openness to citizens' initiatives, responded to the problems at hand, and amended public policy and budgets to reflect community priorities. Examples include:

- The *Center for Independent Living for Persons with Disabilities* successfully influenced the City of Kragujevac to allocate public budget funds in order to hire five Personal Assistants (PAs) for persons with disabilities (see below text box);
- *Proaktiv* from Niš founded a Council of Secondary School Students—the first formal mechanism through which youth in Niš can participate in local decision-making processes and influence youth-related policy—and successfully cooperated with the City of Niš' Department of Youth and Sports to define cooperation and communication between the two bodies.
- As a result of its advocacy efforts, the Trstenik-based environmental movement *Moravski Orašak* convinced Trstenik Municipality to form a Working Group to oversee development of a *Draft Decision on Criteria for Pricing Services of Waste Collection and Disposal*, and engaged citizens, companies and students in supporting development of a waste collection pricing model.

Community Advocacy - *Center for Independent Living for Persons with Disabilities*

Approximately 3,000 people with disabilities live in Serbia's fourth largest city of Kragujevac. More than 80 percent of these people need social care services such as home care, day care or personal assistance. The lack of such services often prevents the disabled from attaining opportunities for education and work, and consequently contributes to a life of poverty and social exclusion for them.

To address this gap in social service provision, the *Center for Independent Living for Persons with Disabilities*, a CSO from Kragujevac, applied for a Community Advocacy grant facilitated by Trag and supported by ISC and USAID through CSF, and was selected as a grantee. Through its Community Advocacy project, the Center started an advocacy campaign to influence the City of Kragujevac to allocate public budget funds in order to hire five Personal Assistants (PAs) for persons with disabilities.

In order to convene stakeholders, promote the project, and drum up support for the cause, the Center organized two roundtable discussions involving representatives of local institutions and decision-makers that centered on the legal framework for PA services. It also coordinated a series of events to strengthen community support for the project and to promote the rights of persons with disabilities, including one successful event at Sport Center Park, which was attended by more than 100 persons with disabilities and other citizens.

Activists from the Center approached decision-makers and forged successful partnerships in support of the cause with important stakeholders such as the Mayor of Kragujevac, members of the City Council and the President of the Social Care Council. Encouraged by this, they increased the campaign goal and submitted a request to the Secretariat for Health asking for support for 10 PAs instead of five. Thanks to the effective advocacy tactics employed by the Center, the Assembly of Kragujevac included \$50,000 to finance the 10 requested PAs in the 2014 budget.

The increased support provided by the 10 PAs financed through this project enables people in Kragujevac with disabilities to enjoy more productive, high-quality and dignified lives. They are engaged in more opportunities to pursue education, gain employment, and give back to their communities, which also benefits their families and the wider community.



A dance performance organized in the Kragujevac Plaza Shopping Center raised public awareness and generated support for people with disabilities

Component II: Building Capacity, Deepening Networks and Supporting Innovation

CSF Core Partners engaged in a self-directed assessment and capacity development process which enabled them to design their own capacity building activities supported by a CSF grant. The program utilized innovative new assessment tools and aimed to prepare Core Partners for direct funding from USAID as well as to strengthen their long-term effectiveness and sustainability.

A. Developed the organizational capacity of a core group of NGOs

Ten CPs passed pre-award assessments performed by USAID in 2014¹⁴, confirming their eligibility to receive direct funding and demonstrating a marked increase in organizational capacity in comparison with the mock pre-award assessment performed by ISC at the beginning of the program. This finding suggests that CSF's capacity building program made a positive contribution on these CSOs' readiness to receive direct funding. And at the time this report was produced, ISC had unconfirmed information suggesting that several CPs who applied for funding through USAID's 2014 Annual Program Statement (APS)—a competitive process open to CSF CPs as well as other Serbian organizations—had passed the follow-up interview/presentation and were asked to submit full project proposals. One CP, Smart Kolektiv, has already been awarded direct funds to support programming.

"What inspired us to work overtime on the proposal over the Christmas holiday was the organizational development component. If it was just advocacy, we would have skipped it."

-Sonja Stojanović, Director, Belgrade Center for Security Policy



ISC met with Core Partner representatives at the beginning of the CSF to present the purpose and expectations of the Capacity Building program component

The assessment tools provided through CSF – the mock pre-award assessment and the STAR self-assessment process conducted by Root Change and trained local facilitators – were consistently rated by CPs as the most valuable components of CSF. They helped foster self-awareness and prompt revelation while providing benchmarks and indicators to work towards. Many CPs have since restructured internal policies and systems based on discoveries made during these processes.

¹⁴ Trag Foundation passed the USAID pre-award assessment before the start of CSF

For example, Smart Kolektiv revised its approach to staff meetings to focus more on knowledge sharing and learning opportunities, rather than the typical updates and recaps. “Now staff members see the benefits of passing along new tools, resources, learnings and newly developed skills,” says Neven Marinović, Director of Smart. “They are better at sharing out what they’ve learned from conferences, trainings and other external events at staff meetings so that everyone can benefit.”¹⁵

The STAR process revealed to Trag the extent of untapped resources and potential within its own staff.¹⁶ To this end, Trag included in its 100-Day Plan a mentorship program that allowed individual staff with knowledge and skills not previously known to their colleagues to serve as resources and mentors to the rest of the staff. This not only fostered peer learning, but also improved internal relations and teambuilding across the organization.

B. Improved sustainability and long-term planning processes

CSF gave CPs the tools, skills, and knowledge needed to plan for long-term sustainability. ISC provided individualized assistance and guidance to help partners think about their long-term advocacy goals and to take immediate steps to create their envisioned outcomes. Aleksandra Kecojević, Divac Program Manager, states that ISC staff were instrumental in mentoring Divac through strategizing its approach and activities for the next year. The CSO is concentrating on adapting their national-level youth work to the local level, with the aim to do more granting directly to youth organizations. ISC helped Divac “take it to the next level,” devising a plan with realistic and concrete steps in order to work towards this long-term goal.¹⁷

“When we were training [PFPP grantees] and helping them design their campaigns, we realized that some of them could be ready to start thinking about long-term sustainability, so we did a one day [Sustainability Roadmap] workshop for them. They loved it and it was really useful and now they are developing small-scale plans for themselves, and they are going back and forth with us in this process, which is fantastic.”

- Mia Vukojević, former Executive Director of Trag Foundation

Trag used Philanthropy Advisor Shannon St John’s Sustainability Roadmap (SR) process to develop its 10-year funding strategy. “We knew we wouldn’t have time to focus on it otherwise, so when we learned of this opportunity to work with Shannon we gathered all our Board and staff to contribute,” said Tanja Bjelanović,¹⁸ who maintains that SR was the most valuable capacity building training she experienced personally through CSF, as well as the most useful tool for Trag as an organization. “It really created a mental shift for staff and board—we realized that we have to have a *thorough* plan on how to change our funding approach from writing proposals and applying for funds from foreign donors to other ways of funding.” Trag has already begun implementing components of its plan.

¹⁵Interview with Neven Marinović, Director, Smart Kolektiv. October 15, 2014.

¹⁶Interview with Tanja Bjelanović, Fundraising Director, Trag Foundation. October 24, 2014.

¹⁷Interview with Aleksandra Kecojevic, Program Manager, Ana & Vlad Divac Foundation. October 14, 2014.

¹⁸Interview with Tanja Bjelanović, Fundraising Director, Trag Foundation. October 24, 2014.

C. Developed local expertise

Through CSF, ISC cultivated and developed local expertise among Core Partners and other Serbian experts by transferring knowledge, tools, methodologies and resources in order to increase the capacity of Serbia's civil sector to carry on this work in the future.

As mentioned above, Shannon St John transferred her SR methodology to two Trag representatives through a Training of Trainers. Mia Vukojević, Trag's former Executive Director, notes that Trag is already applying the SR process in its current work and plans to implement it in the future as well. Through CSF, Trag's trained facilitators have already used the SR process to build the capacity of select Promising Fundraising and Philanthropy Practices (PFPP) and Successful Fundraising grantees.¹⁹

Ten Serbian civil society experts were trained as *STAR self-assessment* facilitators through an intensive two-week training-of-trainers (TOT) led by Root Change in March 2013. STAR was very popular among CPs and trained facilitators—the latter are already planning to apply this methodology to build the capacity of other CSOs around Serbia and the region. For example, Trag plans to execute STAR through its new project funded by the Oak Foundation, which seeks to build the capacities of 21 women's organizations from Serbia, Bosnia and Herzegovina and Montenegro.



Root Change transferred the STAR methodology to Serbian civil society experts

Through a CSF-supported Special Initiatives project, NCD improved the quality of training and consultancy services for CSOs in Serbia by mapping the existing service providers, assessing the standards regarding informal education and consultancy processes within Serbian civil society, and sparking a dialog on establishing standards for providing such services. Results include a June 2014 national conference nearly 70 participants from Serbia and the Balkans region gathered in Belgrade and designed a code of ethics dictating consultancy service provision, and development of a unique database containing 180 registered trainers and consultants. Thus, this project succeeded in establishing a system for professional exchange of information and quality improvement within the training and consultancy community in Serbia, thereby strengthening local expertise and resources.

¹⁹Interview with Mia Vukojević, former Executive Director, Trag Foundation. October 15, 2014.

D. Fostered strategic partnerships and developed networks

Through CSF, Core Partners broadened and deepened their networks, forging strategic partnerships and collaborating with key stakeholders to achieve greater impact. CSF stressed the importance of partnering with other CSOs through coalitions and networks, but also that of forging multi-stakeholder partnerships with local and national government, the business sector, trade unions, etc. A large component of CSF focused on giving partners the tools, methods and skills to build successful networks and partnerships.

Built into the original CSF design was a strategic collaboration between pre-selected CPs Trag and ZI, building on a preexisting informal mentoring relationship between the two organizations. Trag has years of experience managing such re-granting efforts and ZI's experience in this realm was limited at the start of CSF. ISC also arranged the transfer of the Sustainability Roadmap methodology to Trag staff so that Trag led part of the SR process for ZI.

ISC also facilitated cooperation between BCSP, SHARE and the Center for Investigative Journalism of Serbia (not a CSF CP) for a Special Initiatives project through which the three organizations collaborated to increase public understanding of how Serbia's emergency response system is supposed to function in times of crisis, examine how the system actually responded in the wake of the 2014 floods, identify gaps, and point to lessons learned. The final analysis has been released and is being used to inform the public, the civic sector, international organizations and donors, and local and national government in Serbia in order to strengthen the emergency response system and the related decision-making process, as well as improve the transparency and accountability of government bodies and other pertinent institutions in coordinating emergency response.

Productive and strategic partnerships between CPs evolved organically as well, in part thanks to CSF networking and capacity building activities that helped create linkages. In this way, Trag and Divac formed a partnership whereby Trag, who had recent experience launching its endowment, mentored Divac in the planning stages for its own endowment. Divac in turn connected with ZI organically on key issue areas pertaining to fundraising and philanthropy to inform the start-up of ZI's community foundation. CRTA and Smart established independent cooperation as well in order to jointly customize accounting software, and BCSP and Trag organically linked in order to provide one another with pro-bono trainings and exchange expertise.



The Ecosystems Conference gave CSOs beyond those directly involved in CSF a chance to use STAR Net to form connections, network, and explore possibilities for partnership

Additionally, ISC integrated into the CSF program various networking opportunities for CPs, and collaboration and camaraderie fostered between CPs was often a byproduct of other capacity building program activities. For example, many CPs cited that one of the most valuable outcomes of the Brussels study tour, which was organized by ISC from March 23-28, 2014 to educate CPs about opportunities for civic sector engagement in the EU accession process, was the peer learning and teambuilding that occurred among CP representatives.

Promising Fundraising and Philanthropy Practices (PFPP) grantee Proaktiv used STAR Net—an online social network analysis tool piloted in Serbia by CSF strategic partner Root Change—in order to expand its network and establish new partnerships. “We found it very useful to be part of the STAR Net,” said Nenad Stojanović, Director of Proaktiv. “In the beginning, we were skeptical and we thought that STAR Net couldn’t be applied in Serbia. We didn’t see the purpose of it; but then we saw our circle growing and our connections spreading through the ecosystem. We found out about new topics and initiatives, and about new organizations, and we started working with them because of this platform.”²⁰ By the close of CSF, 243 CSOs around Serbia had joined the STAR Net platform and forged hundreds of connections.

E. Extended the reach of CSF by building the capacity of local and grassroots organizations

Core Partners broadened the reach of CSF by transferring and imparting the tools, resources, methodologies, skills and lessons learned gained through the program to their partners and networks across Serbia. These transfers of knowledge and peer learning opportunities occurred through trainings and mentoring sessions held by CPs for local and grassroots organizations.

For example, Open Club Nis (Open Club) transferred knowledge gained through CSF to develop the capacity of organizations within its Network of Organizations for Children of Serbia – Mreža organizacija za decu Srbije (MODS) that work on issues related to the rights and wellbeing of children in Serbia. Using knowledge and skills developed through ISC’s mock pre-award assessment process, Open Club helped select MODS member organizations prepare for a UNICEF pre-award assessment. Open Club also organized a study visit to Sofia, Bulgaria, from March 11-14 2014, where MODS members met with the National Network for Children—a similarly structured yet more developed network—as well as the State Agency for Child Rights. During this visit, MODS members engaged in peer learning and knowledge sharing to improve and inform their own strategies, approaches, goals and activities.

ISC also directly engaged organizations outside the core group of CSF partners in opportunities to transfer tools and methodologies stemming from the program. In June 2014, ISC hosted a Summer Academy which convened more than 70 representatives from CSOs all over Serbia. The event served as

²⁰Interview with Nenad Stojanović, Director, *Proaktiv*. October 9, 2014.

an opportunity for CPs to impart some of the key experiences, lessons, tools and methodologies gained through CSF to Serbian CSOs of all sizes and capacity levels. In this sense, the Summer Academy helped broaden the reach of CSF, make connections among CSOs across Serbia, and create opportunities for peer learning and knowledge transfer.

Component III: Cultivating Serbian Philanthropy and Sustaining the Sector

Trag Foundation had a lead role in CSF in advancing local philanthropy through new and innovative approaches to social entrepreneurship, individual giving, and capacity building to encourage charitable giving and volunteerism.

With CSF support, Trag led the design and implementation of small-scale grant opportunities that helped CSOs learn about and execute local fundraising strategies targeting both individuals and companies in their communities. Through these mechanisms, Trag provided grant funding (both direct and matching) and technical assistance to its partners around the country to foster philanthropy and local fundraising efforts and capacities.

A. Deepened and diversified funding sources

INDIVIDUAL GIVING

Despite the commonly held notion among Serbia's civic sector that individual giving is not a realistic or effective approach to fundraising in Serbia at this time, CPs demonstrated innovative and successful methods to encourage individual fundraising through the CSF program.

Trag successfully secured donations from 120 individuals in support of its endowment. Trag's *Kindness as a Gift* campaign emphasized individual fundraising through social media, email, the campaign's website and direct mail, contributing to a significant portion of the \$55,000 that was raised. Through its first major giving campaign, Trag also achieved its first individual major gift of \$10,000 in support of its endowment.

ISC provided mentorship opportunities and support to Divac in pursuing individual fundraising strategies through its *One in a Million* campaign. In order to increase individual fundraising and improve public trust in philanthropy, Divac developed an innovative secure option for online and SMS donations through the support of CSF.

Through a Special Initiatives grant, Serbian CSO Catalyst channeled its past success managing individual giving events into a how-to guide on establishing a community-based giving circle. The guide contains tools, resources and methodologies to allow for replication of Catalyst's successful individual fundraising

model. The model has already been replicated in Arandjelovac, and raised almost \$2,100 from individuals. Catalyst also used SI funds to develop a comprehensive and accessible online database of resources, data and analysis pertaining to philanthropic giving in Serbia.

SOCIAL ENTREPRENEURSHIP

CSF grantees fostered social entrepreneurship in Serbia as an innovative and sustainable approach to solving community problems and supporting the civic sector. Front and center was Trag's Social Service/Social Entrepreneurship (SSSE) re-granting program, and other partners and grantees successfully developed and implemented social enterprise models as well.



Through an SSSE grant, a Bosilegrad-based CSO, "Optimist", Trag economically empowered 10 families to form social enterprises through which they built greenhouses and harvested and sold strawberries

The SSSE re-granting program was implemented by Trag and supported six social enterprises in establishing sustainable service delivery models to increase the quality of social services provided by CSOs. All six CSOs supported through this program raised funds from individuals and local companies using a variety of techniques, and all actively involved the beneficiaries of their services in fundraising activities and events (people with intellectual disabilities, victims of human trafficking, Roma, LGBT). SSSE grantees cumulatively raised more than \$69,000 (in cash and in kind) through their campaigns and Trag double-matched this

amount with funds available through CSF's SSSE mechanism. Two grantees directed funds they raised towards improving their own organizational capacity and attaining quality standards necessary for licensing their respective social services. One of these—*Halfway There* from Pančevo—was awarded a license in June 2014 for an assisted housing program for persons with intellectual disabilities.

With Special Initiatives support, Smart Kolektiv supported three local social enterprises to become more sustainable by developing their capacities to attract funds from local businesses and individuals. Grantees received training in fundraising methodologies and gained access to new philanthropic tools and resources. SK also helped them develop business plans and sustainability strategies. In total, the three grantees fundraised close to \$14,000 (in cash and in kind) in their communities from individuals and 10 companies.

Proaktiv, a national reaching CSO supported by one of CSF's Promising Fundraising and Philanthropy Practices (PFPP) grants is developing an innovative business incubator in Nis—the first of its kind in South Serbia. When completed in 2015, it will offer young designers, programmers and media professionals space, administrative resources, and capacity development opportunities to support their small businesses. Proaktiv teamed up with a local entrepreneur who runs a cinema in Nis to acquire space for the operation, and raised approximately \$15,000 from businesses, media houses, publishers, etc., which was double-matched by Trag through CSF's PFPP grant program. After its first year, the incubator is expected to start turning profits to cover rent for the space, activities, and other organizational costs, thus making the operation self-sustainable and contributing to Proaktiv's financial viability.



Participating families yielded four successful harvests of strawberries, which generated more than \$618 USD per family, and four families were able to build one more greenhouse using income from the sale

PUBLIC- PRIVATE PARTNERSHIPS

ISC supported CSF partners and grantees in fostering strategic, multi-stakeholder partnerships with businesses, government and other important actors in order to leverage support from public and private sectors, harness innovation, and make projects more sustainable and locally-driven. Through CSF, ISC grantees Trag and Divac implemented projects that met protocol for USAID's Global Development Alliance (GDA) mechanism. Both projects were highly successful and achieved remarkable outcomes.

Trag partnered with ISC/USAID, Rockefeller Brothers Fund and ERSTE Bank to establish three socially responsible and environmentally friendly local businesses that helped drive entrepreneurship and stimulate the local economy. Two of the three supported businesses won the regional competition, *Philanthropy for Green Ideas*, organized by RBF in Albania. They were each awarded \$10,000 in additional project funds to support implementation.

Divac's project supported two additional Divac Youth Funds in Arandjelovac and Obrenovac, where local youth groups teamed up with businesses and local government to address issues relevant to



Divac Youth Funds empowered local youth groups by giving them the skills and tools needed to take on issues of importance to them in their local communities

youth and participate in efforts to improve their communities. Through successful fundraising efforts, these two youth funds raised a combined total of \$34,500 in cash and in-kind contributions from local businesses, which is more than three times the amount provided by Divac in support of these projects.

COMMUNITY FOUNDATION

Through CSF, ZI launched a community foundation in the Timok region, *The Step Forward Foundation* (SFF). The first of its kind in Eastern Serbia, SFF brings together the financial resources of individuals, the Serbian diaspora, and businesses to support local community development and serves as the grant-making arm through which ZI executes its “Transformer” Active Communities grants. Both Trag and Shannon St John provided guidance and mentorship to ZI throughout the SFF’s planning phase, launch and implementation of activities.

Through SFF, ZI leveraged the support of Serbian pop singer celebrity, Mr. Zeljko Vasić, who is engaged in charitable work throughout Serbia. Through an MOU signed by both parties, SFF agreed to manage the “Zeljko Vasić Fund” while Mr. Vasić will provide visibility for the Foundation and the Fund in order to promote local philanthropy in the Timok Region and the Diaspora.

One example of a Fund activity was a charitable event held at the Crowne Plaza Hotel in Belgrade to raise funds in order to purchase a hysteroscope for the Medical Center in Zaječar. Timok regional wine producers donated wine for the event, which gathered 64 participants. The event raised more than \$3,500, the Fund is now more than halfway to meeting its goal of approximately \$6,000.



ZI's Step Forward Foundation together with the Željko Vasić Fund organized a wine auction to raise money for the Zaječar Hospital to purchase a hysteroscope

B. Improved local fundraising capacity

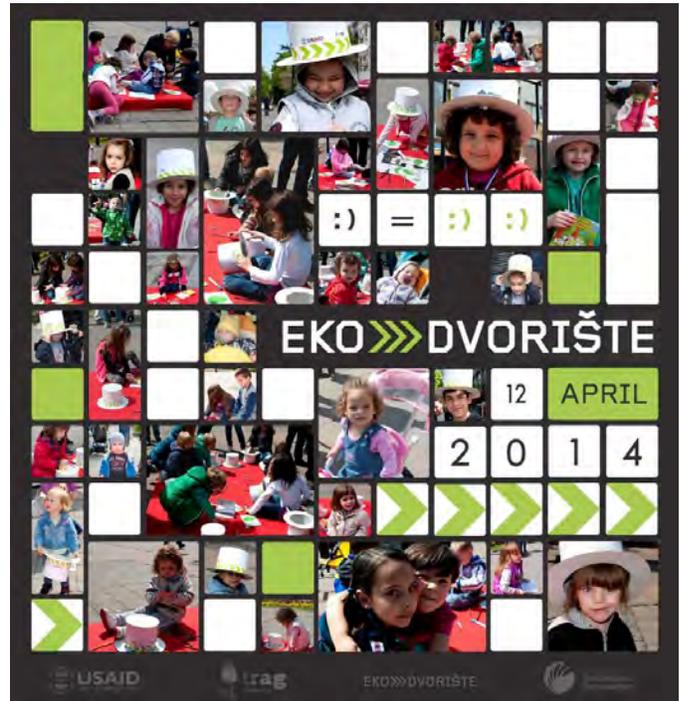
CSO participants in Trag’s fundraising and philanthropy focused grant programs raised more than \$420,000 from local sources (individuals, companies, income generating activities, etc.) in addition to the baseline and matching grants provided by Trag.

Trag’s second Successful Fundraising grant round achieved particularly remarkable results, with small-scale CSOs successfully leveraging monetary and in-kind resources from local sources, including a significant portion from individuals. Although the May flooding complicated fundraising efforts, the 12 supported organizations still raised a total of \$43,217. As one example, *Jerinin Grad*, a small CSO from

Trstenik, reached the \$5,000 goal by organizing a theater performance supported by local government and by coordinating a football tournament for companies and members of political parties.

Through a Social Service/Social Entrepreneurship grant, Trag built the capacity of Bosilegrad-based association, *Optimist*, to successfully raise more than \$14,300 (in cash and in kind) from citizens and local businesses in support of its project, which developed the capacity of poor community members to harvest and sell strawberries.

Other CPs supported local fundraising for grassroots projects as well. Grantees of ZI's Timok Active Communities re-granting program managed to go above and beyond program goals, raising an additional \$17,500 (in cash and in kind) from local government, public institutions and private companies, to support project activities. Through its CSF-supported Youth Funds project, Divac helped teams of youth in five municipalities raise \$30,000 from local businesses and community members.



After May 2014 floods devastated its town of Obrenovac, CSF Successful Fundraising grantee Eko Dvorište augmented its original project plan to fundraise in support flood relief efforts

Human Rights Sustainability Initiative (HRSI) Results

Through the HRSI component, CSF supported some of the most critical and controversial work in the field, including issues such as prosecution of war crimes, gay and lesbian rights, combating hate crimes and right-wing extremism, rights of minorities and vulnerable populations, combating gender-based violence, and youth empowerment.

FOSTERED PARTICIPATION IN EU NEGOTIATIONS

CSF supported HRSI partners in their efforts to ensure a seat at the table for vulnerable and minority populations at ongoing EU accession processes.

Through its CSF-supported advocacy project, Humanitarian Law Center's (HLC) advocacy efforts proved successful when the European Commission considered war crime victims' right to material compensation for the first time in its 2014 Serbia Progress Report. Although this is a small, initial victory, it is nonetheless important because it introduces victims' rights as an important criterion for monitoring

Serbia's progress in the establishment of rule of law. HLC continues to push for greater consideration of the rights of war crimes victims in the EU agenda, and is expected to submit to the Ministry of Justice a Draft Strategy for the War Crimes Prosecution, in February 2015. This strategic framework should set objectives and guidelines for the operation of the Ministry of Justice in the period 2015-2025, and should contribute greatly to re-establishing rule of law with respect to the atrocities committed during the 90's.



HLC presented findings from its *Analysis of War Crimes Prosecution in Serbia in the period 2004-2013* at the Belgrade Media Centre to an audience of more than 80 representatives from high-level national and international institutions

Also thanks to HLC's advocacy efforts, judgments in war crime cases have been made more transparent. HLC challenged the illegal practice of failing to disclose verdicts since 2012, persistently submitting complaints to the Commissioner for Information of Public Importance and Personal Data Protection. In March 2014, the Commissioner adopted one of HLC's complaints, rendering this practice illegal in Serbia and improving transparency of the process on the whole.

HRSI partner YUCOM met with representatives of the European Commission to present its suggested amendments to Serbia's proposed Free Legal Aid Act and highlighted this issue in the context of European association negotiations. Input provided by YUCOM and other CSOs served to inform the EU Commission's progress report on Serbia for 2014. YUCOM is strategically getting in front of the relevant decision-makers and assuring its participation in this conversation.



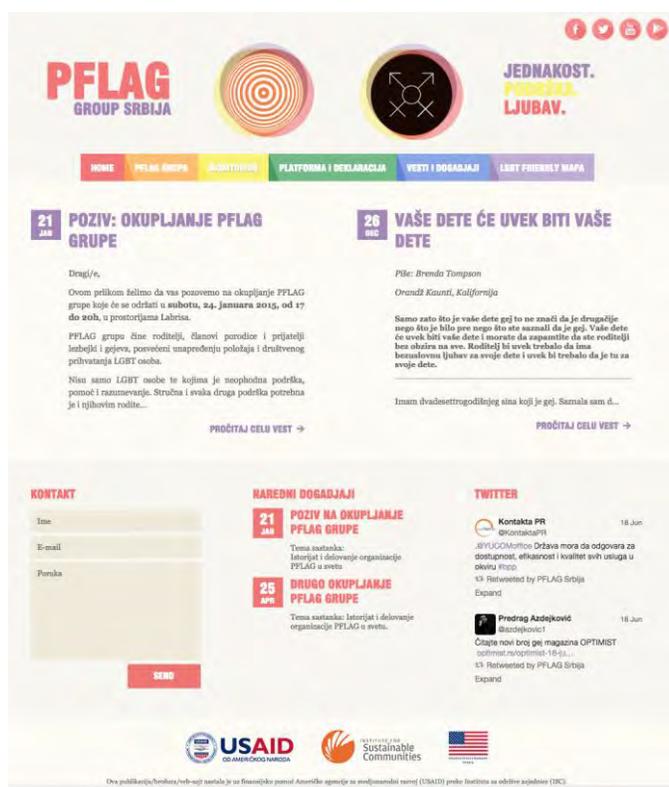
YUCOM organized a conference where they presented their ideas to improve Serbia's free legal aid system to a high-level audience consisting of government decision-makers, CSOs, legal experts, academics, media and others

ENCOURAGED NEW STRATEGIC PARTNERSHIPS

HRSI partner Labris took advantage of the opportunity presented by the CSF program to act on a long-standing interest in CRTA's work and, with support from their ISC Partner Manager, reached out to form a strategic partnership that led to the LGBT advocacy CSO using CRTA's *Map the Money* tool to track national budget pertaining to the implementation of LGBT-related policy. As the leader of the Open Parliament coalition, CRTA also helped Labris' cause by engaging directly with MPs, for example, on their stance regarding same-sex partnership legislation. As a more developed organization that receives direct funding from USAID, CRTA now mentors Labris regarding administrative and organizational development topics.²¹

EMBRACED INNOVATION

ISC supported HRSI partners in utilizing a host of innovative tools and new media platforms to support their advocacy campaigns.



Labris developed a [website](#),²² social media platforms (Facebook, Twitter, Youtube), an Android application and promotional materials to educate the public about its campaign. The Android application, “[LGBT Friendly Network](#)”,²³ offers a comprehensive compilation of activities and services provided by Serbian LGBT organizations as well as state institutions that support LGBT issues, and provides resources for psychological and legal support. These dynamic and user-friendly new media platforms offer citizens anonymous, free and easily-accessible information and support services, and open the door to a wider online community.

YIHR used web and media tools to reach its target audience and educate the public about its advocacy campaign. By creating a campaign website and Facebook and Twitter profiles

under the title “Jer im se može” (Because They Can) and inviting project partners and youth to

²¹Interview with Jelena Vasiljević, Program Coordinator, Labris. 26 November, 2014.

²²<http://pflagserbia.org.rs/index.php>

²³<https://play.google.com/store/apps/details?id=rs.org.pflagserbia.lgbtmreza>

contribute content and engage with each other via these platforms, YIHR sparked an online discussion and significantly raised the profile of its work. YIHR also created a series of [short video clips](#)²⁴ that convey the brutality of violence through victims' perspectives and released them via online media platforms.

The Helsinki Committee for Human Rights (HCHR) developed a database of all the organizations in Vojvodina province that work on issues related to hate crimes, right-wing extremism, and minority rights as an initial step in creating a strong network of CSOs to monitor hate speech/crimes and working with authorities to prevent and combat such injustices. This online database enables HCHR to map stakeholders and identify opportunities for collaboration and partnership.

CONTRIBUTED TO SUSTAINABILITY AND LONG-TERM PLANNING

ISC engaged Anne Travers, an international financial sustainability expert for human rights organizations, to support HRSI grantees' efforts to develop sustainable fundraising strategies and diversify funding sources. Travers' group orientation workshop and individualized mentoring sessions for each HRSI partner organization took into account the sensitivities and challenges associated with fundraising to support controversial human rights issues. Her technical assistance and guidance sought to overcome gaps in partners' organizational capacities exacerbated by the steady stream of support and low expectations for accountability that human rights groups in Serbia have historically experienced from USG and other donors—many of whom are now starting to curtail their support in the region.

In individualized consultations with each partner organization, Travers delved more deeply into their programs, budgets, and fundraising needs, and identified areas of focus for follow-on work where needed and desired. In subsequent months, she provided remote guidance and support to select HRSI grantees who expressed interest. This included sending grantees additional resources and materials and connecting Helsinki Committee with the International Centre for Transitional Justice for an internship opportunity, etc.

All six HRSI grantees positively reviewed their experience working with Travers and said they found her guidance incredibly valuable and useful. Many have already begun implementing lessons learned through their work with her and have adopted new tools and strategies to inform these processes.

“Anne Travers offered us a new and innovative perspective through her training. She was excellently prepared and knowledgeable, and surprisingly realistic in her expectations. We appreciated the opportunity to brainstorm and communicate with all team members while facilitated/directed by the expert.”

- Jelena Vasiljević, Program Coordinator, Labris

²⁴ <https://www.youtube.com/watch?v=c-b3GzeAVvg>

Inspired by financial sustainability trainings, YIHR developed an alternative fundraising plan and outlined a crowd-sourced funding campaign. The organization is moving forward involving all staff in implementation of the plan.

As a result of CSF capacity building activities, Labris recognized its need for a comprehensive organizational strategic plan (not just programmatic) integrating financial, administrative, fundraising and programmatic aspects of sustainability, as well as research and development as principles for organizational development and advocacy work. Labris has already taken steps to begin building its new strategy—namely, building staff capacity and developing an action plan.

LESSONS LEARNED

Serbian civil society is ready to engage with donors as equal partners in shaping shared priorities for the sector. Increasingly, Serbian civil society leaders possess a nuanced and realistic assessment of the sector's strengths and liabilities. They bring important insights about the ways that donor assistance can contribute without reinforcing a culture of dependency. ISC's experiences collaborating with local experts, from CSF design through implementation and project evaluation, point to the value of approaching future work from the perspective of partnership around locally-owned priorities.

The Serbian civil sector is hungry for capacity building – and although much was accomplished through CSF, the need is still great. Political factors unique to Serbia have left the country's civil sector with a capacity building deficit compared to many of its neighbors. CSF made an important contribution to addressing this gap, but more is still needed. Priority topics cited by local experts include communications, human resources, constituency building, and sustainability as an organizational strategy. The overwhelmingly enthusiastic response to the design and offerings of the CSF Capacity Building Program, and the consensus among local leaders that capacity building (in various forms) would be their top priority for phase two, are indicative of the extent to which continued investment in capacity building is both needed and desired.

A local systems approach has its own unique requirements with respect to pace and timing of implementation. In addition to the widely-held view that CSF would have benefited from a *longer* implementation period, feedback from stakeholders suggests that a different implementation *structure* would have also been valuable. In contrast to traditional development contexts, where a high premium is often placed on 'rapid start up' and 'quick start' activities, the facilitation and consultation required for an effective local systems approach implies a longer and more intentional initial phase devoted to building relationships, clarifying roles, and establishing expectations among key project stakeholders.

Supporting CSOs' long-term organizational advocacy strategies is possible—and desirable—even within the constraints of time-delineated grants programs. Using grant funds to support long-term advocacy strategies may require significant adjustments to the initial grant application process and lower expectations with respect to immediate policy 'wins'. But it also enables CSOs to develop and implement more robust strategies that enable them to adapt more easily to changes in the policy environment, develop and deepen critical relationships with government institutions and other key stakeholders, and innovate in response to unanticipated opportunities.

Self-assessment can be transformative. An intensive self-assessment process can be more than just an exercise to inform capacity-building planning. Done well, it creates much-needed mental space for a CSO to reflect on its work, re-connect with its vision and mission, wrestle with strengths and shortcomings, and identify innovative approaches for its own capacity development – including creative ways to tap into its own internal resources.

Use a holistic framework for assessing risk when selecting CSO partners. A local systems approach implies balancing traditional assessment criteria, such as the sophistication of a CSO's financial and project management systems, with criteria that take into account the CSO's current or potential role in the sector. Less experienced or less well-developed CSOs, or CSOs that operate on the margins of the mainstream civil sector, often have critical roles to play in the local system. Supporting such CSOs may require different approaches to the design and delivery of technical assistance packages.

Peer learning is a powerful capacity building tool. Peer-to-peer learning strengthens ties between organizations, and thus the sector as whole; cultivates knowledge-sharing and cross-organizational learning; fosters ownership over learning and growth processes; and best lends itself to CSOs' timetables and priorities. Future programming should continue to emphasize peer learning, partnership, and coalition building not only among CSOs with shared or similar missions, but also among organizations whose missions and approach may not seem naturally compatible. Such 'unlikely partnerships' make a unique contribution to the health and vitality of the sector by stimulating new perspectives and fostering innovation.

Multi-stakeholder approaches add value. Multi-stakeholder approaches strengthen civil society programming. By combining the strengths and perspectives of diverse stakeholders, including those from other sectors, they strengthen the impact of CSO work while contributing to the sector's sustainability. Joint work with other sector stakeholders enhances the public profile of CSOs and bolsters their credibility in society.

CONCLUSION

The Civil Society Forward program concludes more than nine years of ISC's USAID-supported programming focused on civil society strengthening, advocacy and good governance in Serbia. ISC's vision for CSF was to strengthen the capacities of a core group of Serbian CSOs to sustain themselves and advance issues of importance to Serbia and its civil society sector long after ISC and other foreign donors have ended their work in the region. CSF was one of the first programs to be designed and implemented according to USAID Forward principles. With this in mind, ISC's program design centered around building the organizational capacity of a core group of CSOs, increasing the sustainability of their efforts and initiatives, and strengthening local knowledge and systems.

During a short and intensive implementation period, CSF grantees made remarkable strides both in their own organizational capacities and through their mission-driven advocacy work. Through their projects they affected policy; utilized new technologies and digital media to raise public awareness and mobilize support; developed coalitions, networks and strategic partnerships; and challenged human rights abuses. Through comprehensive re-granting mechanisms, Trag and ZI empowered local activists and regular citizens who were inspired to give back to their communities and supported CSOs across the country to pursue their innovative ideas in a sustainable manner.

Through CSF, Core Partners also developed long-term plans to ensure sustainability of their work. They forged strategic partnerships not only with government, businesses and citizens, but with *each other*—the future leaders of Serbian civil society. They demonstrated the potential for cultivating philanthropy and fundraising from local sources—a concept thought of as next to impossible in Serbia just a few years ago. They have taken ownership of their organizational development, acting as key participants in the process of identifying their own strengths and weaknesses and designing and implementing capacity building plans to address gaps and become stronger as organizations. Importantly, they have taken measures to impart skills, knowledge and lessons learned through their experiences working on CSF to their own partners and other CSOs across Serbia, strengthening and empowering the sector as a whole.

In part due to CSF, a core group of organizations representing Serbia's civil society sector is stronger, more effective, and better equipped to represent citizens across Serbia and take on any challenges that may stand in their way.

ANNEXES

1. PMEP
2. Grantees by category
3. Capacity building components
4. Partner & grantee profiles
5. Impact stories
6. Federal Financial Report

ANNEX 1 – CIVIL SOCIETY FORWARD PERFORMANCE DATA TABLE

Indicator #	Indicators	Baseline	2013 Target	2013 Actual	2014 Target	2014 Actual
USAID DO1: Accountability of Key Democratic Institutions Strengthened						
Sub IR 1.1.3 Civil Society Influence and Enhancement Increased.						
CSF Program Goal: Strengthened the effectiveness and sustainability of the civil society sector to continue to make gains in its development long after ISC's and USAID's involvement ends						
IR 1: Improved Advocacy Initiatives and Civic Action						
I #1	Number of Core Partners selected, disaggregated by location/region, perceived role in CS sustainability and gender/age distribution of leadership	0	9	11	0	6
I #2	Number of people mobilized by CSF grantees, by campaign type, sex, issue focus, policy level, and geographic location	0	530	>~13909	530	>~27819
I #3	Number of CSF grantees that achieved advocacy goals, by grantee type, issue focus, policy level, and geographic location	0	NA	NA	35	39
I #4	Number of Trag and ZI sub-grantees that achieved civic action objectives, by grantee type, issue focus, policy level, and geographic location	0	NA	NA	46	64
I #5	Number of Core Partners that report improved advocacy capacity as a result of CSF interventions, disaggregated by issue focus, with qualitative data to support	Level of capacities identified by Core Partners	NA	NA	9	9
I #6	Number of policies/advocacy goals that have been influenced by CSOs supported by USAID (F Indicator 2.2.2.2)	0	0	2	45	64
I #7	Number of CSOs receiving USG assistance engaged in advocacy interventions (F Indicator 2.4.1-9)	0	19	19	25	45

Indicator #	Indicators	Baseline	2013 Target	2013 Actual	2014 Target	2014 Actual
I #8	Number of advocacy initiatives with gender-based focus	0	9	10	16	16
I #9	<i>If Applicable:</i> Percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence (F Indicator 5.1.1-3)	0	1.6%	1.6%	1.6%	1.6%
I #10	Number of domestic NGOs engaged in monitoring or advocacy work on human rights receiving USG support (F Indicator 2.1.4-3), segregated by issue focus	0	NA	NA	6	6
IR 2: Improved Organizational Capacity						
I #11	Number of Core Partners that report improved organizational capacity as a result of CSF interventions, disaggregated by area of organizational development with qualitative data to support	Level of capacities identified by Core Partners	NA	NA	11	11
I #12	Number and percent of Core Partners with improved financial and management systems (F Indicator 2.2.1.1)	0	NA	NA	10	10
I #13	Performance rating on CSF direct technical assistance provided to CSOs beyond CSF grantees and sub-grantees	0	NA	NA	≥60% satisfaction rating	Excellent=70% Very Good=24% Good=6%
I #14	Number of mentoring and technical assistance received by Core Partners to date disaggregated by the type of TA and critical issue	0	24	51	24	151
I #15	Number of Core Partners with financial sustainability plan in place/followed through	0	3	3	8	8
I #16	Number of Core Partners' advocacy exchanges disaggregated by type and sector	0	0	0	7	10
I #17	Number of Core Partners with linkages to both local and international actors	0	11	11	11	11

Indicator #	Indicators	Baseline	2013 Target	2013 Actual	2014 Target	2014 Actual
IR 3: Improved Financial Sustainability and Local Philanthropy						
I #18	Number of sub-grantees with new sources of local funding (disaggregated by source, type and amount)	0	16	16	18	33
I #19	Number of successful sustainability models developed by Trag sub-grantees, by issue focus and type of model	0	NA	NA	5	5
I #20	Number of sub-grantees that implemented their fundraising plans	0	15	16	18	33

ANNEX 2 – GRANTEES BY CATEGORY

CSF Implementing Core Partners

(2 grants; \$1,644,431.36)

Trag Foundation	Belgrade	1/Nov/12 - 5/Dec/14	\$1,500,000.00
Zajecar Initiative	Zajecar	1/Nov/12 – 30/Nov/14	\$144,431.37

CSF Core Partners

(9 grants; \$1,028,157.77)

Autonomous Women’s Center	Belgrade	28/May/13 - 15/Aug/14	\$121,999.99
Belgrade Centre for Security Policy	Belgrade	28/May/13 - 19/Sep/14	\$109,242.78
Center for Democracy Foundation	Belgrade	28/May/13 - 15/Aug/14	\$127,355.07
CRTA – Center for Research, Transparency and Accountability	Belgrade	28/May/13 - 5/Sep/14	\$123,473.01
Ana and Vlade Divac Foundation	Belgrade	28/May/13 - 31/Aug/14	\$109,878.95
National Coalition for Decentralization	Nis	28/May/13 - 10/Aug/14	\$106,901.25
Association for development of children and youth - OPEN CLUB	Nis	28/May/13 - 31/Jul/14	\$109,686.49
The Share foundation	Novi Sad	28/May/13 - 31/Jul/14	\$109,873.79
SMART Kolektiv	Belgrade	28/May/13 - 30/Sep/14	\$109,746.44

CSF Capacity Building Grants

(11 grants; \$327,299.02)

Trag Foundation	Belgrade	18/Dec/13 - 31/Jul/14	\$30,000.00
Zajecar Initiative	Zajecar	9/Aug/13 - 31/Oct/14	\$29,285.40
Autonomous Women’s Center	Belgrade	18/Dec/13 - 31/Jul/14	\$29,955.00
Belgrade Centre for Security Policy	Belgrade	9/Aug/13 - 10/Sep/14	\$29,952.27
Center for Democracy Foundation	Belgrade	23/Jan/14 - 10/Sep/14	\$30,000.00
CRTA – Center for Research, Transparency and Accountability	Belgrade	9/Aug/13 - 31/Jul/14	\$29,926.67
Ana and Vlade Divac Foundation	Belgrade	9/Aug/13 - 31/Aug/14	\$29,998.54
National Coalition for Decentralization	Nis	9/Aug/13 - 31/Aug/14	\$28,876.07
Association for development of children and youth - OPEN CLUB	Nis	9/Aug/13 - 31/Jul/14	\$30,000.00
The Share foundation	Novi Sad	12/Dec/13 - 31/Jul/14	\$29,902.34
SMART Kolektiv	Belgrade	9/Aug/13 - 31/Jul/14	\$29,402.73

CSF Human Rights Sustainability Initiative Grants

(6 grants; \$337,058.73)

Humanitarian Law Center	Belgrade	6/Jan/14 - 14/Nov/14	\$64,998.24
Labris - Lesbian Human Rights Organization	Belgrade	6/Jan/14 - 14/Nov/14	\$62,351.59
Youth Initiative for Human Rights	Belgrade	6/Jan/14 - 14/Nov/14	\$49,970.83
Lawyers’ Committee for Human Rights -	Belgrade	6/Jan/14 - 14/Nov/14	\$63,233.12

YUCOM			
Helsinki Committee for Human Rights in Serbia	Belgrade	6/Jan/14 - 14/Nov/14	\$49,840.69
URBAN IN	Novi Pazar	6/Jan/14 - 27/Nov/14	\$46,664.26

CSF Special Initiative Grants (9 grants; \$259,505.58)

Humanitarian Law Center	Belgrade	20/May/13 - 20/Jun/13	\$13,366.79
Education Centre Leskovac	Leskovac	15/Aug/13 - 10/Jul/14	\$34,837.42
Media and Reform Center	Nis	12/Nov/13 - 23/Sep/14	\$29,905.00
National Coalition for Decentralization	Nis	1/Dec/13 - 31/Aug/14	\$30,645.54
SMART Kolektiv	Belgrade	5/Dec/13 - 31/Jul/14	\$44,623.64
Ana and Vlade Divac Foundation	Belgrade	21/Jan/14 - 15/Oct/14	\$32,436.19
Association of artists Atelje Atelier	Novi Pazar	1/Feb/14 - 19/Sep/14	\$31,936.05
Catalyst Foundation	Belgrade	20/Mar/14 - 20/Sep/14	\$17,264.00
The Share foundation	Novi Sad	2/Jul/14 - 15/Oct/14	\$24,490.95

CSF Trag re-granting projects - Active Communities program (50 grants; \$195,658.09)

Informal group Youth theatre troupe	Priboj	3/Apr/13 - 3/Jul/13	\$3,717.40
Association for support to children with disability "Signpost"	Belgrade	1/May/13 - 31/Dec/13	\$4,152.80
Informal group "Fat Bicyclists"	Belgrade	3/Apr/13 - 3/Jul/13	\$4,645.24
Informal group Play in village Donji Strizevac	Babusnica	28/Jun/13 - 30/Sep/13	\$4,355.38
Informal group Bekstream	Backa Palanka	28/Jun/13 - 31/Dec/13	\$4,194.60
Association of psychiatric care beneficiaries and their family members "Dusa"	Belgrade	28/Jun/13 - 20/Sep/13	\$4,187.96
Club "Theatre"	Prijepolje	28/Jun/13 - 30/Nov/13	\$4,367.31
Women's organization "Let's save the village"	Pribojska Banja	28/Jun/13 - 1/Oct/13	\$4,756.03
Musical Association "Musica Viva"	Sombor	18/Dec/13 - 30/Jun/14	\$1,576.31
Volunteers' Center	Nis	18/Dec/13 - 30/Jul/14	\$2,538.72
Informal Group "Smile and Wolf"	Leskovac	18/Dec/13 - 30/Jul/14	\$3,160.32
Informal group MBS	Cacak	18/Dec/13 - 15/Jun/14	\$4,759.00
Informal Group "My Hometown"	Svrljig	18/Dec/13 - 30/Jun/14	\$4,702.81
Association for Development of Culture and Sports of Children and Youth "Playground"	Cacak	18/Dec/13 - 30/Jul/14	\$4,715.04
Association for Development of Spirit and Body of Children and Youth "Lightning"	Leskovac	18/Dec/13 - 31/May/14	\$4,328.55
Center for Education, Research and Development	Belgrade	18/Dec/13 - 31/May/14	\$4,782.92
Association of Hosts, Entrepreneurs and Artist "Herald"	Mionica	18/Dec/13 - 30/Aug/14	\$4,744.77
Ecological Association "Hummingbird"	Nis	18/Dec/13 - 30/Aug/14	\$2,792.67

Zemuns' Small Art Center	Belgrade	18/Dec/13 - 30/Jul/14	\$4,764.99
Scouts Squad "Car Lazar"	Krusevac	18/Dec/13 - 30/Jul/14	\$2,738.37
Roma Humanitarian Center	Bujanovac	18/Dec/13 - 30/Aug/14	\$4,785.71
Informal Group "Cobble"	Novi Pazar	18/Dec/13 - 20/Sep/14	\$4,299.19
Women's Association in village Bovan "Lake"	Aleksinac	25/Dec/13 - 30/Jun/14	\$4,699.22
Informal Group of Women in village Vakup "For the Better Life"	Aleksinac	25/Dec/13 - 30/Jun/14	\$4,410.34
Equestrian club Arandjelovac	Arandjelovac	18/Dec/13 - 30/Aug/14	\$4,804.99
Informal Group "Youth for Kaludjerica"	Belgrade	18/Dec/13 - 30/Jun/14	\$2,307.76
Informal Group "Ski and Snowboard Enthusiasts"	Majdanpek	18/Dec/13 - 20/Sep/14	\$4,801.14
Citizens association "Hope"	Mionica	18/Dec/13 - 30/Aug/14	\$4,359.24
Women's Association of village Potpec	Uzice	25/Dec/13 - 1/Jun/14	\$4,542.58
Women's Organization of Kolubara region	Veliki Crljeni	15/Apr/14 - 15/Jul/14	\$4,569.09
Volunteer fire association "Bajina Bašta"	Bajina Basta	15/Apr/14 - 28/Aug/14	\$4,627.63
Center for Social Development	Zrenjanin	15/Apr/14 - 20/Sep/14	\$4,715.59
Informal group "Art Zdravka"	Sombor	15/Apr/14 - 30/Aug/14	\$4,528.05
Sports fisherman club "Profi ribolovac"	Vrsac	15/Apr/14 - 28/Aug/14	\$4,560.30
Informal Group Kaleidoskop	Belgrade	15/Apr/14 - 30/Jul/14	\$4,063.23
Women's Association "Slovenka"	Glozan	14/May/14 - 30/Aug/14	\$4,222.56
Citizen Association "Tračak nade"	Ljig	15/Apr/14 - 30/Aug/14	\$4,706.15
Center for Open Society Development - Agora	Bela Palanka	15/Apr/14 - 30/Aug/14	\$4,648.42
Informal Group "Uzmi stvar u svoje ruke"	Aleksinac	9/May/14 - 20/Sep/14	\$3,391.02
031 Republic	Uzice	15/Apr/14 - 1/Aug/14	\$4,699.02
Association "Vreme"	Brodarevo	15/Apr/14 - 15/Aug/14	\$1,545.13
Association "Presslica"	Pozega	15/Apr/14 - 28/Aug/14	\$4,119.44
Society for the promotion of tourism and agriculture "Naša Tara"	Bajina Basta	15/Apr/14 - 30/Aug/14	\$4,707.33
Mec	Centa	15/Apr/14 - 28/Aug/14	\$1,355.07
Cobra group	Nis	18/Jul/14 - 15/Aug/14	\$1,756.44
Cultural and ecological craft association "Weaving court Rakari"	Mionica	30/Jul/14 - 20/Nov/14	\$3,883.49
Danube Region Development Association	Kladovo	30/Jul/14 - 20/Sep/14	\$1,334.95
Informal group "Sunflower"	Pancevo	30/Jul/14 - 10/Nov/14	\$3,640.77
Women's organization "Let's save the village"	Priboj	30/Jul/14 - 20/Nov/14	\$1,952.28
Belgrade Artistic New Territory	Belgrade	30/Jul/14 - 20/Nov/14	\$3,640.77

CSF Trag re-granting projects - Community Advocacy Program**21 grants; \$292,627.75)**

Center for independent living of persons with disabilities	Kragujevac	21/Jun/13 - 21/Feb/14	\$12,695.04
CSO „Oasis of safety“	Kragujevac	21/Jun/13 - 21/Jun/14	\$13,494.33
Women's initiative	Priboj	21/Jun/13 - 21/Apr/14	\$13,594.56
CSO "Jelek"	Belgrade	21/Jun/13 - 31/May/14	\$14,811.75
CSO "Prodor"	Kraljevo	21/Jun/13 - 21/Jun/14	\$14,397.16
CSO "Aurora"	Bor	21/Jun/13 - 21/Jun/14	\$14,743.50
CSO „Evo ruka“	Belgrade	21/Jun/13 - 21/May/14	\$14,763.59
Environmental movement „Moravski Orašak“	Trstenik	21/Jun/13 - 21/Jun/14	\$14,763.59
CSO Porečje	Leskovac	21/Jun/13 - 21/Jun/14	\$14,804.96
Protection and assistance for asylum seekers Center	Belgrade	21/Jun/13 - 30/Apr/14	\$14,184.40
Agronomy center	Priboj	27/Dec/13 - 31/Jul/14	\$13,921.18
Jerinin grad	Trstenik	27/Dec/13 - 31/Jul/14	\$14,054.37
Citizens alliance for social inclusion - GASI	Pozega	27/Dec/13 - 31/Jul/14	\$14,338.06
Uzicki centar za ljudska prava i demokratiju	Uzice	27/Dec/13 - 31/Jul/14	\$14,550.83
Novi Sad Cycling Initiative	Novi Sad	27/Dec/13 - 31/Jul/14	\$13,569.74
E-fortress	Nis	27/Dec/13 - 15/Jul/14	\$13,891.84
Iskra	Loznica	27/Dec/13 - 31/Jul/14	\$13,238.77
Women of the South	Pirot	27/Dec/13 - 31/Jul/14	\$14,050.34
Zrenjanin Educational Center	Zrenjanin	27/Dec/13 - 31/Jul/14	\$14,184.40
Safe pulse of youth - SPY	Belgrade	27/Dec/13 - 31/Jul/14	\$11,005.60
Proaktiv	Nis	27/Dec/13 - 31/Jul/14	\$13,569.74

CSF Trag re-granting projects - Successful Fundraising**(22 grants; \$99,690.75)**

Association Vido	Kragujevac	16/Jul/13 - 15/Jan/14	\$4,261.12
The Association of paraplegic persons of Banat	Zrenjanin	16/Jul/13 - 15/Jan/14	\$5,921.38
The association of Breast Cancer Patients Lets be together	Belgrade	16/Jul/13 - 15/Jan/14	\$4,304.80
Association Eko Glas	Jagodina	16/Jul/13 - 15/Jan/14	\$3,860.66
Association Mikroart	Belgrade	16/Jul/13 - 15/Jan/14	\$4,636.68
Association Expance	Belgrade	16/Jul/13 - 15/Jan/14	\$4,705.65
Association Green Circle	Backi Petrovac	16/Jul/13 - 16/Jan/14	\$5,865.93
Association for local development Kamenica	Nis	16/Jul/13 - 15/Jan/14	\$6,035.25
Half Way	Pancevo	16/Jul/13 - 15/Jan/14	\$3,431.89
The Association for animal care of Timok Region BETA	Zajecar	16/Jul/13 - 15/Jan/14	\$2,798.64
Jerinin grad	Trstenik	13/Feb/14 - 31/Jul/14	\$5,801.71
Rroma-rota	Kikinda	13/Feb/14 - 31/Jul/14	\$5,692.29
Association for Help to People with Intellectual	Belgrade	13/Feb/14 - 31/Jul/14	\$4,531.20

Challenges Zvezdara			
PATOS (Moving Alternative Youth Theater Smederevo)	Smederevo	13/Feb/14 - 31/Jul/14	\$5,797.18
Eko dvoriste	Obrenovac	13/Feb/14 - 31/Jul/14	\$5,799.12
Association "Red line"	Novi Sad	13/Feb/14 - 31/Jul/14	\$2,238.77
Serbian-Jewish Choir Association	Belgrade	13/Feb/14 - 31/Jul/14	\$5,626.12
Association for ecology and rural development CSO „Evo ruka“	Kikinda	13/Feb/14 - 31/Jul/14	\$2,817.05
	Belgrade	13/Feb/14 - 31/Jul/14	\$5,275.31
Society for Environmental Protection "Old Mountain"	Pirot	13/Feb/14 - 31/Jul/14	\$2,477.35
Association of Youth	Krusevac	13/Feb/14 - 31/Jul/14	\$2,470.57
Association for protection, care and study of animals "ZOO Planet"	Nis	13/Feb/14 - 31/Jul/14	\$5,342.08

CSF Trag re-granting projects –

Promising Fundraising and Philanthropy Practices **(5 grants; \$188,956.80)**

Proaktiv	Nis	23/Dec/13 - 23/Jun/14	\$39,983.46
Center for youth integration	Belgrade	23/Dec/13 - 23/Jun/14	\$44,323.70
Center for hospice care "BELhospice"	Belgrade	23/Dec/13 - 23/Jun/14	\$42,127.51
Equestrian club Arandjelovac	Arandjelovac	24/Dec/13 - 24/Jun/14	\$44,323.26
Association Serbia on the move	Belgrade	25/Dec/13 - 25/Jun/14	\$18,198.87

CSF Trag re-granting projects –

Social Service/Social Entrepreneurship Program **(6 grants; \$142,497.26)**

Association for support to persons with developmental disorders "Our House"	Belgrade	15/Jul/13 - 30/Jun/14	\$29,947.89
Association "Optimist"	Bosilegrad	15/Jul/13 - 30/Jun/14	\$30,417.56
Half Way	Pancevo	15/Jul/13 - 30/Jun/14	\$12,776.17
Association "Rainbow"	Sabac	15/Jul/13 - 30/Jun/14	\$30,043.64
Sandzak Committee for Protection of Human Rights and Freedom	Novi Pazar	15/Jul/13 - 30/Jun/14	\$11,027.41
Atina	Belgrade	15/Jul/13 - 30/Jun/14	\$28,284.59

CSF Trag re-granting projects - Sector organizations of civil society **(8 grants; \$13,261.59)**

European Movement in Serbia	Belgrade	21/Nov/14 - 31/Jan/15	\$1,456.31
National Alliance for Local Economic Development	Belgrade	21/Nov/14 - 31/Jan/15	\$1,611.11
Civic Initiatives	Belgrade	21/Nov/14 - 31/Jan/15	\$1,456.31
Belgrade Open School	Belgrade	21/Nov/14 - 31/Jan/15	\$1,456.31
Young Researchers of Serbia	Belgrade	21/Nov/14 - 31/Jan/15	\$1,456.31

Association for Development of Ibar Valley "IDA"	Kraljevo	21/Nov/14 - 31/Jan/15	\$1,456.31
Center for ecology and sustainable development "CEKOR"	Subotica	21/Nov/14 - 31/Jan/15	\$1,456.31
Belgrade Centre for Security Policy	Belgrade	21/Nov/14 - 31/Jan/15	\$2,912.62

CSF Zajecar Initiative re-granting projects - Timok Active Communities (14 grants; \$59,889.83)

Civil Center for the Development of Youth Policies	Kladovo	4/Jul/13 - 4/Jan/14	\$4,178.05
Assembly of D4 Building Residents	Zajecar	4/Jul/13 - 4/Jan/14	\$4,888.71
Association for the development of Bor Municipality	Bor	15/Aug/13 - 15/Dec/13	\$2,682.81
CSO Children's Happiness	Zajecar	4/Jul/13 - 4/Jan/14	\$4,701.08
Avnoj Crew Informal Group	Zajecar	5/Jul/13 - 5/Oct/13	\$4,781.92
Association for L Down Syndrome	Zajecar	5/Jul/13 - 5/Dec/13	\$3,646.41
Center for Creative Development	Knjazevac	31/Jul/13 - 4/Jan/14	\$4,922.59
Association of Young people SokoBanja	Sokobanja	15/Feb/14 - 25/Jun/14	\$5,284.59
Citizens' Association 'Sound and Visions'	Majdanpek	15/Feb/14 - 25/Jun/14	\$5,698.92
Citizens' Association 'New Alternative'	Boljevac	15/Feb/14 - 25/Jun/14	\$3,972.52
Citizens' Association 'Rime'	Zajecar	1/Jan/14 - 1/May/14	\$2,025.30
Association of Nature Lovers „Wilderness“	Kladovo	15/Feb/14 - 15/Jun/14	\$4,519.12
Youth Organization Romulijana Gamzigrad / Informal Group Avnoj Crew	Zajecar	15/Feb/14 - 5/Jul/14	\$5,857.82
The Association for L Down Syndrome	Zajecar	15/Feb/14 - 25/Jun/14	\$2,729.99

CSF other re-granting projects – CDF, NCD and Atelje Atelier (16 grants; \$58,419.00)

Association of women „Artesa“	Kikinda	11/Mar/14 - 26/Jun/14	\$4,000.00
Local development agency	Subotica	12/Mar/14 - 28/Jun/14	\$4,000.00
Forum of civil action „Forca“	Pozega	12/Mar/14 - 28/Jun/14	\$4,000.00
Creativity development society	Aleksinac	13/Mar/14 - 29/Jun/14	\$4,000.00
Lingva	Kraljevo	14/Mar/14 - 30/Jun/14	\$4,000.00
Uzicki centar za ljudska prava i demokratiju	Uzice	1/Feb/14 - 31/Jul/14	\$6,695.00
Uzicki centar za ljudska prava i demokratiju	Uzice	1/Feb/14 - 31/Jul/14	\$8,000.00
Edukativni centar Krusevac	Krusevac	1/Feb/14 - 31/Jul/14	\$8,000.00
URBAN IN	Novi Pazar	1/Feb/14 - 31/Jul/14	\$1,305.00
SanArt	Sjenica	1/Jun/14 - 31/Jul/14	\$2,226.00
Jojevo ih ovi	Novi Pazar	1/Jun/14 - 31/Jul/14	\$2,215.00
Klub mladih kolovrata I seljasnice	Prijepolje	1/Jun/14 - 31/Jul/14	\$1,899.00
KORAK	Nova Varos	1/Jun/14 - 31/Jul/14	\$1,536.00
P.AK.T.	Priboj	1/Jun/14 - 31/Jul/14	\$2,256.00

Mladi i talenovani MIT	Prijepolje	1/Jun/14 - 31/Jul/14	\$2,244.00
Vreme umetnosti	Raska	1/Jun/14 - 31/Jul/14	\$2,043.00

ANNEX 3 – CAPACITY BUILDING COMPONENTS

CSF Capacity Building – Advocacy related activities (5)

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Training	ToT 1st & 2nd Modules	Niš	Mladen Jovanović, Aleksandar Anđelković & Tanja Azanjac	6 days	12	September 2013
Mentoring	Improving Business Leaders Forum governance structure and advocacy capacities	Belgrade	Maja Dželatović	2 months	4	September 2013
Training	Advanced Research Techniques	Belgrade	6 experts - Investigative Journalists, Program coordinator and former secretary of the Anti-Corruption Council	2 days	26	September 2013
Study Visit	Core Partners Study Visit to Brussels	Brussels, Belgium	N/A	6 days	19	March 2014
Conference / Networking	STAR networking event for DIVAC partners and possible partners who are working and dealing with children and youth issues	Belgrade	N/A	1 day	23	October 2014

CSF Capacity Building – Advocacy/ Monitoring related activities (7)

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
ToT	ToT for CRTA staff	Kopaonik	Vukosava Crnjanski Šabović	3 days	15	August 2013
Training	Citizens Oversight of Public Procurement	Belgrade	5 experts from Public Procurement Office, Commission for Protection of Bidders Rights, Transparency Serbia, Embassy of the USA, and Association of Professionals in Public Procurement	2 days	10	September 2013
Study Visit	Shadowing -established strong organizational ties with CDT on programmatic and admin.-fin.level	Montenegro	N/A	4 days	5	November 2013
Study Visit	Reforming data protection - the global perspective	Brussels, Belgium	CPDP	3 days	2	January 2014
Training	Trainings on the Two Chapters of the European Acquis	Belgrade	Jelena Babić - BOŠ	3 days	13	March 2014
Study Visit	Strengthening capacity form Monitoring Chapters 23 & 24	Zagreb, Croatia	N/A	3 days	1	April 2014
Study Visit	Strengthening capacity form Monitoring Chapters 23 & 25	Zagreb, Croatia	N/A	3 days	2	April 2014

CSF Capacity Building – Financial Sustainability related activities (14)

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Mentoring	Sustainability Road Map – for Trag Foundation and Zajecar Initiative	Belgrade, Zaječar	Shannon St John	9 days	23	March 2013
Mentoring	Sustainability Road Map for Trag Foundation, Zajecar Initiative and Ana and Vlade Divac foundation	Belgrade	Shannon St John	6 days	15	June 2013
Consulting	Financial procedures, accounting and procurement written policies and procedures for Zajecar Initiative	Zaječar	Vera Ivković	1 day	3	September 2013
Mentoring	Sustainability Road Map for Zajecar Initiative and Ana and Vlade Divac foundation	Belgrade	Shannon St John, Trag	7 days	8	October 2013
Training	Fundraising and Sustainability for Urban-In	Belgrade	Anne Travers	1 day	N/A	February 2014
Training	Fundraising and Sustainability for Helsinki Committee for Human Rights in Serbia	Belgrade	Anne Travers	1 day	N/A	February 2014
Training	Fundraising and Sustainability for YUCOM	Belgrade	Anne Travers	1 day	N/A	February 2014
Training	Fundraising and Sustainability for Labris	Belgrade	Anne Travers	1 day	N/A	February 2014
Training	Fundraising and Sustainability for YIHR	Belgrade	Anne Travers	1 day	N/A	February 2014
Training	Finance & Admin basic training - CSOs	Kraljevo	N/A	1 day	30	February 2014
Training	Fundraising and Sustainability for HLC	Belgrade	Anne Travers	1 day	N/A	February 2014
Mentoring	Tailored Program/Mentoring Fundraising for SHARE foundation	Belgrade	Mina Lazarević	3 months	6	March 2014
Conference / Networking	International conference on Philanthropy and Peace -building	Istanbul, Turkey	N/A	3 days	2	April 2014
Training	Sustainability Road Map for Core Partners	Belgrade	Shannon St John	2 days	32	April 2014

CSF Capacity Building – Gender/ Advocacy related activities (3)

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants (CSOs)	Completion
Mentoring	Gender & Advocacy for Core partners mentoring	Belgrade, Novi Sad, Nis	External Consultants - gender & advocacy experts	1 month	9	May 2013
Mentoring	HRSI - Support for HRSI core partners to develop advocacy project proposals	Belgrade	Radmila Miković, Mladen Jovanović	24 days	2	November 2013
Training	Ethical mechanisms for protection at workplace Antidiscrimination workshop	Belgrade	Commissioner for Protections of Equality, Erste Bank	1 day	13	November 2013

CSF Capacity Building – Management related activities (8)

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Training	Assertiveness, Time & Stress Management	Belgrade	Borjanka Metikoš	2 days	8	June 2013
Training	Performance Management & Situational Leadership	Belgrade	Borjanka Metikoš	3 days	8	June 2013
Consulting	Human Resources policies and procedures for ZI	Zaječar	Aleksandar Anđelković	1 day	10	September 2013
Training	ToT 3rd Module	Niš	Mladen Jovanović, Aleksandar Anđelković & Tanja Azanjac	3 days	11	September 2013
Mentoring	Legal advisor on governance management - procedures	Belgrade	Maja Kojčić	6 days	3	September 2013
Training	Finance management training for staff	Belgrade	Milenko Anđelković & Jovanka Ćorović	2 days	10	September 2013
Consulting	Financial consultations for staff	Niš	Eduka Plus, Olivera Mitrović	1 month	2	October 2013
Mentoring	Mentoring - Wage models and employee achievements estimation methods	Belgrade	Ivan Marković (IConsult)	3 days	3	December 2013

CSF Capacity Building – Organizational development related activities (85)

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Training	STAR Assessment for Trag Foundation	Belgrade	Root Change	3 days	17	March 2013
Training	STAR Methodology for ARP consultants	Belgrade	Root Change	2 days	8	March 2013
Training	STAR Assessment for Zajecar Initiative	Belgrade	Root Change	3 days	6	March 2013
Consulting	MOCK for SMART Kolektiv	Belgrade	Jasna, Jelena B	1 day	3	June 2013
Consulting	MOCK for Center for Democracy Foundation	Belgrade	Jasna, Jelena B	1 day	3	June 2013
Consulting	MOCK for National Coalition for Decentralization	Belgrade	Jasna, Jelena B	1 day	3	June 2013
Consulting	MOCK for Ana and Vlade Divac foundation	Belgrade	Jasna, Jelena B	1 day	4	June 2013
Training	STAR Assessment for CRTA	Belgrade	Tanja Bjelanović & Radmila Miković	3 days	16	June 2013
Consulting	MOCK for Belgrade Centre for Security Policy	Belgrade	Jasna, Jelena B	1 day	5	June 2013
Consulting	MOCK for OK Nis	Belgrade	Jasna, Jelena B	1 day	3	June 2013
Consulting	MOCK for Autonomous Women's Center	Belgrade	Jasna, Jelena B	1 day	1	June 2013
Consulting	MOCK for SHARE foundation	Belgrade	Jasna, Jelena B	1 day	2	June 2013
Consulting	MOCK for CRTA	Belgrade	Jasna, Jelena B	1 day	3	June 2013
Consulting	Post MOCK Partner Meeting	Belgrade	N/A	1 day	12	July 2013
Training	STAR Assessment for BCSP	Belgrade	Tanja Bjelanović & Tanja Azanjac	3 days	13	July 2013
Training	STAR Assessment for OK Nis	Niš	Tanja Bjelanović & Radmila Miković	3 days	15	August 2013

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Training	STAR Assessment for NKD	Niš	Mladen Jovanović & Tanja Bjelanović	3 days	10	August 2013
Training	STAR Assessment for Divac	Belgrade	Tanja Bjelanović & Radmila Miković	3 days	11	August 2013
Training	STAR Assessment for SMART	Belgrade	Root Change, Tića Azanjac, Radmila Miković	3 days	11	September 2013
Training	STAR Assessment for CDF	Belgrade	Root Change, Tića Azanjac, Radmila Miković	3 days	5	September 2013
Training	STAR Assessment for AWC	Belgrade	Root Change, Tanja Bjelanović	3 days	8	September 2013
Training	STAR Assessment for SHARE	Belgrade	Root Change, Tanja Bjelanović	3 days	4	September 2013
Training	Training on financial and non-financial components of projects and programs – monitoring and evaluation, with supervision of expenditures	Niš	Radmila Miković	4 days	15	September 2013
Mentoring	Legal advisory on employment	Belgrade	Privredni Savetnik Revizija - advisory	5 days	3	October 2013
Consulting	Consultations and job shadowing for ZI communication officer	Belgrade	Kontakta Agency, Represent Communications, Miloš Đajić	5 days	1	October 2013
Training	Communications Training and Staff Retreat	Vrdnik	Jaša Gabrijan	3 days	11	October 2013
Training	Community Management Training	Belgrade	Uroš Zmijanac	2 days	3	November 2013
Conference/ Networking	STAR networking event for organizations and institutions working with refugees and internally displaced persons (IDPs) within the STAR process	Belgrade	N/A	1 day	27	November 2013
Training	Coaching and feedback	Belgrade	Borjanka Metikoš	2 days	8	November 2013
Conference/ Networking	STAR networking event for the organization and companies developing and supporting philanthropy in Serbia	Belgrade	N/A	1 day	25	November 2013
Mentoring	HRSI - Core Partners' Individual Assessment and Capacity Building Plan Development	Belgrade, Novi Pazar	Radmila Miković, Mladen Jovanović, Tanja Azanjac, Donatella Bradić	1,5 month	6 CSOs	December 2013
Training	Social Media Strategic Planning Workshop for CRTA team	Belgrade	Dr Andrew Williamson	2 days	16	December 2013
Training	STAR INDEX	Belgrade	Root Change	2 days	35	December 2013
Mentoring	Visual identity development	Belgrade, Niš	Nadežda Milenković, Slaviša Savić	2 months	2	December 2013

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Mentoring	Individual interviews with staff (perception of communication, relationships and values)	Belgrade	Borjanka Metikoš	1 day	12	December 2013
Peer Learning	Exchange Program/ Exchange 1	Niš	Violeta Stevović	1 month	1	December 2013
Conference/ Networking	NKD Assembly Meeting	Niš	N/A	2 days	16	December 2013
Training	Training for PMP License	Novi Sad	Miroslav Janković	5 days	1	December 2013
Training	Workshop on dialogue	Belgrade	Borjanka Metikoš	2 days	12	December 2013
Software purchase	Project initiation meeting	Belgrade	S. Jelić-Tišma, N Jelić, N. Minić, J. Kovačević	1 day	7	December 2013
Training	PR Course	Belgrade	London School of Public Relations	2 months	2	January 2014
Mentoring	Strength Deployment Inventory	Belgrade	Borjanka Metikoš	1 day	12	January 2014
Retreat	Strategic Planning - retreat	Belgrade	Mia Vukojević & Aleksandra Vesić Antić	2 days	16	January 2014
Retreat	Staff retreat Digital Security Workshop & Fundraising Workshop	Andrevlje	Gillo Cutrupi	3 days	20	January 2014
Retreat	Retreat for staff members and partners - Analyzing and Strategic Planning	Vrnjačka Banja	N/A	3 days	15	January 2014
Software purchase	Preparatory meeting	Belgrade	S. Jelić-Tišma, N Jelić, N. Minić, J. Kovačević	1 day	7	January 2014
Training	Reputation management - chances and risks	Ečka	Maja Dželatović	2 days	9	January 2014
Software purchase	Finalization of Workplan & Introduction in NAV system	Belgrade	N Jelić, N. Minić, J. Kovačević	1 day	6	January 2014
Retreat	Staff retreat - Strategic Planning	Niš	Mia Vukojević	2 days	16	February 2014
Mentoring	Mentoring - Harmonization of existing regulations and adoption of new ones (document developing)	Niš	Dragoljub Đorđević	1,5 months	1	February 2014
Training	Training for business communication, meetings management and presentation skills in business meetings and upgrading negotiation skills	Niš	I Consult (Ivana Mrkalj, Ivan Marković & Milorad Milivojević)	3 days	7	February 2014
Software purchase	Installation of NAV system onto Trag Server and local computers	Belgrade	N. Minić	1 day	3	February 2014
Software purchase	Key staff training	Belgrade	N. Minić, J. Kovačević	1 day	9	February 2014
Training	Training for SPSS Advanced Level	Belgrade	Janko Međedović	3 days	4	February 2014
Software purchase	Analyses of business procedures- Project Management and Fundraising	Belgrade	N. Minić, J. Kovačević	1 day	7	February 2014

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Software purchase	Analysis of business procedures – Finance	Belgrade	N. Minić, J. Kovačević	1 day	4	February 2014
Software purchase	Presentation of draft version of the Report -Analyses of Business Procedures	Belgrade	S. Jelić-Tišma, N. Minić, J. Kovačević	1 day	10	February 2014
Conference/ Networking	Conference on Partnership and Networking	Belgrade	Root Change	2 days	56	February 2014
Training	Fundraising and Sustainability	Belgrade	Anne Travers	1 day	21	February 2014
Study Visit	Study Visit to Sarajevo: Divac Youth Funds	Sarajevo	Mozaik Foundation	3 days	8	February 2014
Training	Training for Strategic Communication and Public Advocacy	Niš	Radmila Miković	3days	11	February 2014
Mentoring	Mini Share Consulting	Novi Sad	Marija Nikolić	1 month	1 CSO	March 2014
Mentoring	Tailored Program/Mentoring Management	Novi Sad	Vladislav Griffatong	1 month	1 CSO	March 2014
Mentoring	Tailored Program/Mentoring Communication	Novi Sad	Olivia Solis Viljaverde	3 months	1 CSO	March 2014
Training	Community Management Training	Belgrade	Milan Maglov	3 months	3	March 2014
Training	PMP Certification	N/A	N/A	3 months	1	March 2014
Coaching/ Mentoring	Upgrading internet visibility	Belgrade	Yillit WEB design and IT agency	2 months	9	March 2014
Training	Re-granting procedures and mechanisms	Belgrade	Aleksandra Vesić Antić	2 months	4	March 2014
Software purchase	Verification of the Analyses, proposed solutions and suggested changes in ERP Microsoft Dyn Nav	Belgrade	S. Jelić-Tišma, N. Minić, J. Kovačević, G. Kulić	1 day	11	March 2014
Conference/ Networking	NATO Building Integrity Conference on Institution Building	Oslo, Norway	N/A	4 days	1	March 2014
Software purchase	Preparation of data for import into the program	Belgrade	N/A	1 month	1 CSO	March 2014
Training	Project writing and project management	Belgrade	Radmila Miković	3 days	16	March 2014
Mentoring	Social Media	Belgrade	Jelena Vasilev	10 days	1 CSO	March 2014
Mentoring	Mock Pre-award mentoring	Niš	Andreja Arambašić	1 day	4	March 2014
Conference/ Networking	Meetings with Diaspora in Zurich	Zurich, Switzerland	N/A	3 days	3	March 2014
Mentoring	Investigative Journalism	Belgrade	Stevan Dojčinović	12 days	3	March 2014
Peer Learning	Exchange Program/ Exchange 2	Kruševac	Ilija Jovanović	5 days	5	March 2014
Training	Training for CMR database	Belgrade	Nikola Tejić, Extreme doo	3 days	7	March 2014
Training	Strategic Planning	Belgrade	Mia Vukojević & Aleksandra Vesić Antić	2 days	16	March 2014

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Training	Project writing and project management - follow up	Belgrade	Radmila Miković	1 day	16	March 2014
Mentoring	Revision of indicators and procedures M&E system - introduction meeting	Belgrade	Ivana Slavkovic, Albania	1 day	2	April 2014
Training	Assertiveness and Self-management	Belgrade	Borjanka Metikoš	2 days	12	May 2014
Training	Strategic Planning for 2015 - 2018	Banja Koviljača	Marina Škrabalo	2 days	18	June 2014
Training	Action Planning for the period 2015-2018	Zlatibor	Nježa Mrše	4 days	17	July 2014
Training	Monitoring and Evaluation of the project activities	Belgrade	Tanja Pavlov	5 days	10	July 2014

CSF Capacity Building – Capacity Building Grants related activities (89)

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Consulting	100 Day Plan - improving the appraisal process, improving the effectiveness of internal meetings and internal communication; establishing internal “learn & share” mechanisms in order to exchange knowledge among colleagues more effectively; and creating Smart Kolektiv’s website	Belgrade	N/A	3 months	11	December 2013
Consulting	Writing final versions of the texts for Smart Kolektiv’s website, and translating those texts from Serbian to English - visibility	Belgrade	N/A	3 months	N/A	December 2013
Consulting	Tailored program: Improving Business Leaders Forum governance structure and advocacy capacities October-December 2013	Belgrade	Maja Dželatović	3 months	16	December 2013
Study visit	Study visit to Bulgaria - interdiction and familiarizing with the work of NNC in Bulgaria, its structure, activities and funding	Sofia, Bulgaria	N/A	4 days	15	March 2014
Conference/ Networking	CSR Europe High Level meeting and General Assembly	Brussels, Belgium	N/A	3 days	1	March 2014
Materials	Promotional publication about the Business Leaders Forum - translation, design and printing for 120 copies 15-31 March	N/A	N/A	15 days	N/A	March 2014
Conference/ Networking	NATO Building Integrity Workshop: Improvement of Self-Assessment Process and development of advanced tools, Warsaw, 15-17 April, 2014, Dušan Radivojević, Lecturers/participants: NATO International Secretariat Experts, Transparency International United Kingdom Experts, NATO Member and Partner Countries’ Specialists and Polish Local Experts	Warsaw, Poland	N/A	3 days	1	April 2014

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Conference/ Networking	Networking event for core partners	Belgrade	N/A	1 day	11	April 2014
Study Visit	Study visit to Zagreb with prEUnap coalition, April 1 – April 3, 2014, Radomir Cvetković, Sonja Stojanović Gajić, Jelena Berkovic, Nives Miosic, Sasa Segrt, Marina Skrabalo – all from GONG, Zagreb, Croatia; Gordan Bosanac, Center for Peace Studies, Zagreb, Croatia; Nemanja Relic, Serbian Democratic Forum, Zagreb, Croatia	Zagreb, Croatia	N/A	3 days	2	April 2014
Consulting	Tailored Program/Organizational M&E, 24-25 April (2 days), Moore & Stephens consulting - Ivana Stolic	N/A	N/A	2 days	4	April 2014
Retreat	Retreat, 28-29 April (1.5 days), Tatjana Obradovic-Tosic/Suzana Živković	N/A	N/A	2 days	9	April 2014
Study visit	Study visit, Exchange 3 of NCD exchange program will be organized in Krusevac, between Kikindski forum (as sending organization) and Evrokontakt Krusevac, 7-11 April (5 days)	N/A	N/A	5 days	5	April 2014
Conference/ Networking	Strategic planning, 24-28 April (3.5 days), Tamara Živadinović, Suzana Živković and Tatjana Obradović-Tošić	N/A	N/A	4 days	18	April 2014
Training	Project Cycle Management In-house Training	N/A	Radmila Miković	3 days	10	April 2014
Conference/ Networking	Workshop/Networking event	N/A	N/A	1 day	13	April 2014
Materials	Translation of the publication "State of multisector partnerships in Serbia" from Serbian to English 1-30 April	N/A	N/A	1 month	N/A	April 2014
Materials	Translation and adaptation of Global Reporting Initiative guidelines from English to Serbian	N/A	N/A	1,5 month	N/A	April 2014
Retreat	Smart kolektiv staff retreat April - 4 days	N/A	Maja Dželatović	4 days	9	April 2014
Training	I part - Training on performance audit of public procurement in security institutions, May 2014, BCSP Staff, Danijela Bokan, Deputy Director, Public Procurement Office of the Govt. of Serbia; Rade Djuric, Transparency Serbia; Stevan Radunovic, President, the Association of Professionals in Public Procurement in Serbia; a representative of State Audit Institution	N/A	N/A	1 day	7	May 2014
Training	Workshop 'Raising capacities of prEUnup coalition to monitor EU-Serbia negotiations in the chapters 23 and 24', 7-9 May 2014, BCSP Staff	N/A	N/A	3 days	19	May 2014
Study Visit	Study visit to Podgorica with prEUnup coalition, May 13 – May 14, 2014, Radomir Cvetkovic	Podgorica, Montenegro	N/A	2 days	1	May 2014
Training	Workshop Finance & Admin training for NGOs, 9 May in Belgrade	Belgrade	N/A	1 day	14	May 2014
Study Visit	Open World' Study Visit to USA, 1 - 10 May 2014, 10 days, 1 staff	USA	N/A	10 days	1	May 2014
Conference/	25th Annual General Assembly and Conference of the European	Sarajevo, Bosnia	N/A	3 days	1	May 2014

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Networking	Foundation Center in Sarajevo, 15 - 17 May 2014, 3 days, 1 staff	and Herzegovina				
Training	Participation in INSPIRE Training Course, 25 - 27 May, 2014, 3 days, 1 staff	N/A	N/A	3 days	1	May 2014
Coaching/ Mentoring	Mina Lazarević consultant - Fundraising mentoring	N/A	Mina Lazarević	2 months	4	May 2014
Coaching/ Mentoring	Stevan Dojcinovic consultant - Investigative journalism	N/A	Stevan Dojčinović	3 days	5	May 2014
Consulting	Jelena Ćosić BIRN consultant - Data journalism - Analysis of the Commissioner's report	N/A	Jelena Ćosić	1 month	N/A	May 2014
Training	Workshop/ Training Fonet, preparing materials for media and agencies May	N/A	Zoran Sekulić	1 month	2	May 2014
Coaching/ Mentoring	Organizational and personal development	N/A	Borjanka Metikoš	1 day	2	May 2014
Conference/ Networking	Mezhyhirya conference - developing collaboration and extending network of partners	Ukraine	N/A	4 days	4	June 2014
Conference/ Networking	Summer Academy	Zlatibor	Radmila Miković, Tanja Bjelanović, Mladen Jovanović, Tanja Azanjac	8 days	52	June 2014
Training	Training on SPSS Statistics, Mid June 2014, BCSP Staff 18 persons, Jelena Pešić	N/A	N/A	1 day	10	June 2014
Training	Workshop 'How to Write a Newspaper Column', May 2014, BCSP Staff, Ivan Jovanovic, Editor, Daily Newspaper Blic	N/A	N/A	1 day	16	June 2014
Peer Learning	Tailored Program/Shadowing, 19-22 June (4 days) the organization to be shadowed (National Network for Children Bulgaria http://nmd.bg/en/), the shadowing process will be conducted through three phases in which “hosting” organization and 5 NCD members (2 secretariat+ 3 coalition members)	N/A	N/A	4 days	5	June 2014
Training	Workshop Fin & Admin training for NGOs, 13 June in Belgrade	Belgrade	N/A	1 day	10	June 2014
Coaching/ Mentoring	M&E system, April - June 2014, Development of M&E rules and procedures	N/A	Aleksandra Vesić Antić	3 months	N/A	June 2014
Coaching/ Mentoring	Job shadowing for ZI staff members at Trag Foundation	N/A	Jelena Mihajlović	7 days	1	June 2014
Coaching/ Mentoring	Mentoring for Community Management part III, Milan Maglov	N/A	N/A	3 months	3	June 2014
Conference/ Networking	Apax Conference Dubrovnik, 14 June 2014	Dubrovnik, Croatia	N/A	1 day	3	June 2014
Training	Training: 2-day Program planning	N/A	Jovana Tripunović	2 days	13	June 2014
Conference/	Fundraising Dinner in Dubai, 3 June	Dubai,	N/A	1 day	1	June 2014

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Networking		UAE				
Video	Promotional video for fundraising (for assisting families affected by floods) - new activity	N/A	N/A	3 months	N/A	June 2014
Software purchase	Antivirus and Computers system installation	N/A	N/A	3 months	N/A	June 2014
Materials	Development of Social entrepreneurship - materials	N/A	N/A	3 months	N/A	June 2014
Software purchase	Special software application for Office	N/A	N/A	3 months	N/A	June 2014
Software purchase	Software - second installment to the supplier	N/A	N/A	3 months	N/A	June 2014
Training	Course fees - course on bookkeeping for two members of Smart kolektiv's finance/admin team	N/A	N/A	3 months	N/A	June 2014
Consulting	Analysis of EU funding potentials in the context of cross sector partnerships and social innovation	N/A	Žarko Šunderić	3 months	N/A	June 2014
Training	Workshop on EU Funding	N/A	Žarko Šunderić	2 days	6	June 2014
Coaching/ Mentoring	Andrej Petrovski consultant - Data forensics & IT security workshop	N/A	Andrej Petrovski	2 months	15	June 2014
Software purchase	Ladislav Urošević consultant - New server instance & GlobalLeaks platform	N/A	Ladislav Urošević	3 months	N/A	June 2014
Coaching/ Mentoring	Miloš Antić consultant - Long-term strategy, sustainability plan & Fundraising Strategy	N/A	Miloš Antić	3 months	3	June 2014
Study Visit	Study Visit to Ukraine 6-7 June - 4 persons	Ukraine	N/A	2 days	4	June 2014
Materials	Upgrading Internet visibility, Finalization of redesigning and reconstruction of the web site, preparation of content, training for staff	N/A	N/A	3 months	N/A	June 2014
Conference/ Networking	Capacity Building Forward Event	Belgrade	Root Change, Radmila Miković, Tanja Azanjac	2 days	28	July 2014
Training	Training on lobbying	N/A	Duško Krsmanović	1 day	16	July 2014
Training	II part - Training on performance audit of public procurement in security institutions, 23 July, BCSP Staff, Danijela Bokan, Deputy Director, Public Procurement Office of the Govt. of Serbia; Rade Djuric, Transparency Serbia; Stevan Radunovic, President, the Association of Professionals in Public Procurement in Serbia; a representative of State Audit Institution	N/A	N/A	1 day	7	July 2014
Coaching/ Mentoring	Retreat for ZI staff members and volunteers, July 2014, 3 days, Mladen Jovanović	N/A	N/A	3 days	N/A	July 2014
Consulting	Consulting - Support to the StepForward Community Foundation, June - July, 10 days, Nathan Koeshall	N/A	N/A	10 days	N/A	July 2014

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Coaching/ Mentoring	Mentoring + Shadowing - Capacity building for developing a proposal for USAID and managing a direct grant, Mozaik Foundation, 3 staff	N/A	N/A	14 days	N/A	July 2014
Coaching/ Mentoring	Training + Mentoring - Social Networks, April - July, 17 days, ZI staff + volunteers + intern: 10, Milan Maglov	N/A	N/A	17 days	10	July 2014
Coaching/ Mentoring	Mentoring - developing procedures for Monitoring&Evaluation, M&E manual	N/A	Aleksandra Vesić Antić	3 months	4	July 2014
Training	Procurement Manual	N/A	Tanja Subotić	1 month	4	July 2014
Training	PMP Certification	N/A	N/A	1 day	1	July 2014
Study Visit	Study Visit to Kosovo June	Kosovo	N/A	3 days	2	July 2014
Training	Stevan Dojcinovic consultant - Investigative journalism Workshop	N/A	Stevan Dojčinović	3 days	5	July 2014
Training	Stevan Dojcinovic consultant - Investigative journalism Workshop	N/A	Stevan Dojčinović	2 days	5	July 2014
Consulting	Consultation for M&E - revision of indicators	N/A	Ivana Slavković	4 months	2	July 2014
Training	Strategic Planning - Crno na Belo	N/A	Tanja Azanjac	1 day	8	July 2014
Training	Program Definition Final	N/A	Tanja Azanjac	2 days	8	July 2014
Training	Strategic Planning Meeting - Program Goals and Methodology	N/A	Tanja Azanjac	3 days	8	July 2014
Training	Training "Go public! – speaking in public and in media"	N/A	Maja Dželatović	2 days	8	July 2014
Training	III part - Training on performance audit of public procurement in security institutions, 23 July, BCSP Staff, Danijela Bokan, Deputy Director, Public Procurement Office of the Govt. of Serbia; Rade Djuric, Transparency Serbia; Stevan Radunovic, President, the Association of Professionals in Public Procurement in Serbia; a representative of State Audit Institution	N/A	N/A	1 day	7	August 2014
Training	Workshop 'Workshop for Live Appearance on TV', 12 August, BCSP Staff, Vera Vuković, RTS Journalist	N/A	N/A	1 day	7	August 2014
Training	Seminar 'Making the cost base', 6 August, 2014, Management and financial department, Geomodelling company, Data Outsourcing Centre	N/A	N/A	1 day	N/A	August 2014
Coaching/ Mentoring	Star Self Assessment - New activity	N/A	N/A	2 days	4	August 2014
Coaching/ Mentoring	Sustainability Roadmap - New activity	N/A	Tanja Bjelanović	2 days	5	August 2014
Training	Training on Integrity in security institutions	N/A	N/A	1 day	N/A	September 2014
Consulting	Working on written HR policy of ZI, August - September 2014, 9 days	N/A	N/A	9 days	N/A	September 2014
Consulting	Working on financial & procurement policy of ZI, August - September 2014, 10 days	N/A	N/A	10 days	N/A	September 2014
Coaching/ Mentoring	Job shadowing for 2 new ZI staff members, September 2014, 5	N/A	N/A	5 days	N/A	September

CB Type	CB Topic	Location	Trainer/ Consultant	Duration	# of participants	Completion
Mentoring	days, consultants TBD					2014
Training	Training “Monitoring and evaluation process as a tool to measure organizational success”	N/A	Radmila Miković	2 days	8	September 2014
Conference/ Networking	International Fundraising Conference Amsterdam 14-17 October 2014	Amsterdam, Netherlands	N/A	4 days	1	October 2014
Software purchase	Development of tailor-made financial software for ZI, 2 months, TBD Local developer	N/A	N/A	2 months	N/A	N/A
Conference/ Networking	SAME - Solidarity Action Day movement in Europe - new activity	N/A	N/A	N/A	N/A	N/A
Conference/ Networking	Strengthening network of volunteers - One in a Million, 1 coordination meeting for JCI representatives	Belgrade	N/A	N/A	N/A	N/A
Software purchase	Software purchase	N/A	N/A	N/A	N/A	N/A
Materials	CDF 20- Years Anniversary: Preparatory capacity building activities focused on organizational reputation and visibility	N/A	N/A	N/A	N/A	N/A

ANNEX 4 - CSF PARTNER PROFILES

AUTONOMOUS WOMEN'S CENTER (AWC)

AWC applied CSF advocacy grant funds to support its long-term vision to end violence against women in Serbia. Specifically, CSF supported ongoing campaign activities including developing the advocacy capacity of women's CSOs, establishing dialogue between CSOs and decision makers, executing a baseline study and analysis of legal and policy solutions, drafting policy recommendations, and advocating for ratification and harmonization of national laws and policies with provisions of the Council of Europe's (CoE) *Convention on Preventing and Combating Violence Against Women and Domestic Violence*.

During the CSF program, AWC achieved a major advocacy victory when, on October 31 2013, 159 of the 164 MPs present at the Parliament's fourth session voted to adopt the Law on Ratification of the Council of Europe's *Convention on Preventing and Combating Violence Against Women and Domestic Violence*. This success was monumental for both AWC, who had been advocating this issue for years, and for ISC, who supported AWC in executing this campaign through both CSAI and CSF. After the law was adopted, AWC focused its attention on spreading awareness about the Convention and monitoring implementation through its *I Sign* campaign.

Select AWC CSF Advocacy Activities and Achievements	
Successfully executed the <i>I Sign</i> Campaign	<ul style="list-style-type: none"> • Adoption of the Law on Ratification of the Council of Europe's <i>Convention on Preventing and Combating Violence Against Women and Domestic Violence</i> • Gathered signatures from 8,248 supporters • Produced a booklet including information about the Convention and recommendations for national level decision makers and distributed to 105 authorities • Developed a website, www.Potpisujem.org to educate the public about the Convention and gather support <ul style="list-style-type: none"> → 19,407 visits to website → 450 articles published • Executed a large-scale promotional and communications campaign <ul style="list-style-type: none"> → Android application developed → 10 video clips produced, receiving 560 broadcasts on national TV stations and 3,099 views on YouTube → Billboards, posters, direct mail
Gained support for Serbia's Accession to the EU	<ul style="list-style-type: none"> • Authored an <i>Independent report on progress made by Serbia in the implementation of policies related to Chapters 23 and 24 of EU accession negotiations</i> and submitted to the EU Delegation to the Republic of Serbia • Submitted proposed amendments to the <i>Draft Law on Free Legal Aid</i> to the Ministry of Justice and the EU Delegation to the Republic of Serbia

CENTER FOR RESEARCH TRANSPARENCY AND ACCOUNTABILITY (CRTA)

CRTA channeled its CSF advocacy grant towards its national campaign, *Open Parliament*, which seeks to increase government transparency and accountability to citizens. ISC previously supported a coalition of NGOs working on the Open Parliament campaign, including CRTA, through CSAI.

Much of CRTA's efforts during the CSF timeframe centered on establishing cooperation with, and seeking official recognition from, Members of Parliament (MPs) and other government institutions; publicizing the work of the Open Parliament; building the capacity of CSOs, media and other entities to hold government accountable; and publishing information about parliamentary committees and bills as well as biographies of new MPs.

CRTA representatives cite the notable increase in recognition and credibility gained from the national government and civil society as the primary achievement of their CSF advocacy supported efforts during the project timeframe. Perhaps most notable is a letter of support received by CRTA from the newly elected Parliament Speaker, Ms. Maja Gojković, referring to the Parliament's commitment to institutional cooperation with CRTA as stipulated in the Memorandum of Cooperation (MoC) signed in September 2013.

Select CRTA CSF Advocacy Activities and Achievements	
Increased recognition and credibility from national government	<ul style="list-style-type: none"> • Received letter of support from newly elected Parliament's Speaker, Ms. Maja Gojković • Established contacts with 40 newly elected MPs who responded to introductory letters sent from CRTA to all MPs to introduce the Open Parliament and provide space for further collaboration within the initiative
Improved and promoted the <i>Open Parliament</i> web portal	<ul style="list-style-type: none"> • Redesigned the Open Parliament portal (www.otvoreniparliament.rs), the campaign's primary tool which provides citizens, media, researchers, CSOs and government with information about parliamentary activities • Organized two trainings in order to build the capacity of 20 CSOs from 15 Serbian cities and municipalities to use the portal and learn about the campaign • As a result of CRTA outreach activities, the Open Parliament portal recorded a 50% increase in the number of visits and page views as compared to the beginning of the project, reflecting increased recognition, credibility and usage • More than 500,000 social network users use Open Parliament as a source of information on parliamentary life
Conducted research to improve government openness	<ul style="list-style-type: none"> • CRTA conducted the following pieces of research in order to provide the public with up-to-date information about parliamentary activities: <ul style="list-style-type: none"> → <i>Report on the Scrutinizing Role of Parliament</i>, with recommendations for its improvement; → <i>Women in Parliament - Only a Quota or Real Influence?</i> which examines the position and influence of female MPs and offers recommendations to improve their standing; → Baseline Assessment of the Government Openness in Serbia

	<ul style="list-style-type: none"> • CRTA received an invitation from the European Parliament to develop a research report on the openness of other parliaments in the region, exemplifying Open Parliament’s strong reputation and credibility
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OPEN CLUB NIS (OPEN CLUB)

Through its CSF supported advocacy grant, Open Club advocated to establish a Fund for Social Inclusion of Children as an institutional mechanism for policy coordination and a more effective usage of domestic and EU funds. Activities consisted of desk research on the legal framework and the current use of the funds for the social inclusion of children, executing an inter-sectoral consultative process, meeting with relevant government stakeholders at the national level, organizing a well-attended debate in the National Parliament and coordinating a regional network of 27 CSOs to advocate for the wellbeing of children and families.

Perhaps the most notable success achieved through Open Club’s advocacy efforts during the course of CSF are the partnerships forged with, and recognition and support received from, high-ranking government officials and national entities, Serbian CSOs, and international institutions such as UNICEF.

For example, at a public debate organized by Open Club that took place in the National Parliament, consensus on the need for the Fund was achieved among the participating 100 plus relevant stakeholders representing government, civil society and the international community. Just a few of the high-profile individuals who expressed their support include: Dr. Nebojsa Stefanovic, National Assembly Speaker of the Republic of Serbia; Brankica Jankovic, State Secretary - Ministry of Labor, Employment and Social Policy of the Republic of Serbia; Zarko Sunderic, Manager of Social Inclusion and Poverty Reduction Unit of the Republic of Serbia; and Michel Saint-Lot, Director of UNICEF’s mission in Serbia.

In addition, Open Club gained the support of Ms. Biljana Popović Ivković, Adviser to the President of the National Assembly of the Republic of Serbia and the Chairman of the Committee on the Rights of the Child, during a meeting in September, 2014 when Open Club representatives presented the idea for the Fund to her and proposed its integration into the Committee’s agenda. Ms. Ivković pledged her support for the idea and invited Open Club representatives to the next Committee meeting to present the initiative to its members.

Select OPEN CLUB CSF Advocacy Activities and Achievements	
Gained recognition with influential stakeholders	<ul style="list-style-type: none"> • UNICEF presented Open Club’s idea for the Fund to the Deputy Prime Minister, Nebojsa Stefanovic (now the Prime Minister) • Organized meetings with representatives of relevant national institutions such as ministries, the Parliamentary Committee on the Rights of the Children, SIPRU, the Office for Cooperation with Civil Society, the Ombudsman and Commissioner for Gender Equality, UNICEF and the EU Delegation Office in Belgrade • Achieved support for the Fund among influential authorities at a public debate organized at the Parliament building.

Conducted primary and secondary research	<ul style="list-style-type: none"> • Executed an inter-sectoral consultative process consisting of 4 panels and 6 focus groups with more than 200 children and families representing 4 underserved regions in Serbia • Conducted extensive desk research on the legal framework and the current use of the funds for the social inclusion of children
Joined an informal coalition of CSOs	<ul style="list-style-type: none"> • Supported the Network of Organizations for Children of Serbia (MODS) to be able to advocate more effectively, become more influential, and achieve greater reach

BALKAN CENTER FOR SECURITY POLICY (BCSP)

BCSP used its CSF advocacy grant to support its national campaign, “Partnership for Integrity in Security Sector”, with the goal to improve implementation of anti-corruption policies in the core security institutions of Serbia by strengthening external oversight.

During the CSF project timeframe, BCSP partnered with Transparency Serbia to develop an Accountability Framework which served as a methodological tool for conducting an integrity assessment of three major security institutions (Ministry of Defense, Ministry of Interior and Security Information Agency) that was published in the book "Integrity Assessment in the Security Sector of Serbia".

BCSP also used CSF advocacy grant funds to raise public awareness about police corruption in Serbia and empower citizens, media, and government to help curb the incidence of corruption. In this vein, BCSP collected and published reports, statistics and case studies on corruption within Serbia’s border patrol and police forces in local communities; organized six roundtables to involve communities in the discussion on police integrity; trained journalists on how to research corruption in police, military and security services; and organized multiple conferences on security sector corruption that gathered over 100 representatives from diverse sectors.

Among BCSP’s major achievements stemming from this project are the convening power demonstrated by its success in engaging multi-stakeholder audiences in its activities and efforts, as well as the partnerships and collaboration established with influential individuals within the State, such as the Ombudsman and the Commissioner for Free Access to Information. BCSP put a great deal of time and energy into building these relationships by sharing its research findings with these stakeholders and actively engaging them as presenters and speakers in trainings and public discussions. It was of utmost importance to BCSP to prove to government, media and citizens that CSOs such as themselves are credible, reliable, and influential partners. The many productive partnerships forged through this project are testament to BCSP’s success on this front.

Select BCSP CSF Advocacy Activities and Achievements	
Increased public awareness on police and security sector corruption	<ul style="list-style-type: none"> • Published reports, statistics and case studies on police corruption • Six roundtables held to spark publish discussion • A BCSP researcher discussed police corruption with Serbia’s Interior Minister and a TV journalist on the national TV show, <i>Stav Srbije</i> • Designed innovative tools to educate the public about corruption: <ul style="list-style-type: none"> → Internet game, "How Good an Inspector are You? Play and Find Out!" → Web page presenting the latest corruption risks, "Corruption Risks Map of the Security Sector of Serbia"
Engaged a multi-sector audience in combating corruption	<ul style="list-style-type: none"> • Organized a conference where research findings on police corruption were presented to over 100 attendees representing the Ministry of Interior, the Parliament, independent regulatory bodies, international organizations and diplomatic missions, CSOs and the media • Organized a conference, "Partnership for Integrity in the Security Sector", which attracted more than 100 representatives from the Ministry of Defense, Ministry of Interior, Security-Intelligence Agency, and other government institutions; embassies and international organizations; and students, CSOs and media, and was opened by the U.S. Ambassador to Serbia and the Minister of Defense
Conducted extensive research and published findings	<ul style="list-style-type: none"> • Published a report, "Parliamentary Oversight and Integrity Building in Security Institutions" featuring an analysis of BCSP’s monitoring activities of the Security and Defense Committee and the Committee for Oversight of Intelligence, as well as policy recommendations • Published "Integrity Assessment in the Security Sector of Serbia", an integrity assessment of three major security institutions conducted in partnerships with Transparency Serbia • Published two additional analyses initially not planned within the parameters of the project: "Oversight of Implementation of Special Investigative Measures" and "Parliamentary Questions as a Mechanism for Oversight of the Security Sector"

NATIONAL COALITION FOR DECENTRALIZATION (NCD)

Through its CSF supported advocacy project, “Making Policies Work”, NCD concentrated its efforts on building the capacity of civil society in Serbia to advocate for adoption and implementation of citizens’ policies. The concept of citizens’ policies is developed around the idea that local policies should be established in consultation with citizens and guided by citizens’ interests.

In order to support grassroots advocacy efforts, NCD established three Support Centers for Citizens Policies in three regions in Serbia that each provided mentoring and training to ten local CSOs on the topics of advocacy and constituency building. NCD executed a training of trainers (TOT) and provided ongoing support to build the capacity of Support Center staff on these topics.

NCD selected to financially support implementation of the three best constituency building plans developed by three of the local CSOs which focus on the rights of youth and individuals with disabilities. Each advocacy agenda contained a list of policies and decisions to be adopted by the local authorities.

By the end of CSF, one of the local advocacy campaigns supported by NCD and implemented by a group of CSOs in the city of Kraljevo celebrated a victory when city authorities officially adopted the *Decision to Establish a Youth Council in Kraljevo*. This development of a youth council in Kraljevo will facilitate the campaign objectives to increase youth participation as well as develop and implement a local youth policy.

Select NCD CSF Advocacy Activities and Achievements	
Developed CSO capacity	<ul style="list-style-type: none"> • Support Centers for Citizens Policies established in three regions in Serbia • TOT for 12 Support Center staff executed • Support Center staff train staff from 30 CSOs representing 9 cities in Serbia to more effectively engage in constituency building and advocacy efforts
Supported local advocacy campaigns	<ul style="list-style-type: none"> • Support Centers provide guidance and technical assistance to 9 CSOs representing 9 cities in Serbia in the development of their constituency building plans • Three constituency building plans selected and Support Centers worked with implementing CSOs to successfully execute plans

SHARE FOUNDATION (SHARE):

As a non-profit organization dedicated to protecting the rights of citizens using the Internet, SHARE Foundation used its CSF advocacy grant to support its project “SHARE Defense” with the goal to improve regulation pertaining to the digital environment in Serbia. The project also aims to create an enabling environment in which court and administrative systems accept legal and policy arguments and make decisions in the public interest. With the help of CSF, SHARE succeeded in putting digital rights and internet freedoms in the front of public debate within a short period of time.

One of SHARE’s project goals was to submit three comments/amendments pertaining to the digital environment to Serbian draft laws during the CSF project timeline in accordance with its in-depth research results. SHARE ended up going well above and beyond this goal and submitting eight comments and amendments.

SHARE’s largest advocacy success during the project timeframe was the adoption of its comments made to the *Draft Law on Public Information and Media* and the *Draft Law on Electronic Media* into the new model laws. This advocacy win marks a significant victory in the battle for freedom of expression on the Internet and now serves as a global model of best practice. SHARE experts have since had the opportunity to present their forward thinking approach and educate their peers around the globe on these complex regulatory issues.

Select SHARE CSF Advocacy Activities and Achievements	
Developed innovative tools	<ul style="list-style-type: none"> Created and launched an online legal database to collect, analyze and publicize information on the right to privacy and protection of personal data, surveillance, compliance with international laws and the legal framework, and made recommendations for compliance
Offered pro bono legal services	<ul style="list-style-type: none"> Offered strategic support and pro-bono legal services to individuals and partners through a number of cases concerning digital freedoms. Through its legal counseling services, SHARE has proved itself as a virtually unparalleled resource on a number of complex and unique topics related to internet freedom and cybersecurity. Provided legal advice to the members of the Nova Iskra design incubator. Eight sessions and an <i>Ask Me Anything</i> event were executed and more than 50 young enthusiasts were counseled on topics concerning copyright and industrial design protection and legal support for starting a business.
Contributed to Serbian laws and policies	<ul style="list-style-type: none"> Established a dynamic team of researchers, legal experts, investigative journalists, media professionals, and campaign experts in order to perform research, analyze pertinent laws and policies, and prepare comments and amendments to draft laws Submitted comments and amendments pertaining to eight draft laws, 2 of which were incorporated into the new Model Laws (Draft Law on Public Information and Media and Draft Law on Electronic Media).

CENTER FOR DEMOCRACY FOUNDATION (CDF)

CDF's CSF supported advocacy project advocates at the national level for the field of labor rights protection (LRP) as an area of high importance for EU pre-accession process. As coordinator of the *Black and White* coalition, which advocates for LRP at the national and local levels, CDF offers capacity building and mentoring activities to grassroots level CSOs from different regions of Serbia.

A major success stemming from CDF's campaign is the legitimacy and credibility it gained with a dynamic swath of stakeholders across Serbia and the region. CDF established excellent cooperation with key authorities and governing bodies such as the Office of the Chief Negotiator to the EU, the Office for Cooperation with Civil Society, the Serbian Parliament and the Office for European Integration. All these entities demonstrated their recognition of CDF and its partners as experts in the field and key representatives of socio-economic and labor topics by engaging them as speakers and thought partners in discussions and consultations related to the Serbia - EU negotiation process.

During the CSF timeframe, the Serbian Parliament's Committee for European Integration adopted the decision to consult with the civil society sector regarding the EU negotiation process through the National Convent on the EU (NCEU) working groups for each of the negotiation Chapters. CDF and its *Black and White* coalition were designated coordinator of the NCEU Working Group for Chapter 2 (Freedom of Movement for Workers) and Chapter 19 (Social Policy and Employment), positioning them

to make critical contributions to the EU accession process. The first meeting of the working group was organized on June 26, 2014 and was attended by 22 CSOs and experts.

Select CDF CSF Advocacy Activities and Achievements	
Strengthened key multi-stakeholder partnerships	<ul style="list-style-type: none"> • Held a series of consultative meetings with representatives of EU institutions, state institutions, the business sector and trade unions on the role of civic engagement in LRP in order to establish cooperation to serve as the foundation for a multi-stakeholder approach in monitoring the implementation of the labor standards • Organized more than 50 consultative meetings with the most relevant representatives of major state institutions, independent bodies, MPs, trade unions, employers' associations, economists and sociologists in major Serbian cities to discuss decent work conditions and the role and importance of CSOs in monitoring and protection of labor rights. Quantitative and qualitative evidence gathered was used to inform CSF's study on the role of citizens and CSOs in LRP.
Expanded and legitimized the <i>Black and White</i> coalition	<ul style="list-style-type: none"> • Matriculated five new local CSOs into the <i>Black and White</i> coalition and provided mentoring and capacity development as well as small grants to support their grassroots advocacy initiatives focusing on labor rights issues • New coalition members organized series of round tables, public debates and street actions in the local communities, all with the aim to increase citizens' knowledge about labor rights and mechanisms for exercising their rights. The events attracted significant attention from citizens and the media. • Local campaigns were conducted in 12 cities and at the Exit festival, where approximately 3,500 people took part in a survey conducted by CDF about labor rights
Contributed key research and analysis to the field of LRP	<ul style="list-style-type: none"> • Published an in-depth study, "Civil Society and Labor Rights – The Role and Potential of CSOs in the Labor Field", as a result of CDF's extensive analysis of good labor practices through consultations with CSOs and relevant stakeholders

SMART KOLEKTIV (SMART)

Through CSF, Smart Kolektiv focused on establishing effective and strategic partnerships between the government, business sector and CSOs on joint initiatives that will tackle socio-economic problems throughout Serbia.

Primary project activities centered around establishing the current state of multi-sector partnerships in Serbia through a comprehensive analysis of the legal framework; developing the capacities of businesses and CSOs to effectively collaborate with each other and providing them opportunities to establish strategic partnerships; and raising awareness among the general public on the importance of a multi-sector approach to resolving crucial socio-economic challenges in Serbian society.

A major project achievement included successful execution of a well-attended, high-level event organized by Smart which engaged a multi-stakeholder panel and featured a presentation of Smart’s analysis developed through its research on cross-sector partnerships. Many high-level officials were in attendance including the EU Ambassador to Serbia and representatives from relevant offices within the Serbian government. The event also attracted CSOs, consumer associations, philanthropists, and businesses. Not only did the event demonstrate the importance and relevance of this topic, but the panel and discussion produced recommendations and ideas for CSOs, government and the business sector to cooperate and work strategically in the current environment.

Select SK CSF Advocacy Activities and Achievements	
Conducted extensive research on cross-sector partnerships	<ul style="list-style-type: none"> • Analysis of the most relevant pieces of Serbian legislation in the areas of labor, social inclusion, environment, consumers’ rights, and tax redemption • Developed a public opinion poll to gather relevant information about multi-stakeholder partnerships and distributed it to over 100 stakeholders from all sectors • Completion of a wide-reaching online educational campaign on cross-sector partnerships and their benefits <ul style="list-style-type: none"> ○ Over 80,000 people through social media channels ○ Over 10,000 interactions made (clicks, likes, comments and shares) ○ Over 2, 000 reached via direct e-mail ○ 115 announcements published via online media, available for sharing and commenting
Executed events and trainings to inform and foster cross-sector partnerships	<ul style="list-style-type: none"> • More than 350 representatives of all three sectors attended public events dedicated to topics related to multi-stakeholder partnerships • Organized a Corporate Volunteering Award event designed to publicly recognize and promote employee volunteering within Serbia’s business sector • Executed a series of multi-stakeholder round table discussions under the thematic title “Business Perspective on Key Issues of Socio-economic Development”, which were held in partnership with the Business Leaders Forum of Serbia • Organized a training on sustainability reporting for companies to promote transparency and accountability within the business sector and to build corporate capacity to establish cross sector partnerships • 18 CSOs and social enterprises presented their partnership proposals to more than 150 attendees of the CSO Marketplace organized by SK

THE ANA AND VLADE DIVAC FOUNDATION (DIVAC)

The CSF supported Divac Youth Funds (DYF) project aims to facilitate at least 30 municipal-level, multi-stakeholder partnerships between Divac, young people, local governments, and local businesses in a five-year period. The goal is to enable young women and men at the grassroots level to become involved in decisions that directly affect their lives.

Through CSF, DYF were piloted in five municipalities in Serbia and were led by 10 young women and men who were empowered and trained to manage DYF funds in their respective municipalities. Through a transparent grant-making process, Divac and DYF members supported 54 projects focusing on themes like youth activism, education, culture, environment and sports which were developed by formal and informal youth groups within the five municipalities. Divac's grants were matched by municipal governments, and additional proceeds were generated by youth-led fundraising actions targeting public institutions and the local business community.

Through this public-private-partnership model, more than 20 percent of the young people from five municipalities across Serbia were engaged to transform their communities, successfully executing 54 projects and raising an additional \$30,000 from the local business sector and the communities in which they live (cash and in-kind donations). These youth-led projects will impact an estimated 20,000 young women and men.

The pilot DYF were wildly successful, with involved municipalities already agreeing to increase contributions in 2015 and additional municipalities expressing interest in joining the project. Divac is already devising plans to make the DYF sustainable.

Select Divac CSF Advocacy Activities and Achievements	
Improved the DYF matching mechanism for the future	<ul style="list-style-type: none">Established a Policy Committee consisting of representatives from the Ministry of Education, local authorities from DYF pilot municipalities, and national youth organizations tasked with preparing a policy paper and recommendations on a sustainable matching mechanism for DYF based on pilot municipalities' experience
Created regional partnerships to promote shared learning	<ul style="list-style-type: none">Organized a regional conference in Belgrade in partnership with the Mozaik Foundation from Bosnia and Herzegovina as part of a 4-day regional training for 64 Divac Youth Fund and Mozaik Youth Bank members representing 40 municipalities in Serbia and Bosnia and Herzegovina.Signed a Memorandum of Understanding and Cooperation with Mozaik at the conference to formalize cooperation and peer learning
Promoted philanthropy in Serbia	<ul style="list-style-type: none">Divac Foundation seeks to promote and develop philanthropy in Serbia and coordinates the Working Group, within the Philanthropy Forum in Serbia, on developing mechanisms and infrastructure for giving since philanthropic tools in Serbia are insufficiently developed. The Working Groups are engaged in developing concrete solutions for on-line giving, SMS donations and similar.

Human Rights Sustainability Initiative Partners:

HUMANITARIAN LAW CENTER (HLC)

Through CSF, ISC supported HLC’s advocacy campaign which aims to: 1) promote a proactive approach among Serbian institutions towards issues related to transitional justice, 2) sensitize the European Commission to the importance of transitional justice for Serbia's Euro-integration process, and 3) increase public awareness and visibility around topics of transitional justice in the public domain, with a special emphasis on gender.

During the CSF project period, HLC completed an *Analysis of the Prosecution of War Crimes in the Republic of Serbia* for the period 2003-2013 and presented it to the public on September 30, 2014. The Analysis examines the practices, challenges, and achievements of institutions responsible for enforcing criminal justice in cases of war crimes committed during armed conflicts in the former Yugoslavia, and outlines 75 recommendations to improve this process. The Analysis supports a larger consultative process through which HLC plans to develop and submit a *Draft Strategy for the War Crimes Prosecution* to the Ministry of Justice of the Republic of Serbia in late 2014. The Strategy sets objectives and guidelines in the period 2015-2025 for key institutions involved in the prosecution of war crimes. Should the Ministry of Justice adopt this strategy it will significantly shape restoration of the rule of law for the atrocities committed during the 90's in the region of former Yugoslavia.

Select HLC CSF Advocacy Activities and Achievements	
Increased public awareness of transitional justice	<ul style="list-style-type: none"> Published the newsletter “through ACCESSION towards JUSTICE” every three weeks, which highlights developments in the EU integration process from the transitional justice perspective and advocates for establishment of a legal system that will guarantee and protect human rights of all victims of war crimes
Monitored and analyzed ongoing war crimes trials in Serbia	<ul style="list-style-type: none"> Researched and analyzed war crimes trial proceedings of the Higher Court and the Court of Appeals in Belgrade and authored its <i>Annual Report on War Crimes Trials in 2013</i>, which was finalized, published and promoted in the summer of 2014. Published an <i>Analysis of the Prosecution of War Crimes in the Republic of Serbia</i> for the period 2003-2013
Ensured relevance of transitional justice in EU negotiations	<ul style="list-style-type: none"> Developed a report, <i>Transitional Justice in Serbia’s EU Accession Process</i>, which analyzes Serbia’s compliance with EU Acquis regulations in the field of transitional justice and presents recommendations for further harmonization with Serbia’s legal system

LAWYER'S COMMITTEE FOR HUMAN RIGHTS (YUCOM)

One of the primary goals of YUCOM's advocacy project is to build the capacity of free legal aid (FLA) providers to deliver well-coordinated, sustainable and comprehensive FLA services to citizens. In this vein, CSF supported YUCOM's efforts to develop a coordinated network of FLA providers, design a capacity development training curriculum, and execute select capacity building trainings.

CSF also supported YUCOM's campaign to amend the proposed Free Legal Aid Act to better address the needs of citizens and to grant those in need the right to FLA.

Select YUCOM CSF Advocacy Activities and Achievements	
Built the capacity of FLA providers	<ul style="list-style-type: none">• Held a series of meetings with potential network members to discuss and outline the network's structure, objectives and goals• Executed a "Training for Civil Society Organization Providers and Prospective Providers of Free Legal Aid" in Niš
Advocated to amend the proposed FLA Act	<ul style="list-style-type: none">• Met with representatives of the European Commission to highlight proposed changes to the FLA ACT in the context of European Accession negotiations• Helped organize a conference where proposed amendments of the FLA Law were presented to the representatives of relevant local institutions, legal experts, international organizations and local CSOs
Provided FLA to citizens in need	<ul style="list-style-type: none">• Focus on cases related to gender-based violence, discrimination and exclusion, and socioeconomic empowerment of vulnerable groups

YOUTH INITIATIVE FOR HUMAN RIGHTS (YIHR)

Through the CSF program, ISC supported YIHR's efforts to advocate for adoption of the National Strategy for Fighting Violence and to enhance youth participation in the advocacy process. Through this project, YIHR sought to engage stakeholders from Serbia's civil sector in a public discussion on the topic, conduct an outreach campaign to gather proposals for a *Draft Strategy for Fighting Violence among Youth and Gender Based Violence*, and build constituency support for the Strategy's adoption.

Among YIHR's greatest accomplishments during the lifeline of CSF are the multi-stakeholder partnerships forged and support gained through outreach and awareness building efforts. YIHR met with hundreds of organizations, institutions and individuals across Serbia and developed strategic partnerships with local and national CSOs dealing with youth, women and other marginalized groups; high-schools; and government ministries and institutions.

Select YIHR CSF Advocacy Activities and Achievements	
Forged strategic partnerships	<ul style="list-style-type: none"> Conducted detailed research and mapped and met with dozens of organizations throughout Serbia that could be instrumental in advocating for a Strategy for Fighting Violence and received support from many of them in the form of shared contacts, research, expertise and resources. Conducted a successful meeting with a representative from Serbia's Ministry of Youth and Sports during which it was agreed that the <i>Draft Strategy</i> to be generated through YIHR's campaign will be used to inform Serbia's national Youth Strategy to be adopted by the end of this year
Executed public outreach and raised awareness	<ul style="list-style-type: none"> Developed a campaign website as well as Facebook and Twitter profiles under the title "Jer im se može" (Because they Can) and invited all project partners and youth to contribute content and engage with each other on these platforms Created short video clips²⁵ to promote through social media platforms that exemplify the brutality of violence through victims' perspective
Organized student debates	<ul style="list-style-type: none"> YIHR gained support from the Union of High School Students of Serbia in opening schools for debates (without this support, it would have been impossible to access students through the schools) Conducted debates with students in seven towns which focused on youth perception of violence and how and to whom it should be reported
Drafted Strategy for Fighting Violence	<ul style="list-style-type: none"> YIHR is currently working in cooperation with other CSOs and leading experts in the fields of youth and gender to develop the Draft Strategy

LABRIS

Through its CSF supported advocacy project, Labris sought to develop a participatory model for monitoring the implementation of the Strategy for Prevention and Protection from Discrimination (SPPD) and the related National Action Plan (NAP), with a focus on measures affecting the LGBT community; as well as engaging the LGBT community in the monitoring process for EU-Serbia accession negotiations pertaining to Chapter 23 (Judiciary and Fundamental Rights).

During the project timeline, Labris successfully gained formal support for its campaign from high-ranking government bodies including the Ombudsman's Office, the Commissioner of the Protection of Equality Office, and the Office for Human and Minority Rights.

Labris also created a Collaborative Platform consisting of a dynamic swath of stakeholders who work on LGBT issues to serve as a steering committee in order to drive development of a participatory tool used to monitor SPPD and NAP. The cadre of organizations working on LGBT issues in Serbia is widely considered to be disjointed, so this was also a conscious attempt on the part of Labris to encourage

²⁵ <https://www.youtube.com/watch?v=c-b3GzeAVvg>

collaboration and synergy among the sector. Collaborative Platform members have expressed their buy-in and enthusiasm to participate in the process, and have thus far offered a great deal of guidance and input through a series of meetings and consultations. Labris is in the process of developing the monitoring mechanism based on these ideas.

Select Labris CSF Advocacy Activities and Achievements	
Provided capacity development	<ul style="list-style-type: none"> Trained 57 persons including representatives from CSOs; PFLAG; state institutions; the legal community; health, education, and social sectors, and the LGBT community to contribute to the development of a participatory monitoring mechanism for SPPD and NAD
Increased public awareness	<ul style="list-style-type: none"> Developed a website,²⁶ social media platforms (Facebook, Twitter, Youtube), an Android application and promotional materials to educate the public about the campaign The Android application, "LGBT Friendly Network",²⁷ compiles information about the activities of the LGBT organizations in one place and provides contacts for psychological and legal support, as well as state institutions in Serbia that support LGBT
Partnered with CRTA for accountability monitoring	<ul style="list-style-type: none"> Partnered with CSF Core Partner, CRTA to utilize the "Istinomer" and "Otvoreni Parlament" web platforms in order to monitor and publically analyze Parliament's statements, policies and actions pertaining to SPPD and NAD to encourage government transparency and accountability

URBAN-IN

Urban-In used its CSF advocacy grant to increase the participation of young women and men in the activities and decision-making processes of the Bosniak National Minority Council in order to support minority rights.

In order to gain support for the project, Urban-In established cooperation with Serbian youth and important institutional and governmental stakeholders. Meetings in towns across Serbia served to establish relevant contacts and prompt regular communication with youth offices, local self-governments in targeted municipalities, and the Bosniak National Council. From these meetings, the Urban-In team developed a strategy for approaching relevant institutions and gaining their buy-in. A series of meetings with important stakeholders were held in March at which representatives of all institutions agreed to actively participate in the project implementation and to support the campaign to increase youth participation in the work of the Bosniak National Minority Council.

²⁶ <http://pflagsrbija.org.rs/index.php>

²⁷ <https://play.google.com/store/apps/details?id=rs.org.pflagsrbija.lgbtmreza>

Select Urban-In CSF Advocacy Activities and Achievements	
Engaged youth	<ul style="list-style-type: none"> Organized a series of meetings in six towns in Serbia at which youth signed an MoU to demonstrate their cooperation on the project
Gained support of relevant institutions	<ul style="list-style-type: none"> Created an outreach strategy to target and connect with relevant stakeholders such as youth offices, local self-governments, and the Bosniak National Council Succeeded in meeting with identified stakeholders and gaining their support for the project
Conducted research	<ul style="list-style-type: none"> Designed and executed a research study consisting of a survey and focus groups to gauge the attitudes of young people about their own participation in, and influence on the work and activities of the Council. Presented research findings at a series of public events

HELSINKI COMMITTEE FOR HUMAN RIGHTS (HCHR)

Through its CSF supported advocacy project, HCHR is creating a network of CSOs to monitor hate speech and hate crimes, with the goal of empowering the network to alert regional authorities and the general public about such incidents.

Through the project, HCHR developed a database of all the organizations in Serbia’s northern province of Vojvodina that work on related issues such as hate speech and hate crimes, right-wing extremism, women’s rights, LGBT rights, and the rights of Roma and other vulnerable groups, and held educational and consultative meetings with identified stakeholders in two major cities in Vojvodina.

HCHR also conducted research on extremism within Serbian society and right-wing political parties and began producing a documentary on influential women fighting extremism in Serbia.

Select HCHR CSF Advocacy Activities and Achievements	
Conducted research on extremism	<ul style="list-style-type: none"> Research began by analyzing extremism within right-wing political parties such as Treca Srbija, Serbian Radical Party, Democratic Party of Serbia, and Dveri and connections between these parties and extremist organizations such as 1389, Obraz, Nasi, Krv i cast and Nacionalni stroj were examined
Executed stakeholder mapping	<ul style="list-style-type: none"> Created a database of all organizations in Vojvodina working on issues related to extremism and hate crimes Mapped all relevant stakeholders at the national level
Provided capacity development and education	<ul style="list-style-type: none"> Conducted an educational session titled “Hate speech and hate crime – legal framework and practice” in Novi Sad Conducted an educational session titled “The position of women in ideology of extreme rights organizations and political parties” in Zrenjanin

ANNEX 5 – IMPACT STORIES

Zaječar Initiative: Creating Self-Sufficient Local Communities

THE SITUATION IN SERBIA

The gradual economic decline of small towns and rural regions in Serbia has been [well documented](#).²⁸ Other than the capital city of Belgrade and a select few other developed municipalities, Serbian towns faced growing challenges due to the decline of industry, lack of economic growth, and youth flight to urban centers. In 2014, average net salary in regions outside Belgrade was nearly \$350 per month, while in Belgrade it was over \$500.²⁹

These conditions create a downward spiral effect and lower the quality of life for residents in underserved regions. A lack of quality local health care services forces people to seek medical attention elsewhere, imposing additional expenses. And limited higher education and employment options lead young people to leave their hometowns and migrate to cities. The closing of local cultural centers, cinemas, theaters, and sports halls, and the neglect of public spaces and parks reflect an absence of cultural, sports and social programs and activities.

The **Institute for Sustainable Communities (ISC)** believes that local citizens are best positioned to address these issues and to create lasting change in underserved regions of Serbia. Indeed, empowering local organizations in these communities to tackle the priority issues they identify stimulates development and regional growth by supporting initiatives that use the region's own resources, engage local citizens, and stimulate local businesses.

These reasons are why ISC, through its **USAID** supported **Civil Society Forward (CSF)** program, committed to partnering with, cultivating and empowering **Zaječar Initiative**, a local CSO from Serbia's underdeveloped Timok region of Eastern Serbia.

ZAJEČAR INITIATIVE

Founded in the city of Zaječar, [Zaječar Initiative](#) (ZI) has worked since 2001 to support grassroots initiatives in the Timok region that aim to overcome challenges facing local communities and improve people's lives.

ISC recognized the potential of ZI as a civic leader in Eastern Serbia and supported its efforts to establish a philanthropic community foundation (the Step Forward Foundation) through the USAID Civil Society Advocacy Initiative (CSAI), which was active from 2006-2012. At that time, there were no such local

²⁸ <http://www.regionalnirazvoj.gov.rs/Pages/ShowNARRFolder.aspx?mi=171>

²⁹ Data according to the Report of the Republic Statistics Institute
<http://webzrs.stat.gov.rs/WebSite/repository/documents/00/01/61/70/zp11122014.pdf>

community foundations in Serbia and ISC wanted to establish an example in the Timok region that could serve as a successful philanthropic model for other regions.

ISC specifically chose ZI as one of two pre-selected Core Partners for its 2012-2015 CSF program in order to best tackle some of the challenges facing remote areas of Serbia outside the capital city of Belgrade. As such, ZI contributed to program design, successfully built re-granting mechanisms and cultivated grassroots activism in Eastern Serbia.

As a local, grassroots CSO in a particularly economically depressed region of Serbia, ZI lagged behind its Core Partner counterparts in both organizational capacity and access to resources. It was imperative to ISC that the CSF program work with ZI to strengthen its organizational capacities and lay a strong foundation for future sustainability.



ZI Executive Director Danko Nikolić (center table) participates in a “System for Transformation and Results” training of trainers with CSF strategic partner, Root Change

In order to create a sustainable model of local partnership, ISC cultivated a mentoring relationship between **Trag Foundation**, the other pre-selected CSF Core Partner, and ZI. The relationship leveraged Trag’s extensive re-granting experience and imparted tools, strategies and mechanisms to make ZI’s efforts strong and sustainable. Through support from ISC and Trag, ZI scaled up its re-granting efforts (previously supported by the National Endowment for Democracy (NED)) and increased the size of its grants.

Thus, with its previous experience in grantmaking, proven commitment, and readiness to improve its own systems and capacities, ISC recognized ZI’s potential to serve as a leader in community development in Eastern Serbia. In supporting the growth and development of ZI, ISC saw a great opportunity to increase ZI’s impact locally and in other regions by example.

“CULTURE AND SPIRIT CHANGED”

Through the capacity building component offered by CSF, ZI underwent a major transformation from a relatively loose organization to one with improved organizational systems and a more professional approach. “*Our organizational culture and spirit changed,*” said Danko Nikolić, Executive Director of ZI. The skills, tools and resources gained through the program improved ZI’s grantmaking efficiency and helped the organization better access local resources to support its mission.

ZI staff attended seminars, went on study tours, took part in trainings, engaged mentors, shadowed leaders and received on-the-job coaching. With this new knowledge and skill set, they improved their human resources systems and administrative rules and procedures, and designed a five-year communications strategy. With guidance from ISC’s strategic partner for philanthropy and fundraising,

Shannon St John, ZI strengthened its fundraising skills and developed a Sustainability Roadmap to lay the groundwork for long-term organizational sustainability.

ZI improved its grantmaking procedures with support from Trag that took the form of intensive knowledge transfer and mentoring during the preparation and implementation phases of ZI's Timok Active Communities grant program, "Transformer." Trag and ISC also contributed a representative to ZI's Grant Committee to streamline the process.

TRANSFORMER

CSF supported ZI's re-granting efforts through a Timok Active Communities program called [Transformer](#).³⁰ Through Transformer, ZI supported 14 civic initiatives that addressed issues such as neighborhood development, youth empowerment, community problem-solving and social inclusion.

Before CSF, ZI had limited grantmaking experience. The re-granting program supported by NED allowed for small grants of less than \$2,000. Danko recalls that, through CSF, *"we were able to increase the size of grants up to \$4,000, which allowed us to support more significant projects with greater impact to the community. Also, we had the opportunity to support, for the first time, informal initiatives, and we were not limited with the topics."*

Grants were made to applicants in more than 10 towns and municipalities throughout the Timok region in order to improve the lives of people in these communities by creating opportunities for children and youth, beautifying public spaces and stimulating social inclusion. More than 550 citizens became directly involved in the projects, and over 5,000 citizens now enjoy benefits made possible through Transformer.

One such example was a group of neighbors within residential building D4 in the Kotlujevo neighborhood of Zaječar who had worked together for years to renew the green space between residential buildings. They watered the grass and kept the paths illuminated. From time to time, they were faced with challenges, such as damage caused by a heavy thunderstorm, but easily organized themselves to fix the building. Their main issue was lack of resources to support beautification of their neighborhood.

When they heard of the Transformer program, this informal neighborhood group recognized an opportunity to further their efforts and applied. They had a vision of scaling up their work by planting



Through Timok Active Communities, local CSO "Wilderness" gathered 46 local volunteers to make the Banja Cave more approachable and accessible by building a 1500 meter pathway to the cave and building a picnic area at its entrance

³⁰ https://www.youtube.com/watch?v=w_Y81ELND7Y&list=UUELWD1twjlfu344IBlkf

new trees, developing new walking paths and improving infrastructure. The group was awarded a small grant through ZI's Transformer program, and with the support they received, they were able to make their vision come true—building beautifully lit pathways with awnings, installing an underground irrigation system, acquiring locks for dumpsters in order to ward off animals, and planting trees and gardens. Moreover, they became a role model for neighbors from other buildings who now ask for their advice on executing similar efforts in their own neighborhoods.



Kotlujevo's D4 building residents help beautify their neighborhood

This and other civic initiatives supported by Transformer contributed to multi-sectoral cooperation by involving other members of the local communities, such as local municipalities and private companies. In total, an additional \$17,500 (both in cash and in kind) was raised from local government, public institutions and companies in order to support project activities.

The citizen activism and community development made possible in the Timok region through Transformer has proven long-lasting and wide-reaching effects. *“When people see how others renewed their neighborhood, young people reactivated their club, or parks and trails have been installed, that is a great motivation and driving pulse for others citizens to make changes in their neighborhood, their community or town”,* says Danko.

STEP FORWARD FOUNDATION



ZI's Step Forward Foundation together with the Željko Vasić Fund organized a wine auction to raise money for the Zajecar Hospital to purchase a hysteroscope

With the support of CSF and its predecessor CSAI, ZI established the first Timok-based philanthropic community foundation, [Step Forward Foundation](#) (SFF),³¹ which supports community development in the region and offers a successful model for other regions to follow.

In an effort to increase the visibility and influence of SFF, ZI leveraged the support

³¹ <https://www.youtube.com/channel/UC25rnJFN0xOEoM41sviWUTQ/videos>

of Željko Vasić, a well-known Serbian pop singer from Zaječar who has been known to support charitable causes in the region. The two parties signed a memorandum of understanding to establish the Željko Vasić Fund within SFF, which they agreed would be managed by ZI and promoted by Mr. Vasić. With the support of CSF, SFF and the Fund successfully organized fundraising events and activities to grow ties within the community, spread awareness and raised funds to solve issues affecting citizens of the Timok region.

One of the early issues supported by the Fund was a fundraising campaign aimed at purchase of a [hysteroscope for Zaječar Hospital's gynecological department](#).³² A hysteroscope is a technical device highly effective in diagnosis and treatment of malignant diseases in the uterus. No medical institution in the Timok region has this device, even though Timok has the highest rates in the country of women suffering from cervical cancer. Once the device is purchased, women who were forced to travel to distant medical centers to undergo diagnosis and treatment will have an option much closer to home. ZI identified this problem, and, through the Željko Vasić Fund, organized various fundraising events and activities in order to purchase a hysteroscope for Zaječar Hospital. One such event consisted of a wine auction where wine was donated by a local vineyard. They are now more than halfway to meeting their goal of \$6,000.

IMPACTS

Due to CSF, ZI grew as an organization and gained significant experience in re-granting funds from international development sources. They learned what it takes to mentor and guide a fledgling foundation towards success and promote locally-led projects in their own communities and can now replicate that experience again and again. Through working with ZI and investing in the development of civil society organizations outside of Serbia's developed metropolitan territories, ISC has laid the groundwork for many more of Serbia's citizens to become active in building their own future.

³² <https://www.youtube.com/watch?v=HJpFM-txtiQ>

SHARE: From Loose Network to Organized International Influence

A PARTY FOR PRIVACY

Let's face it. Digital communication is here to stay. And if you were born after 1990, it's THE means by which you do most of your communicating. But it's still a frontier area with huge interests looking to control the space and the laws used to govern it. So, how does one engage and spark activism around issues such as freedom of expression, access to knowledge, and privacy? If you're like the young Serbs who founded **SHARE**, you might just throw a huge party...but what comes next?



The second SHARE Conference supported through the ISC's CSAI program took place in Belgrade

Inspired by their success with the EXIT Music Festival, now an annual event that gathers over 200,000 young people from the Balkans and well beyond, Djordje Krivokapic and Vladan Joler, started the **SHARE Conference** with support through the **USAID/Institute for Sustainable Communities' (ISC) Civil Society Advocacy Initiative (CSAI)**, active in Serbia from 2006-2013. The conference is an educational forum for new trends in online social activism, social media networks, blogging platforms and open-source software that support advocacy initiatives, political campaigning and watchdog activities.

For three years, SHARE conferences supported through CSAI gathered more than 2,500 activists, artists, business leaders, media experts, web and graphic designers, bloggers, and other techies from around the globe to harness the powers of social media, new technology, and digital activism to achieve positive social change. More than 100 domestic and international social media experts attended including representatives from Google, Harvard, President Obama's public relations team, Vimeo, Massachusetts Institute of Technology, Oxford University, Stanford University and the Electronic Frontier Foundation.

Even while running these conferences, SHARE did not have a strong organizational structure. The core group consisted of young and passionate activists and experts in Information and Communication Technology (ICT). Hardly a core at all, Vladan Joler, co-founder of SHARE described them as, "*more of a loose network.*" Although they were skilled and experienced enough to produce these successful events, they knew they needed a solid foundation to grow. With the support of ISC's CSAI program, they established the **SHARE Foundation**.³³



SHARE Foundation broadened its reach, executing a SHARE Conference in Beirut, Lebanon

³³ <http://www.shareconference.net/en>

“FROM THE FUTURE”

The SHARE conferences received significant media coverage and their audience was diverse—from citizens, activists and artists, to media, business leaders, experts in ICT, web designers, bloggers, and more. The conferences were grand in scale, but short in time frame. There was a compact, powerful energy created that fueled citizen mobilization, education, and exchange of knowledge and experience, *but this was not the type of activity that could change policies and regulation related to the digital environment.*

SHARE wanted to affect change, and Krivokapic explains that, at that time, the government and civil society sector saw their SHARE Conferences and overall approach as strange and *“from the future.”*

Building on the success of the SHARE conferences, Krivokapic and Joler decided to make a significant turn. They saw the need to create a think tank that would serve as a watchdog for digital rights and communications in Serbia.

In order to make an impact on long-lasting changes within the digital environment, SHARE realized that they would need to change their organizational structure and adopt a more strategic approach. Their key audience would shift to decision- and policy-makers, and legal and communications experts in the field of digital rights. Their work would go behind the scenes.

These changes they saw as necessary were daunting, but SHARE knew that to have real impact, they had to be done.

Serbia’s digital environment was developing fast and having a stronger influence on society. Digital communication was helping democratization by improving government transparency and accountability as well as empowering citizens socioeconomically. These advances in an open and free society were threatened, under attack, and there were no organizations in Serbia committed to protecting and analyzing digital rights.

SHARE Foundation already had the expertise and was highly motivated to take a step forward.

TAKING STEPS FORWARD

When ISC’s Civil Society Forward (CSF) program was announced, SHARE saw it as an opportunity to gain support for their new vision and approach to protecting digital rights in Serbia, and also as a means to improve their organizational capacity. ISC understood their vision and recognized the significance of the issue, already of huge importance in the EU and globally, and growing in Serbia.

ISC's 2013 research project, [New Media Usage](#),³⁴ executed with Ipsos Strategic Marketing, showed a continual increase in Internet information collecting in Serbia--over 40% of the population uses the Internet daily. ISC recognized the importance of continuing to support the development of this young organization with proven experience and expertise in order to positively impact Serbia's digital environment. Furthermore, SHARE's initiative fit perfectly with one of CSF's primary program issue areas: improving government accountability and transparency.

Hence, ISC selected SHARE as a CSF Core Partner, supporting both SHARE's advocacy initiative, titled **SHARE Defense**, and developing its organizational capacity over the course of the two-plus year program.

SHARE DEFENSE

Through SHARE Defense, SHARE assembled a group of experts who are internationally connected, as well as recognized consultants, analysts, researchers, and lawyers devoted to analyzing the legal framework governing Internet freedoms and digital rights and drafting comments to proposed laws in order to affect policy.

This strong team of 12 members and its global network of experts now make SHARE a unique, internationally connected think tank recognized in the local Internet community as the center for digital rights in Serbia.

SHARE Defense's overarching goal was to improve regulations pertaining to the digital environment in Serbia. After becoming one of the CSF Core Partners, SHARE succeeded in putting digital rights and internet freedoms in the front of public debate within a short period of time.



One of SHARE's greatest advocacy achievements accomplished through CSF was when lawmakers accepted SHARE's comments to the Model Law on Public Information and Media. This essentially changed the regulatory approach, so that the online and civic media are now given the option to register officially as media (and thus to obtain the status of media with all the appropriate rights, benefits, and obligations), or not to register and be subject to civic obligations.

In addition, during the two years of support within the ISC CSF program, SHARE Defense:

- Submitted seven more Comments to Draft Laws—comments made to the *Draft Law on Public Information and Media* and the *Draft Law on Electronic Media* were accepted into new model laws by the Serbian Parliament.
- Provided pro-bono legal services in nine cases of digital rights violations

³⁴ <http://www.shareconference.net/en>

- Created the public online legal data base Wiki online research tool, where SHARE’s researchers and external associates contribute their findings on legal frameworks and legislation in Serbia and the broader EU.

STRENGTHENING SHARE

While implementing their advocacy initiative, SHARE also developed their organizational capacities with the full support of a capacity building grant received through the CSF program. They focused on strengthening their project management skills and increasing their internal management systems. SHARE’s CEO, Martin Pavlik completed a course on project management and obtained a Project Management Professional (PMP) License. All of this contributed to improvements in SHARE’s organizational structure, increased organizational sustainability and efficiency, decreased costs, reduced time and risk in implementation phases, and enabled SHARE to execute more projects simultaneously. They have also harmonized internal employment, finance and administrative rules and procedures with local legislation and USAID protocol. Additionally, SHARE brought in two experts in communications and fundraising in order to increase their visibility and sustainability. Joler notes that a “*good thing about the capacity building project was that one or two people from SHARE were constantly focused on improving their procedures.*”

SHARE expanded its service portfolio by designing the Mini SHARE project with a goal to increase IT literacy among children. SHARE’s team members participated as speakers at relevant international and regional events, conferences and working groups. Two staff participated in a [Computers, Privacy and Data Protection \(CPDP\) Conference](http://www.cpdpconferences.org/wednesday22january2014.html)³⁵ in Brussels, in 2014. They’ve increased networking potential and established regular collaboration with CSOs in Kosovo and Ukraine working on IT security issues.



³⁵ <http://www.cpdpconferences.org/wednesday22january2014.html>

IMPACT

With the help and support of the CSF program, SHARE Defense brought legal certainty for online media, improved significant aspects of the legal framework related to digital rights, helped protect free online speech through a number of cases, and empowered citizens and civic initiatives to use new technologies. Their success in affecting the Draft Law on Public Information and Media marks a significant victory in the battle for freedom of online expression and serves as a global model of best practice. Most importantly, *SHARE placed the subject of digital rights at the front and center of public debate.*

SHARE's approach to regulating online media is innovative even compared with most EU countries, where media status is often determined on a case-by-case basis. SHARE experts have presented their forward approach at international conferences and events, such as an OSCE conference in Vienna, and educated their peers on a global scale about these complex regulatory issues.

Additionally, SHARE began conducting regional research in 15 EU countries to investigate online media regulations, and is in the process of coordinating a large conference in partnership with the OSCE and [CEU University](http://www.ceu.edu/)³⁶ from Budapest, Hungary in order to present their findings.

FROM LOOSE NETWORK TO INTERNATIONAL INFLUENCE

ISC is proud to have supported SHARE through CSF as it has shifted its approach to more effectively create change and lasting impact in the fields of digital rights and Internet freedoms. CSF has helped SHARE grow into a high profile organization; strengthened its credibility and legitimacy; and developed its organizational capacities so it may absorb large-scale funding, engage more staff, and increase its sustainability. SHARE has become a leader in its field and an international model of best practice—the team is eager, passionate and ready to take on what lies ahead.

³⁶ <http://www.ceu.edu/>

Ride Strong: Building a Cycling Culture in Novi Sad

What do you do when you are committed to a sustainable lifestyle and keep getting tickets for avoiding getting hit by a car while riding your bike to work?

If you were in Novi Sad in Serbia in 2010, you might have joined a small group of cycling enthusiasts to build what has now become a strong and sustainable city-wide cycling culture.

With help and guidance from local and international civil society development grants, this group of citizens has gained confidence in their abilities, developed new skills, mobilized their city, and now provides a lasting and powerful example of how average Serbians can have a positive impact on the many problems affecting their daily lives.

STARTING SMALL

After an early victory petitioning the local authorities to create a cycling corridor in the already established pedestrian zone, these cyclists became committed to organizing and increasing their impact. Founded in 2011, the Novi Sad Cycling Initiative (NSBI) was launched through a passion for cycling and individual members' expertise in law, architecture, engineering and communications. Their goals were to improve cycling safety and infrastructure, and promote a positive cycling culture for the city and beyond.

INSPIRATION

NSBI was inspired by the "cycling in numbers" formula (a hypothesis coined by the European Cyclists' Federation), which states that the greater the size of the cycling community and the more cyclists that ride together, the safer they are.

With a strong impression from a cycling festival they visited in Croatia, NSBI decided to organize a similar, but larger, festival in Novi Sad. Despite heavy rain, turnout surpassed expectations, and those who braved the weather brought positive energy. They all received a t-shirt as a reminder of this experience.

At the same time, NSBI began organizing monthly *critical mass* rides, which gathered citizens for a group ride through the city to create higher visibility and stronger connections in the cycling community. The rides were well organized, including volunteer escorts who directed the group of cyclists and managed street traffic. Soon the critical mass rides received the support of local police who assisted by securing the traffic.



NSBI's *Critical Mass* events gather citizens in a city-wide group bike ride to raise awareness and spark a conversation about cycling and traffic safety

HOW ISC HELPED

The festival and critical mass rides were almost entirely supported through volunteer time and a small amount of startup funds from local donors in the banking sector. Knowing they wanted to have a greater impact in their community, in 2013, NSBI applied for one of **Trag Foundation's Active Communities** grants, funded through the **Institute for Sustainable Communities Civil Society Forward** (ISC CSF) program with support from **USAID**. Tailored for grassroots and informal groups, the *Active Communities* re-granting mechanism enables emerging civic initiatives to get their first ever support and develop a base for their future organizational development. NSBI was awarded a small *Active Communities* grant, and through the program they received expert technical assistance and developed their organizational capacity and civic engagement skills, empowering them to increase citizen support and activism.

INCREASING CITIZEN ACTIVISM

The critical mass rides scaled to 800 or more riders and are now a sustainable activity. Unique bike stickers sold to participants generate a feeling of pride and camaraderie among the cyclist community, while at the same time proving to be a successful NSBI fundraising tool. Bicycle centered photography exhibitions, a cycling fair, and other public events have also increased awareness and influence.



NSBI Critical Mass events bring together cycling enthusiasts and average citizens in solidarity

Through *Active Communities*, NSBI also developed a unique and recognizable stand for small bike repairs. It was installed at the city market in Novi Sad in cooperation with a local public utility company, PUC Trznica, and was covered in the media by Radio Television of Vojvodina. The repair stand gives free access to cyclists in need of quick or small repairs, which they can do on their own. The stand is open and unsecured, but early concerns that it might be damaged have faded, as there has been no damage or stolen tools since it was installed in 2013. This success motivated the City of Novi

Sad to support NSBI in creating two more stands, which will be installed on University of Novi Sad campuses. Also, PUC Trznica decided to build one bicycle repair stand in each city market, since the markets are high bicycle-use destinations.

With support through *Active Communities*, NSBI also leveraged funds from other civil society organizations and the corporate sector. They partnered with a beverage company, Minaqua, which donated refreshments for all cycling events. In total, NSBI managed to fundraise approximately \$1,300 within the community to organize public events.

SCALING UP

When Novi Sad Cycling Initiative first participated in *Active Communities*, they were a classic grassroots organization. They had no offices, no employees (only volunteers), no human resources policies and no funding or long-term plans. What they lacked they made up in passion and commitment to their goals. Throughout the program, they became better organized, started renting an office space, and began developing the organizational systems and procedures necessary to be effective and sustainable. Their activities - especially the critical mass rides - became sustainable from month to month, and the number of cyclist participants increased. They also developed important partnerships within the public and business sector. They became more confident in their abilities.

After successfully completing the *Active Communities* program, NSBI was encouraged to continue its development and participate in Trag Foundation's **Community Advocacy** re-granting program, also funded through ISC CSF. *Community Advocacy* supported them in developing a platform to engage the local community and influence decision-makers to improve the city's strategic approach to cycling culture. NSBI staff also continued to increase their ability to advocate for the cause by participating in intensive trainings, which left them with tools, methodologies and a deeper understanding of advocacy.

Through *Community Advocacy*, NSBI coordinated a public debate on the urgency of creating a cycling strategy, which involved city representatives, members of the City Council and the Assembly, as well as to other relevant local institutions and experts.



One *Critical Mass* ride ended in front of the City Assembly with a cyclist greeting—raised bikes in the air!

One of the critical mass rides during the advocacy initiative ended in front of the City Assembly building, with a cycling greeting -- raised bikes in the air. On another occasion, NSBI organized a *Ghost Bike* initiative. First coined in 2003 in the city of St. Louis (Missouri, US), a Ghost Bike is a bike painted white which is placed in a location where a cyclist has been hurt or killed in traffic and serves to remind the public about the importance of traffic safety. The Ghost Bike action organized by NSBI received significant attention from citizens, media and decision-makers alike.

Through actions such as these, NSBI has reached a wider consensus regarding the need for an improved culture of traffic safety and gained support from the Road Traffic Safety Agency of the Republic of Serbia. Their advocacy goal to develop a city-wide strategy for cycling was also supported by Novi Sad municipal government and relevant institutions, and NSBI is now working to develop that strategy.

SHINING STRONG

With the support of CSF re-granting through Trag Foundation, NSBI demonstrates a strong example of successful citizen activism applied to overcome a significant community problem. They reflect the core CSF program approach to building sustainable organizations that stimulate citizen activism with civic actions and advocacy initiatives in order to influence and improve local communities.

Looking back on their experience working on ISC-supported initiatives, NSBI project manager Marko Trifkovic recalls *“Through these programs we gained the tools we needed to get our project off the ground and become sustainable. We were able to apply knowledge and skills to our other projects as well.”* In this way, CSF re-granting programs helped NSBI build the necessary capacities to participate in subsequent Trag programs such as the *Sustainability Academy*, an initiative funded through different donors at which NSBI staff gained fundraising skills and strategies that improved their capacities to leverage funds from individual and corporate donors in the community.

NSBI is proud to say that these achievements were made possible by investing in their organizational capacities, knowledge, and skills, through the CSF re-granting program. The work they did within Trag’s *Active Communities* empowered NSBI to start making their vision of Novi Sad as a cycling city come alive. *“The best thing we got from this support was the knowledge and the experience we had,”* said Marko Trifkovic, reflecting on these two years.



NSBI staff knew that in order to be more effective and sustainable, they needed to improve their organizational capacity

PASSING IT ON

ISC’s re-granting program through CSF has helped NSBI become an informal resource center for other cycling initiatives and grassroots organizations in Vojvodina Province and beyond. By sharing the knowledge they gained through trainings and capacity building activities, NSBI supports and mentors others on organizing cycling events, fundraising in local communities, and engaging citizens and volunteers in civic activism and advocacy initiatives.

EXPANDING BEYOND SERBIA

Most recently, NSBI received full membership in the European Cyclists’ Federation (a group with member organizations from more than 30 European countries). Aside from being a recognition of their stature, the membership enables NSBI to network and share knowledge and best practices with their peers in other countries, stay up-to-date on European cycling trends, and support other cycling initiatives from Serbia to become members as well.

Divac Foundation: Fostering Entrepreneurship and Youth Engagement with GDAs

CREATING NETWORK CONNECTIONS

The more connections a network has, the stronger the network. The more diversity among a network's members, the more influence that network possesses. And when individuals or organizations who would normally be separated by the public/private divide co-create projects that find common ground and include shared management and risk, these bonds are strengthened, and that divide gets smaller.

All over the world, The **Institute for Sustainable Communities' (ISC)** work emphasizes the ability of the whole community to address its most pressing problems. A key goal within ISC's two-plus year, **USAID** supported **Civil Society Forward (CSF)** program was to connect diverse resources, talents, and skills from Serbia's public and private sectors through projects that meet the protocol of USAID's **Global Development Alliance (GDA)** mechanism.

The GDA model is, as defined by USAID, "a market-based business model for partnerships between the public and private sectors to address jointly defined business and development objectives." What makes GDAs different than other kinds of public-private-partnerships (PPPs) is that "alliances are co-designed, co-funded, and co-managed by partners so that the risks, responsibilities, and rewards of partnership are equally shared."³⁷

CSF supported two Core Partners, **Trag Foundation** and the **Ana and Vlad Divac Foundation**, to develop PPPs that met the formal USAID protocol for GDAs. While not actually funded through USAID's GDA mechanism, the projects prepared both organizations to apply for real GDAs while also benefiting local partners by increasing sustainability through multi-sector partnerships, and enabling them to reach greater scale and impact through their projects.

ISC worked with both CSOs and their Serbian partners to design these two successful "GDA-compliant" PPPs aimed at improving local economic growth and empowering youth activism. The resulting partnerships connected USAID's resources with international foundations and banks, local businesses, and the local government.

ALLIANCE IN SERBIA

After defining key development challenges, ISC selected partners whose missions addressed these challenges and who had the resources and experience for a GDA-like partnership. [Trag Foundation](http://www.tragfondacija.org/)³⁸ (Trag) and [The Ana and Vlad Divac Foundation](http://www.fondacijadivac.org/)³⁹ (Divac) were chosen for their extensive experience cooperating with other organizations, institutions and companies, and assembling diverse partners in

³⁷ www.usaid.gov/gda

³⁸ <http://www.tragfondacija.org/>

³⁹ <http://www.fondacijadivac.org/>

order to develop projects. Additionally, Trag and Divac were already addressing issues that aligned with USAID priorities for development and ensuring sustainable socio-economic growth.

Trag proposed a partnership with the Rockefeller Brothers Fund and Erste Bank to support three local businesses start-ups that were designed to use local resources, contribute to local economic growth and create employment possibilities. Divac suggested a project mobilizing local government and local businesses in two municipalities to establish two philanthropic funds to empower youth to take action in their own communities.

STIMULATING GREEN ENTREPRENEURSHIP

In Serbia almost one in three people in the labor pool is unemployed, with unemployment rates much higher in rural communities than in Belgrade or other big cities. The culture of entrepreneurship is underdeveloped in Serbia. Rather than start their own businesses or work for private companies, citizens are more likely to choose jobs in the public sector.

Trag's PPP, the **National Green Ideas Forum (NGIF)** was designed to encourage citizens to be entrepreneurial and use available resources and local human capital while creating job opportunities for themselves and their communities. The program's earlier pilot phase had demonstrated that the model -- providing encouragement and financial means -- could be successful. Rockefeller Brothers Fund and Erste Bank partnered in NGIF and invested resources and experience to create a fund in the total amount of \$34,000.

An open call was sent out seeking emerging businesses that met NGIF criteria. These included: using local resources, creating local jobs, and being environmentally friendly. Out of the 10 Green Ideas pre-selected to present at the NGIF pitch event in Belgrade, three were chosen to move forward: 1) the production of organic eggs and organic chicken feed on a farm near Valjevo, 2) a prototype of an automated, energy efficient, circulating fruit dryer based in Knic, and 3) an earthworm and earthworm humus farm switching from conventional to organic production in Subotica.

These three winning Green Ideas received implementation grants and had the opportunity to compete at the Regional Philanthropic Forum organized by the Rockefeller Brothers Fund. There they competed against other businesses from Serbia, FYR Macedonia, Kosovo, Montenegro and Albania. Because of the additional support that Trag and Erste Bank provided in preparing their presentations, two of Serbia's Green Ideas were awarded an additional \$10,000. Erste Bank also



Two of the Trag supported projects were winners of the "Green Ideas Award" presented at the Regional Philanthropic Forum organized by the Rockefeller Brothers Fund

mentored the start-up and growth of the Green Ideas businesses, increasing their chances of long-term success.

The GDA, “showed how the leverage of USAID brought truly deeper impact to the development challenges in local communities in Serbia,” recalled Trag Foundation Program Director Tanja Bjelanovic. “We received almost double number of applications compared to the first Green Ideas Forum, stimulated enthusiasm and numerous new fresh ideas which use local resources in a sustainable way.”

EMPOWERING YOUTH VOICES

Divac’s project engaged local governments and businesses in Arandjelovac and Obrenovac to improve the inclusion and empowerment of youth in democratic process. Young people account for 20 percent of the total population, but their rates of civic engagement and participation in decision-making are far lower. Youth generally do not take part in activities affecting local problems. Research on youth attitudes towards and engagement in volunteer work suggests that young people are not aware of opportunities to volunteer. Additionally, those volunteer opportunities that do exist are often created by CSOs, and reflect the CSOs’ needs rather than the interests of young people. Divac also saw that businesses had little engagement with local community development, and that community-based actions were focused on the public or the business sector, but rarely both.

As part of CSF, Divac built a partnership between local governments and local businesses in order to establish **Divac Youth Funds (DYF)**. Located in Arandjelovac and Obrenovac the DYFs mobilized \$34,303.88 from the local governments and local businesses. The funds empowered young people and stimulated youth activism, leading to long-term changes in their local communities.

The DYFs were strong models for others to follow and soon after DYF funded projects began, the Balkan Fund for Democracy saw how they were working and supported the establishment of two youth funds in Lazarevac and Blace.

In Arandjelovac, 15 DYF-supported projects resulted in the renovation of spaces for children and youth with disabilities, promotion of folklore, acting and sports, reconstruction of a basketball court, construction of an eco-classroom and the organization of workshops on recycling. The floods in May created many challenges and DYF projects in Obrenovac had to be modified. Divac supported the creation of the **Obrenovac Youth Foundation (OYF)**, which was established by local youth with the aim to support their community flood relief efforts. Joint efforts between DYF and OYF resulted in the reconstruction of 10 basketball courts and one



Youth Funds in Obrenovac turned their efforts to support post-flood revitalization efforts

children's playground in Obrenovac and surrounding villages. These activities raised spirits and gave hope to local young people, motivating them to stay in the area and contribute, which was crucial at that time.

The Divac DYF encouraged more than 600 young people to take an active part in the lives of their communities and impacted over 5,000 young men and women in Arandjelovac and Obrenovac. The DYFs also showed that, by involving youth in the decision-making process, the distribution of grant funds is better targeted, more transparent, and contributes to greater activism among young people.

"It was important that the GDA partnership enabled cooperation with small businesses from local communities," recalls Divac Foundation Project Coordinator Jelena Rakic. "USAID leverage enabled a mechanism of cooperation between youth and private sector, local businesses and local governments, where all partners recognized their contribution to improving the local community. It also showed how interested the private sector is in improving local communities."

ANNEX 6 – FEDERAL FINANCIAL REPORT

FEDERAL FINANCIAL REPORT

(Follow form instructions)

1. Federal Agency and Organizational Element to Which Report is Submitted USAID - Office of Financial Management		2. Federal Grant or Other Identifying Number Assigned by Federal Agency (To report multiple grants, use FFR Attachment) 169-A-12-00001		Page 1	of 1	
3. Recipient Organization (Name and complete address including Zip code) Institute for Sustainable Communities 535 Stone Cutters Way, Montpelier, VT 05602						
4a. DUNS Number 79-7398013	4b. EIN 22-3098727	5. Recipient Account Number or Identifying Number (To report multiple grants, use FFR Attachment) CSF	6. Report Type <input checked="" type="checkbox"/> Quarterly <input type="checkbox"/> Semi-Annual	7. Basis of Accounting <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual		
8. Project/Grant Period From: (Month, Day, Year) 11/1/12		To: (Month, Day, Year) 1/31/15		9. Reporting Period End Date (Month, Day, Year) 12/31/14		
10. Transactions Cumulative						
<i>(Use lines a-c for single or multiple grant reporting)</i>						
Federal Cash (To report multiple grants, also use FFR Attachment):						
a. Cash Receipts				\$7,150,000.00		
b. Cash Disbursements				\$7,226,409.48		
c. Cash on Hand (line a minus b)				(\$76,409.48)		
<i>(Use lines d-o for single grant reporting)</i>						
Federal Expenditures and Unobligated Balance:						
d. Total Federal funds authorized				\$7,750,338.75		
e. Federal share of expenditures				\$7,226,409.48		
f. Federal share of unliquidated obligations				\$255,179.52		
g. Total Federal share (sum of lines e and f)				\$7,481,589.00		
h. Unobligated balance of Federal funds (line d minus g)				\$268,749.75		
Recipient Share:						
i. Total recipient share required				\$381,250.00		
j. Recipient share of expenditures				\$547,037.42		
k. Remaining recipient share to be provided (line i minus j)				\$0.00		
Program Income:						
l. Total Federal program income earned						
m. Program income expended in accordance with the deduction alternative						
n. Program income expended in accordance with the addition alternative						
o. Unexpended program income (line l minus line m or line n)						
11. Indirect Expense	a. Type	b. Rate	c. Period From	d. Base	e. Amount Charged	f. Federal Share
	Provisional	28.00%	10/1/14	12/31/2014	\$469,695	\$131,515
g. Totals:				\$469,695	\$131,515	\$131,515
12. Remarks: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.						
13. Certification: By signing this report, I certify that it is true, complete, and accurate to the best of my knowledge. I am aware that any false, fictitious, or fraudulent information may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)						
a. Typed or Printed Name and Title of Authorized Certifying Official Fred Silbernagel, VP of Operations and Finance				c. Telephone (Area code, number and extension) (802) 225-2945		
b. Signature of Authorized Certifying Official				d. Email address fsilbernagel@iscvt.org		
				e. Date Report Submitted (Month, Day, Year) 1/29/15		
14. Agency use only						

Standard Form 425
OMB Approval Number: 0348-0061
Expiration Date: 10/31/2011

Paperwork Burden Statement

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is 0348-0061. Public reporting burden for this collection of information is estimated to average 1.5 hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0061), Washington, DC 20503.