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EVALUATION AFTER FOURTH AND FINAL YEAR

of the

CROATIA

STRATEGIES TRAINING AND ADVOCACY FOR RECONCILIATION PROJECT

(KNOWN AS THE DELPHI/STAR PROJECT)

managed by Delphi International under

**Grant 160-0032-G-SS-7108-00
from September 1997 to December 1998**

and

**Cooperative Agreement
EUR-A-94-00070-00
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Trauma and Humanitarian Assistance for the Former Yugoslavia Project
(180-0016)
from October 1994 to September 1997**

sponsored by the United States Agency for International Development

October 1994 to December 1998

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DELPHI/STAR PROJECT CROATIA FINAL EVALUATION

TABLE OF CONTENTS

ABBREVIATIONS

EXECUTIVE SUMMARY	5
1 Introduction	9
1 1 Background	9
1 2 Evaluation Methodology	11
2 Project Performance	12
2 1 Context of the Project	12
2 2 NGO Organizational and Financial Sustainability	13
2 3 Advocacy Skills and Development "Success Stories"	20
2 4 Capacity Building of Local Resources Persons	28
2 5 Women NGO Linkages	32
2 6 Refocusing of Delphi/STAR Project	38
2 7 Delphi/STAR Unique Contribution to NGO and Individual	45
3 Issues and Recommendations for USAID	47

APPENDICES

A Delphi/STAR Program Description	
B Delphi/STAR Mid-Term Evaluation	
C Executive Summary Final (Three Year) Evaluation	
D Evaluation Terms of Reference	
E List of Materials Review	
F Croatia Evaluation Contacts List	
G Croatia Evaluation Field Trip Itinerary	
H Croatia Non-Nationalist, Advocacy-Oriented NGOs 1997	
I List of Activities 1997/98	
J Subgrants 1995-1998	

K 1998 List of Subgrants
L Croatia Who's Who
M Women Trained as Trainers in Organizational Development
N Women's Network Participant List 1998
O List of Exchanges Summer/Fall 1998
P Delphi/STAR's Contribution to Development of Individual Women Leaders

ABBREVIATIONS

ADF American's Development Foundation
AED Academy for Education Development
AWHZ Autonomous Women's House Zagreb
B a B e Be Active, Be Emancipated (Zagreb based women's human rights group)
BiH Bosnia-Herzegovina
CERENEO Center for the Development of Non-profit Organizations
CESI Center for Education and Counseling Women
CWWV Center for Women War Victims
FRY Federal Republic of Yugoslavia
INGO International Non-Governmental Organization
INFOTEKA Women's Information and Document Center
IPA International Policy Advocacy
IRC International Rescue Committee
Macedonia Former Yugoslav Republic of Macedonia
MoR Mentoring of Resource Women
NDI National Democratic Institute
NGO Non-Governmental Organization (refers to indigenous Croatian, Macedonian, and Bosnian organizations)
OD organizational development

OSCE Organization of Security in Europe

PROFOSA Center for Professional Education of Women

STAR Strategies, Training and Advocacy for Reconciliation (Delphi International Project)

TARA Women's Group for Human Rights -Pula

UN United Nations

UNDP United Nations Development Program

UNTAES United Nations Transitional Authority in Eastern Slavonia

US United States of America

USAID United States Agency for International Development

USD United States Dollar

\$ United States Dollar

WCC Women's Counseling Center

YSS Yugoslav Successor States

ZAR Women's Action - Rijeka

EXECUTIVE SUMMARY

The Strategies, Training and Advocacy for Reconciliation Project (STAR), managed by Delphi International, was one of eight grantees under the Trauma and Humanitarian Assistance for the Former Yugoslavia Project sponsored by the United States Agency for International Development (USAID). The three year project was carried out in Croatia, Bosnia-Herzegovina (BiH) and the Former Yugoslav Republic of Macedonia (Macedonia) from October 1994 to October 1997.

In Croatia, the Delphi/STAR Project was extended under a USAID/Zagreb grant from October 1997 to December 1998. The Delphi/STAR Croatia mission statement for year 4 was

"To foster women's participation in the development of civil society in the Yugoslav Successor States (YSS) through encouragement, technical assistance, and financial support to non-nationalistic, advocacy-oriented women's NGOs and women leaders. Delphi/STAR pursues this mission by supporting long-term sustainability through building capacity in public policy advocacy, democratic leadership and developing linkages."

This evaluation focused primarily on the last year of the Croatian Delphi/STAR Project. The full evaluation of year 1 to 3 can be found in the "Final Evaluation of the Delphi/STAR Project" dated November 1997.

Organization and Financial Sustainability of Women's NGOs

The development of non-Zagreb based Women's NGOs was one of the unique contributions of the Delphi/STAR Project. Delphi/STAR provided targeted, timely, flexible, need-responsive technical and financial support to these NGOs which resulted in women's NGOs throughout the country who were committed to and had skills to influence the development of civil society. This support was significant in developing the confidence and skills of leaders and in stabilizing and animating NGOs. Advocacy focused subgrants and training assisted NGOs to envision their roles and refine their missions to meet post war needs.

During the fourth year, Delphi/STAR included Zagreb based groups more fully in their programs, providing additional venues for non-Zagreb and Zagreb based groups to operate in a relatively power-balanced setting. Power-balanced experiences enhanced the confidence of less experienced NGO leaders in seeking assistance and partnering with more experienced, often Zagreb based, NGO leaders. It is anticipated that these strengthened relationships will contribute to the sustainability and effectiveness of the non-nationalistic, advocacy-oriented, women's NGO community.

One of the least visible contribution of Delphi/STAR was the one to one support given to women's NGOs and the larger NGO community in diversifying funding, especially through private US donors. Delphi/STAR co-directors leveraged funds for YSS NGOs who would otherwise have been unknown to private donors. This resulted in small grant funding of over \$100,000 to ten groups in the YSS in 1998 and over \$400,000 in private funds for YSS NGOs in the four years of the project.

While support for organizational development of women's NGOs was one of STAR's strengths, it was also an area where it did not meet its potential. Delphi/STAR did not adequately address its own key management issues and staff development needs. This resulted in a lack of strategic, structured technical assistance to NGOs in areas of project conceptualization, strategic planning, management and self-monitoring/evaluation. Several NGOs showed a disappointing lack of competence in one or more of these skills, skills needed to carry out their missions and activities for best results.

Advocacy

Delphi/STAR did not introduce advocacy to the women's network. Several women activists and Croatian women's NGOs had long histories of carrying out advocacy actions. Instead, Delphi/STAR helped the women's NGO community to name advocacy as an element of their work and define a need for gaining skills. They provided a cadre of activists with a systematized understanding of key advocacy concepts and supported them in sharing a localized approach to advocacy in the broader NGO community. Delphi/STAR supported NGOs in advocacy actions in their communities through mentoring, moral support and subgrants.

Thus, over time, a critical mass of women who understood advocacy well and of women's NGOs who were positioned to work in coalition on advocacy actions has been developing. The drops of rain have joined to form a stream. The multiple, seemingly individual, activities and training workshops have drawn together in the form of a vital, cross national, yet loosely linked network of women's NGOs who have commitment to the development of civil society. They find strength and a kind of security in their association which allows them to continue to take risks in an environment of intolerant to tolerant. The development of conscious, strategic advocacy skills has added to their aspirations and potential for effectiveness.

The stream is not yet a river. Advocacy skill development will have to be nurtured and spread if the work started is to effect broader development of civil society.

Linkages among Women and NGOs

Delphi/STAR's universally acknowledged contribution to linkages among women's NGOs was the support and strengthening of the Women's Network. Linkages among women and groups were reinforced in Delphi/STAR-sponsored technical workshops, advisory board meetings, and exchanges. Women used these opportunities to share information, build trust, strengthen relationship and initiate advocacy actions, resulting in women's NGOs being perceived as the strongest, most able NGO sector in Croatia.

The success stories of women's groups were success stories for the development of the NGO sector. Women's NGOs were working with other community groups to gain acceptance of NGOs in the larger community. They were using their advocacy skills to address issues of environment, care of the elderly and other issues of broad public interest as well as issues of women in politics, domestic violence, gender equity and abortion rights. It would be inaccurate to see women's NGOs as the radical fringe, as it was suggested by international observers, unless

one describes working from within the community for the welfare and rights of all citizens as the radical fringe

Local Resource Capacity Building

The Delphi/STAR Project role in the development of local capacity was most significant in the area of advocacy. While activists have been carrying on successful actions, the systemization of advocacy concepts and strategic planning for action were additions to existing local knowledge based on intuition and experience. The Association for Policy Advocacy and the Center for Advocacy Development, established by activists trained and mentored by Delphi/STAR, are the only organizations positioned to provide systematic skill development to a broad base of NGO activist and other allies.

Along with the advocacy NGOs, Delphi/STAR supported the development of an organizational development consultation team. The effectiveness of the groups has been a result of their own talent and commitment, however, neither the NGOs nor OD team would exist without the Delphi/STAR project support. The training teams promised be a legacy of the Delphi/STAR project.

Delphi/STAR Publications

Over the life of the project, women leaders, Delphi consultants and staff authored three valuable publications, "STAR International Funding Guide", "Public Policy Advocacy: Women for Social Change in the Yugoslav Successor States", and "E-mail and Internet Guide". All publications were translated into the major local languages and distributed widely.

Issues and Recommendations

With the closure of the Delphi/STAR project, women's NGOs lost an ally and advocate for women and the issues which affect their lives. Delphi/STAR had facilitated the development of women as leaders and given them tools to play constructive roles in the development of civil society. NGOs found that most other donors did not intuitively understand or easily accept the need or value of women-focused development or projects, making justification of projects difficult or impossible. Many non-Zagreb based women's NGOs were not positioned to compete for grants or learning opportunities in this area. For them, the closure of Delphi/STAR leaves a gap in creative personal and moral support and in funding for small, community focused projects important for women.

The issues and recommendations which follow are targeted to address some of these gaps.

Support of Women in the Development of Civil Society

Issue - Delphi/STAR understood and accepted women's issues and needs as valid and distinct. Women's NGOs reported that this understanding was not universal among USAID partners and other donors.

Recommendation - USAID is encouraged to continue its excellent support of women and ensure that women's and gender issues are well understood and honored as valid project areas by its project managers

Funding Mechanisms to Support Organization Sustainability

Issue - NGOs may have a recognized need for OD and/or advocacy training, consultation or mentoring which will support organization growth, but may not have a vehicle for financing this kind of technical support. NGOs need flexible, timely, needs-responsive funding mechanisms which are targeted to address self-identified, non-project needs

Recommendations - To address NGOs maturing program and organizational needs, USAID and its partners may offer a variety of funding mechanisms, including

encourage NGOs to build technical assistance into project and program budgets. In this way, a healthy and transparent process would be established where NGOs choose needed resources from the market

contract local technical support resources, including the OD and advocacy teams, to provide technical assistance upon the request of affiliated NGOs

establish a flexible, matching grant fund which NGOs could access for specific needs such as technical assistance, advocacy actions, ad hoc meetings of interest groups, self-initiated education, and attendance of conferences

NGO Advocacy Actions

Issue - The step by step process of developing a corps of able NGOs who are positioned to carry out advocacy actions was still in early to intermediate stages. Interest has been ignited as the value and role of advocacy have become apparent to NGOs. It would be unfortunate if these generators of citizen support for civil society were neglected due to a shift in donor support

Recommendation - USAID and other donors should support individual catalyst NGOs, and formal and informal local and cross-national NGO networks which demonstrate vision and creative localized approaches toward development of citizen action through advocacy

Use of the Advocacy Resource

Issue - Advocacy, carried out in a systematic way, was a new concept to many activists. For those gaining an understanding of the concepts and practices of advocacy for the first time, a single training was insufficient

Recommendation - USAID partners who wish to support NGOs to develop advocacy skills and carry out campaigns need to commit to both skill development workshops and follow-up mentoring which allow participants time to understand the concepts and skills, time to use the skill, and opportunities for mentoring throughout a campaign

Continued Skill Development for Resource Persons

Issue - All team members and their mentors indicated a need for deepening technical, training, facilitation, and consultation skills as well as a need for on going mentoring. No local or YSS expert resource was identified to support this continued learning process.

Recommendation - Teams who continue to provide quality consultation and training to the NGO community should be supported to enhance their skills, enabling them to provide advanced skill development.

Support of Women's Network

Issue - The Women's Network promised to continue to be valuable in supporting the development of individual women's NGOs and coalitions and, through them, the development of women's rights, human rights and civil society. Outside funding will be required for the Network to continue.

Recommendation - USAID partner projects are encouraged to financially support the Network and continue to allow the Network to operate without imposing direction or condition.

INTRODUCTION

1.1 Background

USAID Project Cooperative Agreement 1994 -1997 and Grant 1997 - 1998

The Strategies, Training, and Advocacy for Reconciliation Project (STAR), managed by Delphi International, was one of eight grantees under the Trauma and Humanitarian Assistance for the Former Yugoslavia Project (180-0016) sponsored by the United States Agency for International Development (USAID). The Cooperative Agreement, No. EUR-0016-A-00-4070-00, for the project to work in Croatia, Bosnia-Herzegovina (BiH) and the Former Yugoslav Republic of Macedonia (Macedonia) was signed in October 1994 and scheduled for completion in September 1997.

In Croatia, the project was extended from October 1997 to December 1998 under a Croatia USAID grant, No. 160-0032-G-SS-7108-00. The project extension was to support the USAID/Zagreb Strategic Objective 3, "increased, better informed citizen's participation in the political process" and the intermediate result of "more effective advocacy by NGOs and trade unions". Since USAID identified women's groups as key player in developing civil society, the goal of the grant was to build the capacity of women's NGOs for advanced-level citizen advocacy. The Program Description is Appendix A.

The Delphi/STAR Croatia mission statement for year 4 was

"To foster women's participation in the development of civil society in the Yugoslav Successor States (YSS) through encouragement, technical assistance, and financial support to non-nationalistic, advocacy-oriented women's NGOs and women leaders Delphi/STAR pursues this mission by supporting long-term sustainability through building capacity in public policy advocacy, democratic leadership and developing linkages "

Originally the USAID program management, project oversight and administration were shared between the USAID Washington Project Officer and the Office of USAID Representative in Zagreb In 1995, more direct responsibility for project oversight was transferred to the USAID Country Office in Croatia The final year of the Delphi/STAR project grant was managed directly by USAID/Zagreb

Delphi/STAR Project Advocacy and Private Support

The Delphi/STAR Project played a role as an advocate for raising awareness in the US government and private donor community of the situation for women and partner NGOs in the YSS Delphi/STAR expanded the network of donors and activists linked to the area as well as raising significant private funding, over \$400,000 in four years, and for projects in Federal Republic of Yugoslavia (FRY), before USAID funds were available there, as well as for grants to groups in the Macedonia, BiH and Croatia Private grants covered a portion of the USAID cost share requirements

Final, Year Three (Final) and Mid-term Evaluations

The Delphi/STAR project had two previous evaluations In 1996, the Mid-term Evaluation reviewed all eight projects under Project 0016 The Final (Year Three) Evaluation was carried out in September 1997 at the time of the expected completion of the Delphi/STAR Project in Macedonia, BiH and Croatia A brief summary of the results of the Mid-term Evaluation is Appendix B - Summary of Delphi/STAR Midterm Evaluation The Executive Summary of the Final (Year Three) Evaluation of the Delphi/STAR Project is Appendix C

The Project was extended for approximately a year in Macedonia, BiH and Croatia and a year long program in FRY was carried out At the time of writing, evaluations of the final year of the Project have been carried out in the three original countries and an evaluation of the FRY Delphi/STAR Project was planned in 1999 This evaluation report addresses the Croatia country program Evaluation Methodology

The Delphi/STAR Croatia Project external evaluation was conducted between 23 November and 14 December 1998 The evaluation focused primarily on the effectiveness of the activities of year 4 of the Project and was to assess

- Delphi/STAR's contribution to the financial and organizational sustainability of women's NGOs outside of Zagreb
- the value Delphi/STAR added in developing a local base of trainers and technical assistance providers
- NGO "success stories" in advocacy

- Delphi/STAR's contribution to linkages among women's NGOs (the evolution of the Delphi/STAR Project)
 - Delphi/STAR's unique contribution to the development of women's NGOs
- The Final (Year Three) Evaluation addresses year 1 to 3 in depth The Evaluation Terms of Reference is Appendix D

The evaluator was Waneen Polly, an NGO development, women's health and gender specialist from the United States, who had been the primary evaluator for the Final (Year Three) Evaluation in September 1997 Ms Aida Bagic, an experienced activist, linguist and recent Ron Brown Fellowship graduate, provided interpretation of context and language

Evaluation Process

The evaluation was carried out by reviewing project and independent materials, conducting field visits with NGO leaders and group members, and interviewing third party observers, USAID and Delphi/STAR staff The List of Materials Reviewed is Appendix E

From 28 November to 12 December, field visits were carried out in Split, Porec, Osijek, Bilje, Kopacevo, and Rijeka To assess the Delphi/STAR contribution to the development of NGO capacity, field visits included conversations with group members, project participants, and NGO leaders Interviews were designed to provide a positive model of evaluation and demystify the evaluation process

Croatia interviews were held with

- 18 individual women leaders
- 24 women group members
- from 20 groups of which 14 were subgrantees
- in 7 towns and villages in 3 of 6 regions in the country
- 5 of 5 organizational development team members
- 4 of 5 advocacy team members and one independent advocacy trainer

The evaluator attended an Advisory Board meeting and met individually with 12 of 13 board members

Interviews were also held with USAID representatives, officers of international agencies, staff of other USAID funded projects, and Delphi/STAR Croatia, regional and Washington staff E-mail and telephone interviews were held with Delphi/STAR consultants and the former co-director The Delphi/STAR Croatia Evaluation Contacts List is Appendix F and the Delphi/STAR Croatia Evaluation Field Trip Itinerary is Appendix G

Comment on Appraising Achievement of a Participatory, Capacity Building Project

It is difficult to attribute to Delphi/STAR, or any one organization, the achievements, results and impact in the development of capacity of individual women leaders, partner NGOs and the

women's NGO networks The NGOs with whom Delphi/STAR partnered had varied levels of access to support from other donors, INGOs, the international network of women leaders, their own internal networks, and their own existing resources Therefore, the evaluator looked for attribution of causality and for a demonstration of plausible association, when causality was not possible, between Delphi/STAR's support and the achievements and results that can be seen in the leaders, partner NGOs and networks

PROJECT PERFORMANCE

Context of the Project

When Delphi/STAR began its work in Croatia in 1994, established women's organizations were working on women's, peace and human rights issues, largely in Zagreb While some smaller women's groups had gathered and formally established themselves in other communities, linkages with these groups and Zagreb and among the groups themselves were not strong

In collaboration with the women NGO leaders, Delphi/STAR developed a strategy focusing its efforts on the development of women's NGOs outside of the more established groups in the capital and on strengthening a network of women's advocacy NGOs to influence public policy Delphi/STAR decided to support only non-nationalistic and advocacy oriented groups A prominent leader pointed out that 'the groups in Zagreb did not have the energy, power, or funds to help the newer, non-Zagreb groups to develop'

Delphi/STAR identified and worked with women's groups and leaders who were developing the following characteristics

- commitment to the promotion of the role of women in the emerging social structures
- commitment to community development
- commitment to long-term social change
- commitment to inter-ethnic tolerance and cooperation, meaning non-nationalistic and non-partisan approach to its beneficiaries and membership
- commitment to transformational organizational structures which were inclusive and participatory
- commitment to cooperation with other similar civic groups and institutions in their societies and openness to regional cooperation

Delphi/STAR did not seek to direct or drive the work that women did in the community Instead, it supported the groups in identifying local needs and opportunities for civil initiatives, initiatives that the group was skilled and interested in addressing The essential element that all groups had in common was that, through the work, the NGOs established themselves as contributing members of their community and in so doing positioned themselves to be seen as credible when addressing civil issues The list of Croatian Non-Nationalistic, Advocacy-Oriented NGOs from 1997 is Appendix H

2 2 Delphi/STAR Contribution to NGO Organizational and Financial Sustainability

TOR Questions

1 What has Delphi/STAR contributed to the financial and organizational sustainability of Croatian women's NGOs, especially smaller NGOs outside of Zagreb?

2 What are the non - Zagreb based NGOs prospects for the future?

Throughout the grant period the development of non-Zagreb based Women's NGOs was one of the unique contributions of the Delphi/STAR Project. Delphi/STAR provided targeted, timely, flexible, need-responsive technical and financial support to these NGOs which resulted in the development of women's NGOs throughout the country whose members had the commitment and skills to influence the development of civil society. This support was significant in developing the confidence and skills of leaders and in stabilizing and animating NGOs. Advocacy focused subgrants and training assisted NGOs in envisioning their roles and refining their missions to meet post war needs.

During the fourth year, Delphi/STAR included Zagreb based groups more fully in their programs, providing additional venues for non-Zagreb and Zagreb based groups to operate in a relatively power-balanced setting. These power-balanced experiences enhanced the confidence of less experienced NGO leaders in seeking assistance and partnering with more experienced, often Zagreb based, NGO leaders. It is anticipated that these strengthened relationships will contribute to the sustainability and effectiveness of the non-nationalistic, advocacy-oriented, women's NGO community for both non-Zagreb and Zagreb based groups.

"We needed to prove ourselves and not work under the shadow of the Zagreb groups. Now we're mature and can work more equally."

- a women leader from a non-Zagreb group

While support for organizational development of women's NGOs was one of STAR's strengths, it was also an area where it did not meet its potential. Delphi/STAR did not adequately address its own key management issues and staff development needs. This resulted in a lack of strategic, structured

technical assistance to NGOs in areas of project conceptualization, strategic planning, management and self-monitoring/evaluation. Several NGOs showed a disappointing lack of competence in one or more of these skills, skills needed to carry out their missions and activities for best results.

2 2 1 Delphi/STAR Contribution to Organizational Sustainability

During the first three years of the project, Delphi/STAR supported capacity building through skill development workshops in organizational development (OD), leadership training, and conflict resolution. Tailor-made technical NGO assistance was provided upon request by local NGOs contracted by Delphi/STAR. Delphi/STAR staff provided ad hoc encouragement and

mentoring of subgrantees and the larger women's NGO network. The majority of this assistance was provided to groups outside of Zagreb.

At the time of the Final (Year Three) evaluation, it was clear that Delphi/STAR supported activities had strengthened the organizational capacities of the groups with whom it had worked most closely. The contribution was described as follows:

"Leaders who participated in a series of four organizational and leadership development workshops were universally positive about the workshops providing a forum to deal with real, current, issues for leaders, noting that they gained self-confidence and energy for continuing their work. More sophisticated leaders reported that the workshops transformed their understanding of how an organization can be run democratically and in a participatory way while still having strong leadership, an articulated mission and program direction. Several women leaders provided examples of how they had used the skills acquired in this workshop to positively effect changes in their own groups. In several NGOs, group members reported that workshop exercises had been carried out within their NGO."

During the fourth year, Delphi/STAR program activities were primarily on public policy advocacy, capacity building of local resource teams and supporting linkages among women's NGOs. Delphi/STAR provided indirect organization support through the newly formed OD team which carried out consultancies for two women's NGOs using Delphi/STAR funds. Workshops and the Women's Network meetings were reported as useful by women's NGOs for developing cooperative relationships based on shared problems and program interests. Some groups received technical assistance from their host NGOs during Delphi/STAR sponsored Regional Exchange Programs.

Delphi/STAR's direct support to organizational capacity building and sustainability was in the personalized, technical assistance to subgrantees and to the larger women's network. Staff provided valued ad hoc assistance in project articulation and management, usually when an NGO solicited assistance by phone or during the process of proposal writing. There was a three hour meeting on project evaluation and final report writing one month before the completion of most grants, which staff recognized as inadequate. Delphi/STAR did not conduct site visits, reportedly due to lack of time, and, therefore, there was no field monitoring or systematic technical assistance provided to subgrantees or affiliated groups. Delphi/STAR-Croatia List of Activities 1997/98 is Appendix I.

While Delphi/STAR support contributed to the capacity of women's NGOs, especially their non-Zagreb NGO partners, it was also an area where Delphi/STAR did not meet its potential.

Delphi/STAR staff did not fully understand either the subgrant process as a tool for organizational development, or their support as technical assistance for skill development. As a result, opportunities to systematically ensure NGO development of advanced strategic project management and advocacy skills were missed.

Lack of NGO project management skills were evident in the project manager's disappointing lack of ability to articulate outcomes and results of projects by project managers in interviews.

and grant reports. Continued conversation about Delphi/STAR funded projects led interviewees to share stories which demonstrated results but they were not necessarily aware of the difference between an activity, and an outcome, nor were these linked to next steps by the managers. This was unfortunately most obvious with non-Zagreb groups, who were not professionalized. Unfortunately, these non-Zagreb groups are exactly the NGOs who will find it most difficult to compete in the ever contracting funding environment.

Had Delphi/STAR understood the value of technical assistance provided during the subgrant process, they may have ensured a longer period to execute grants. The subgrant competition was announced 4-5 months after the 12-month renewal of the Delphi/STAR grant. The first grants were awarded 4 months later in June, 8-5 months into the grant period. This gave groups 3 months, given the original closure date of September 30, to carry out the subgrant project. This schedule made it impossible for Delphi/STAR to provide across the board technical assistance to subgrantees. Perhaps as a result of this lack of assistance due to time constraints, interviews and reports from NGOs less skilled in advocacy suggested that their projects "advocacy actions" were not as strategic or as productive as they had the potential to be.

An on-going criticism of Delphi/STAR by the Delphi/STAR country staff and by women leaders, who have skills to recognize the problems, was that Delphi/STAR leadership did not model the organizational management, leadership and participatory methods that it encouraged NGOs to master. The cost was largely felt by the country staff who were confused and frustrated by contradictory messages and behavior about planning, roles, structures and decision making. By not dealing with these issues, the leadership could not mentor and model for their own staff. It is reasonable that the country staff did not refine their own organizational management skills in this environment. The loss to the NGOs was that Delphi/STAR staff in each country could not provide technical assistance at a level that facilitated more advanced NGO organizational development.

Two strong recommendations in the previous evaluation were that the Delphi/STAR management systems and subgrant management should be improved. Delphi/STAR sought to address these issues but their efforts were limited or ineffective. It appeared that when the project grew from one YSS team of two co-directors and an assistant to a management team (of two co-directors) and three country teams (with country coordinators and assistants) the management systems were not adequately developed and the co-directors failed to fully adapt to the new structure. (See Section 2.6.1 for further information.) Difficulties arising from these problems were least evident in Croatia.

The Delphi/STAR staff in all countries remained dedicated, ethical and productive even under these constraints. Their work was recognized as of good quality by the NGO partners and USAID officers who worked closely with them. Unfortunately the potential of the individuals and, therefore, the Delphi/STAR programs was not fully developed due to the lack of meaningful organizational and staff development.

2.2.2 Delphi/STAR Contribution to Financial Sustainability

Over the life of the project, Delphi/STAR's contributions to the financial sustainability of the women's NGOs were primarily in the areas of technical assistance and training in resource mobilization and in the support of NGOs through Delphi/STAR subgrants

Delphi/STAR subgrants were important in the stabilization of emerging NGOs, especially small groups outside of Zagreb. Delphi/STAR grants were more flexible than most other funding and supported essential operating costs as well as projects. Most groups who had grants for operating costs reported that the grants allowed them necessary "breathing space" to establish the group. More mature, stable groups were able to leverage additional funds based on the grants from Delphi/STAR.

During the fourth year of the Project, Delphi/STAR supported financial sustainability by providing one to one support to groups who were seeking to diversify and stabilize funding, by training the OD team in resource mobilization, supporting NGOs in attending a CERANEO fundraising training, and by distributing the "Delphi/STAR International Funding Guide"

Delphi/STAR printed copies of the "Delphi/STAR International Funding Guide" in local languages and in English. The guide provided information about proposal writing, strategies for obtaining funds and lists of funders with their specific interests. While the number of groups who used the book to successfully obtain funds was not available, activists reported that the guide made the process of fundraising and list of funders transparent for the first time. For those with sufficient skills in project conceptualization, it leveled the playing field between Zagreb based groups who had relationships with funders and access to information and those groups outside of Zagreb who had not had access to this information.

"Before Delphi/STAR published the "Guide", the list of donors and how to get a grant were classified information. Now no NGOs hold the control of the information. It is transparent."
- a leader from a non-Zagreb group

One of the least visible contributions of the Delphi/STAR International and the Regional Co-Directors was the one to one support given to women's NGOs and the larger NGO community in diversifying funding through private US donors. Both Delphi/STAR International and the Regional Co-Directors leveraged funds for YSS groups through developing relationships with donors and then lobbying them to support YSS NGOs who would otherwise have been unknown to them. Delphi/STAR played a role in educating private US donors about the kinds of grants which could be helpful to small groups and provided donors with a process for transmitting funds through Delphi International.

This relationship building and lobbying resulted in small grant funding of over \$100,000 to ten groups in the YSS in 1998, as well as the Resourceful Woman award of \$10,000 being given to a group in Kosovo, and continuing interest by private donors such as the Tides Foundation, Shaler Adams Fund, Family Violence Fund, Caritas, Dougherty, and the Hague Peace Appeal. Additionally, the Winston Foundation made a large, multi-year grant and the Global Fund for Women made a small grant to Croatian NGOs not eligible for funds through USAID.

This funding process had value on the local as well as international level. Leveraging private funds to work with federal funds offered a positive opportunity for private donors to work in partnership with the US government. On the local level, it modeled cost sharing and resource mobilization strategies for NGOs.

As part of the close out activities, Delphi/STAR also lobbied with Croatian donors in support of women's NGOs. INGOs and USAID projects, including America's Development Fund (ADF), National Democratic Institute (NDI) and Kvinna til Kvinna, had committed to work with women's NGOs or the advocacy or OD teams.

2.2.3 Subgrant

For the first time in 1998, Delphi/STAR publicized a request for proposals in an open and transparent process. Twenty-four proposals were received. Delphi/STAR awarded \$100,000 from USAID funds to 16 groups in 16 subgrants and \$5,000 in private donor funds to one group (See Appendix J for Subgrants 1995-1998).

Cost sharing was a subgrant requirement to encourage grantees to establish a broader resource base for their work. The subgrants required a 50% matching contribution instead of the previous 25% cost share. Most NGOs covered cost shares with matching donor funds. In-kind and volunteer contributions were also listed as sources of matching funds.

Subgrant recipients raised the concern that the subgrant period of three months, two of which were in the summer, was too short. As one grantee said, "\$10,000 to spend in two months for a local process is just too much. It encouraged an irresponsible management of funds." The extension of the subgrant period, due to the no-cost extension of the Croatia Delphi/STAR grant, allowed some grantees a more appropriate period to use funds. Delphi/STAR reported that accounting for subgrant funds was largely well done.

Lacking time for a full appraisal of subgrants and in the absence of Delphi/STAR's own assessment of their effectiveness, only general observations were made. The observations were based on subgrant reports by the grantee, interviews with staff and NGO leaders, and field visits to project sites.

Subgrants were awarded to support advocacy activities. Some grants were used to develop linkages and advocacy actions among local NGOs, between local NGOs and their communities, and between NGOs and local government organizations. The advocacy subgrant projects which showed the most promising outcomes were those carried out by women and NGOs who had solid advocacy experience or/and were mentored by Delphi/STAR or the advocacy team. The link between advocacy skills and successful actions suggests that continuing support and mentoring of NGOs by advocacy specialists will result in more effective actions. (See section 2.3.2 for further information.)

On the whole, subgrants contributed to strengthening the public image of the individual NGOs. NGOs became more visible in the community by holding workshops and public forums, appearing in the media, and carrying out public actions. NGOs reported greater acceptance and

respect by citizens, other NGOs and some local governments. In one community this resulted in men joining a public lecture on tuberculosis in a town where the posters about women's health rights had previously been torn down. In others, a broad range of leaders and government officials served as panelists for public discussions arranged by the NGOs. Local media coverage also expanded in positive ways.

2.2.4 NGO Prospects for the Future

Women's NGOs were aware of the diminishing international and private, war-related funds. Still they expressed confidence that funding of some kind would be available for their work.

For some, the confidence seemed justified. These groups had clarified their missions, built reputations for quality work, diversified funding sources, established donor commitments, and/or limited operating costs. For example, one group had established a coffee house, through a Delphi/STAR subgrant, as an income generating activity.

Other NGOs appeared more vulnerable in the areas of effective project management and financial stability. These groups lacked mature skills in strategic project management required to build a solid reputation and in grantmanship required to be competitive in attracting international donors. Weaknesses were seen in one or more of the following areas: strategic planning, project conceptualization, proposal writing, financial management and/or ability to identify and report on indicators of success.

Groups who lacked one or more of these skills nonetheless did have strategies for obtaining support. Some planned to access support in grant preparation and management from more experienced, successful women's NGOs. NGOs planned to work in coalition with other groups on projects, thus strengthening their work. Some groups who lacked skills had the competitive advantage of being unusual in their community for the work they performed and, therefore, would likely continue to attract donors. Most non-Zagreb women's groups were also affiliated with human rights, peace or other NGO sector work and expected to access support and funds from donors in these areas.

Almost all NGO activists named the Women's Network as an important support for individual leaders and women's groups. The Network offered a unique opportunity for support, and collaboration and coalition around issues important to women and supports, within the context of, a non-radical feminist thinking approach.

Encouraging signs for the future prospects of NGOs were also found in the area of local resource mobilization. Women's NGOs reported much greater success in securing local government and community support than during the evaluation 15 months earlier. Examples included:

Groups who worked in communities with opposition or coalition governments and/or whose missions were perceived as benign, were able to secure government sponsored office space, salaries, and grants for projects.

NGOs have been successful in obtaining sponsorship in cash and in-kind contributions from local business, even though there is no tax incentive for the businesses. These NGOs reported that they built relationships with local sponsors over time by defining the problem in meaningful terms and following-up at intervals with potential contributors.

Groups in Split have made their work transparent and obtained donations through public fundraising campaigns. For example, the Women's Breast Cancer Club, in collaboration and support from local NGOs involved in an informal network, collected 6000 kuna selling daffodils on the street as part of their awareness campaign.

NGOs had applied for government NGO funding and several had been awarded grants. Others were planning joint projects or contracting with government organizations to provide services in psycho-social assistance, domestic violence, women's health, children's support and education areas.

One newly established NGO was running on a shoestring but being creative in accessing every "free" or nearly free opportunity that was available. In this way they had received high quality, tailored training on fundraising and project planning from a local NGO and rented a government space at no cost to them by subleasing part of the space.

With the closure of the Delphi/STAR project, women's NGOs lost an ally and advocate for women and the issues which affect their lives. Delphi/STAR had facilitated the development of women as leaders and given them tools to play constructive roles in the development of civil society. NGOs found that most other donors did not intuitively understand or easily accept the need or value of women-focused development or projects, making justification or projects difficult or impossible. Many non-Zagreb based women's NGOs were not positioned to compete for grants or learning opportunities in this area. For them, the closure of Delphi/STAR leaves a gap in creative personal and moral support and in funding for small, community focused projects important for women. Recommendations for funding options are outlined in section 2.3, 2.4 and 2.5.

2.2.5 Issues and Recommendations

2.2. R1 Support of Women in the Development of Civil Society

Issue - Delphi/STAR understood and accepted women's issues and needs as valid and distinct. Women's NGOs reported that this understanding was not universal among USAID partners and other donors.

Recommendation - USAID is encouraged to continue its excellent support of women and ensure that women's and gender issues are well understood and honored as valid project areas by its project managers.

2.2. R2 Mechanisms to Support Organization Sustainability

Issue - NGOs may have a recognized need for training, consultation or mentoring which will support organization growth, but may not have a vehicle for financing this kind of technical support. NGOs need flexible, timely, needs-responsive funding mechanisms which are targeted to address self-identified, non-project needs.

Recommendations - To address NGOs maturing program and organizational needs, USAID and its partners may offer a variety of funding mechanisms, including

encourage NGOs to build technical assistance into project and program budgets. In this way, a healthy and transparent process would be established where NGOs choose needed resources from the market.

contract local technical support resources, including the OD and advocacy teams, to provide technical assistance upon the request of affiliated NGOs.

establish a flexible, matching grant fund which NGOs could access for specific needs such as technical assistance, advocacy actions, ad hoc meetings of interest groups, self-initiated education, and attendance of conferences.

2.2 R3 Length of Subgrant Period

Issue - NGOs need a reasonable length of time to responsibly expend grant funds. When the grant period is insufficient, NGOs are encouraged to misuse or misrepresent the use of funds. The short length of time for NGOs to execute Delphi/STAR grants was due to Delphi/STAR not announcing the process at the beginning of the Delphi/STAR 12 month grant and USAID taking 2 months to approve most of the grants.

Recommendation - USAID needs to recognize timely grant approval as its contribution to responsible NGO grant management and approve grants as quickly as possible.

2.3 Advocacy Skill Development and "Success Stories"

TOR Questions

1 What was the Delphi/STAR strategy and process of supporting NGO development in the area of advocacy?

2 What are the "success stories" of the Delphi/STAR supported NGOs in the area of advocacy?

Delphi/STAR did not introduce advocacy to the women's network. Several women activists and Croatian women's NGOs had long histories of carrying out advocacy actions. Instead, Delphi/STAR helped the women's NGO community to name advocacy as an element of their work and define a need for gaining skills. They provided a cadre of activists with a systematized

understanding of key advocacy concepts and supported them in sharing a localized approach to advocacy in the broader NGO community. Delphi/STAR supported NGOs in advocacy actions in their communities through mentoring, moral support and subgrants.

2.3.1 Delphi/STAR Advocacy Strategy and Process

Advocacy was an integral component of the Delphi/STAR year 4 program, as noted by "advocacy" being an element of the title of the project, "Strategies, Training and Advocacy for Reconciliation". The Delphi/STAR long term strategy was to support women advocates to gain confidence and skills to make their actions more effective and to support NGOs who showed commitment to civil society development and social change. Thus, over time, a critical mass of women who understood advocacy well and of women's NGOs who were positioned to work in coalition on advocacy actions would develop.

The Delphi/STAR support process took place in three major areas: the support of individuals in skill development through IPA and other training, the support of NGOs through sub-grants and technical training of members, and the support of the Croatian Women's Network. Steps of the process, are outlined below.

Individual Advocacy Skill Development

Over four years, six Croatian women, (among 18 women in the YSS), participated in the International Policy Advocacy course in the United States. The training provided a systematic approach to activism and demonstrated how NGOs can influence policies of international institutions. After three years of women receiving IPA training, Delphi/STAR facilitated a workshop with YSS IPA graduates to share advocacy work experiences, identify localized advocacy tools and plan future activities. At the request of IPA graduates, Kathleen Sheekey, co-director of the Advocacy Institute, Washington, D C, provided two trainer training workshops, coached trainers during three local workshops and mentored individual skill development. Delphi/STAR funded advocacy workshops conducted by the Croatia advocacy team which allowed the team to gain experience and exposure.

NGO Development

- year 1 to 4, NGOs gained confidence and maturity through technical assistance and training
- year 1 to 3, Delphi/STAR subgrant criteria supported projects which emphasized public information, education, and campaigning as important elements of NGO projects
- in year 4, all subgrants were required to have an advocacy/education component
- in year 4, NGO leaders and members received training by the advocacy team in advocacy skill development
- NGO leaders and members, following the first advocacy team workshop, requested and received two media training workshops
- with a vision of developing a broader base for community actions, local

NGOs sponsored advocacy training (with Delphi/STAR funding) to educate potential advocacy partners in their area, groups included human rights, youth and peace/anti-war NGOs and/or local authorities and media

- advocacy trainers wrote and Delphi/STAR produced the "Public Policy Advocacy Women for Social Change in the Yugoslav Successor States" workbook in the local languages The workbook was used as a training tool and distributed widely
- support in the development of the two advocacy NGOs, the Association for Policy Advocacy and the Center for Advocacy Development (See section 2.4.1 for more information)

Women's NGO Network Development

Throughout the four years, Delphi/STAR supported the development of women's groups outside of Zagreb that grew strong enough to initiate local actions and work in ad hoc coalition with NGOs across Croatia Delphi/STAR supported the Women's Network that provided opportunities for strengthening NGO relationships, building trust and deciding on individual NGO support for joint national advocacy actions (like the actions in support of the Sixteen Days of Activism) (See section 2.5.1 for more information) Delphi/STAR organized two YSS conferences the second of which, "STAR na Hvar Advocacy for Social Change," was specifically focused on advocacy Both conferences allowed for exchange of ideas and trust building reconciliation

The Delphi/STAR strategy has been successful The drops of rain have joined to form a stream The multiple, seemingly individual activities and training workshops, have drawn together in the form of a vital, cross national, yet loosely linked network of women's NGOs who have commitment to the development of social society They find strength and a kind of security in their association which allows them to continue to take risks in an environment of intolerant to tolerance The development of conscious, strategic advocacy skills has added to their aspirations and potential for effectiveness

The stream is not yet a river Advocacy skill development will have to be nurtured and spread if the work started is to effect broader development of civil society

2.3.2 Advocacy "Success Stories" of Delphi/STAR Supported NGOs

Delphi/STAR's year 4 program on public policy advocacy was just what women's NGOs needed as a tool for focusing energy to address the immediate post-war period needs in Croatia

"Others just told us to do advocacy Delphi/ STAR helped us to know how to actually do it "

- a NGO leader who participated in a series of local advocacy workshops

To learn how advocacy concepts were being translated and used, the evaluator visited six group leaders and three groups where the advocacy trainers had conducted training and, in some cases, follow-up mentoring, interviewed five of six advocacy trainers, and visited two trainer's communities. It was clear that the approach to advocacy had been adapted to local conditions by the trainer-practitioners. They consciously sought to appraise the local situation, build on community strengths, develop shared aims and improve cooperation among participants.

Following are the advocacy "success stories". They are not a track record of influencing public policy. On the face of it, the advocacy "success stories" may seem insignificant. But they are significant. They represent citizens with courage to deal with diversity in the public arena, on sometimes unpopular or misunderstood issues, in small, closed, nervous communities who still live in cultures of silence. They represent conscious step by step approaches to broadening the base of NGOs, and other allies, who are positioned to work together for social change and of gaining greater understanding and acceptance of NGOs by the community.

NGO advocacy actions should not be measured simply by numbers of actions or public policies changed. NGO actions must be measured by assessing the distance successfully traveled given the starting point of the local community.

"Change will not happen in a day. You need time, patience, courage and compassion."

- an experienced woman activist

Following are a few significant, simple advocacy "success stories"

Institutionalizing Advocacy Skills

Five of six Croatia IPA graduates established the advocacy team and registered as the NGO, Association for Policy Advocacy. (IPA graduates did not choose to work in advocacy teams in the three other countries where Delphi/STAR supported advocacy development.)

The team's work was well regarded by women's NGOs, other NGOs, INGOs and USAID. ADF contracted the team to provide 5 regional workshops for human rights NGOs, making advocacy skills accessible to more NGO leaders and groups.

The development of an advocacy team who registered as an association has significance at an international level. The Advocacy Institute of Washington, D.C., which has trained activists worldwide and maintains contact with program graduates, indicated that only Indian advocates had previously established an advocacy association.

The Center for Advocacy Development was opened in Pula with a vision of creating an incubator for support of advocacy actions. Support has been given to local advocacy actions.

Women's NGO Advocacy Successes

The Women's Club Split reported results in their development in the public sphere, including being more transparent in public life, having improved their reputation with other NGOs and local authorities, and appearing with regularity in the media and in local forums. This can be in part attributed to their work on their Delphi/STAR funded advocacy project. The group reported that development of advocacy skills by all group members resulted in greater success in projects undertaken because "we think differently, we think about our goals and what result we want, we didn't do that before"

The Women's Club Split, with advocacy project financial support from Delphi/STAR and technical guidance from a member who is an advocacy team trainer, encouraged and guided the development of a network of five women's NGOs and a network of 24 Split NGOs. They carried out two advocacy training workshops, consulted with individual groups on advocacy and supported NGO network joint actions. Their support has now been sought by other NGOs, local authorities, and the local university.

Members of the Split women's NGO network reported that the network made them all stronger by clarifying the mission of each group and identifying a shared aim of the network. This shared vision, improving the position of women and their quality of life in the community, resulted in a joint project plan and proposal by the five network members.

The media and education coordinator for an NGO working in Split and the region, reported that she "uses advocacy as the start of everything". The advocacy workshops, funded by Delphi/STAR and developed and carried out by the advocacy team, advanced her understanding of the media as a strategic tool to provoke public awareness of issues. "Now I use a public forum to shift public opinion as well as to educate. I use the advocacy structure to keep on my aim."

The Breast Cancer Club of Split, with the support of the informal Split NGO network, carried out a public awareness campaign on the issue of need for a more supportive environment to address the early detection of breast cancer. The Club and supporting NGOs sold daffodils and distributed education materials in the center of town, netting 6000 kuna as well as receiving spontaneous donations of daffodils from local supporters. Following the action, additional community women joined the Club and support for future awareness actions was offered.

The Breast Cancer Club of Split sought to change the health services provision law and/or to change the actual provision of the services. Petitions in support of the action were circulated through several of the women's network groups around the country. The group visited the national health ministry and planned more focused lobbying for the new year. The Club joined a coalition of other NGOs interested in women's and reproductive health to expand the action. Through Delphi/STAR grant and training the Club was introduced to the wider women's community with whom it began to cooperate for policy change.

The Mali Losinj Women's Group trained local groups, including groups like the Fisherman's Association, in advocacy skills. Local groups cooperated in a successful campaign to make the application process for local government NGO support funds transparent. Having been successful in applying for government grants, local NGOs supported the women's group in

advocating for a local Commission for Gender Equity. The women's group reported that its public image has shifted from being seen as "a political enemy" to being respected and supported, in the community.

Following long term advocacy by the Mali Losinj Women's Group on women's needs and rights, all the political parties in the Mali Losinj local elections talked about women's needs, demonstrating that the NGO had been heard in the community. However, the women acknowledged that nothing had really changed after the election and there was a long road ahead to achieve tangible results.

The Zagreb-led "STOP Violence against Women" campaign raised public awareness of domestic violence and how to stop it. Delphi/STAR assisted the coalition in developing a TV commercial which was widely broadcast on Croatian national television.

A public forum in Rijeka, funded by Delphi/STAR, which included members of the County Level Gender Equity Commission resulted in the beginning of cooperation between the NGO and the Commission.

The Women's Group from the Center for Peace, Nonviolence and Human Rights in Osijek sponsored an advocacy workshop. For the first time, participants were invited from the local authorities, media, and public institutions, as well as women from NGOs. Local media provided hands on media training with the support of the advocacy team. The parties found common interest in issues of unemployment, domestic violence and handicapped children. Results of the workshop are a first time cooperation with local officials on a project which the authorities have promised to fund, increased openness of officials as they were able to see the purpose of the Center, and a much improved relationship with the local media.

Simply continuing to serve the ever changing population of the former UNTAES area has been an advocacy action of the Association for Peace of Baranja. The NGO has continued to provide technical training, human rights counseling and services as people move in and out of the area and anger and feelings of dislocation ebb and flow. In this environment they sponsored two public forums on freedom of the media including politicians and leaders on the panel. The group maintains a free reading room to ensure public access to a broad range of views. The leader of the NGO was a member of the advocacy team.

Across the nation, women, and a few men, in small groups met in town centers with candles to mark the "Sixteen Days of Women's Activism". The joint actions had been agreed during the Women's Network meeting, an event supported by Delphi/STAR.

The collective action of the Women's Group of the Center for Civil Initiatives in Porec and other area NGOs resulted in two female activists being named to the County Gender Equity Commission.

Media Successes

As women attending advocacy workshops clearly articulated a need for training in the use of media as an advocacy tool, Delphi/STAR implemented the media element of its workplan by supporting two media workshops. The aim was to deepen the understanding of the media and strengthen NGOs motivation and skill in using the media as a strategic tool. The workshop content was developed by a team of journalists and women NGO members who had media experience, and led by a Delphi/STAR Croatia staffer. The workshops were a highly valued first step by most participants.

Motivated by the Delphi/STAR sponsored media workshop, one NGO carried out a media workshop for 43 persons from the Split NGO Network. Participants of the workshop, some of whom have also received advocacy training through the Delphi/STAR funded Split advocacy workshops, requested the "Public Policy Advocacy" workbooks, another step in linking groups and advocacy actions.

One workshop participant applied the media skills by developing an women's rights message as part of the Rijeka NGO's anniversary celebration. For the television interviews, she wrote scripts and trained group members in presentation skills. The television station carried the piece on the civic service work of the group but cut the advocacy message.

Practicing journalists, most of whom had little or no NGO experience, were sensitized to the role and work of NGOs through conducting the two media workshops. Solid contacts for future cooperation were opened between the journalists and NGO women.

As a result of being a trainer in the media workshops, one journalist presented the "Sixteen Days of Activism" for each of the 16 days during her prominent National TV program. At the end of the period, she planned to interview four Ministers of Government on issues raised during the campaign.

A weekly news magazine editor, on advice from a staff member who had served as a media workshop trainer, offered a column for discussion of women's and NGO issues. Activists were, however, reluctant to take up the work due to lack of confidence, lack of time, reluctance to sanction one individual to speak for the Croatian women's scene, and questions about the political vantage point of the particular newsweekly.

Women's NGOs reported having increased their public exposure by being interviewed for area newspaper's and local radio, holding public forums, distributing leaflets, meeting with individual elected and government officials, circulating petitions, holding joint public actions and writing letters to the officials.

Advocacy Workbook

Delphi/STAR supported the development and publication of the only advocacy material written in local languages. The IPA graduate from the YSS authored the "Public Policy Advocacy Women for Social Change in the Yugoslav Successor States" workbook which contains case studies from NGOs and communities in the region. The workbook, through training workshops

and a media launch, was made available to NGOs and the wider community. Users of the workbook reported finding it useful in developing an advocacy action.

The Delphi/STAR team presented the "Public Policy Advocacy" workbook on the TV show "Good Morning Croatia" resulting in over 100 calls requesting copies of the book. One of those who received the book reported that she used the process to mobilize hairdressers to address licensing issues.

The success stories of women's groups were success stories for the development of the NGO sector. Women's NGOs were working with other community groups to gain acceptance of NGOs in the larger community. They were using their advocacy skills to address issues of environment, care of the elderly and other issues of broad public interest as well as issues of women in politics, domestic violence, gender equity and abortion rights. It would be inaccurate to see women's NGOs as the radical fringe as it was suggested by international observers, unless one describes working from within the community for welfare and rights of all citizens as the radical fringe.

The ability of an NGO to advocate on an issue and use the media effectively comes with maturity and having clear objectives and experience. The women's NGOs will continue to need training, technical support and mentoring for their actions which can be provided by more mature NGOs and the two advocacy NGOs.

2.3.3 Issues and Recommendations

2.3 R1 *NGO Advocacy Actions*

Issue - The step by step process of developing a corps of able NGOs who are positioned to carry out advocacy actions was still in early to intermediate stages. Interest has been ignited as the value and role of advocacy have become apparent to NGOs. It would be unfortunate if these generators of citizen support for civil society were neglected due to a shift in donor support.

Recommendation - USAID and other donors should support individual catalyst NGOs, and formal and informal local and cross-national NGO networks which demonstrate vision and creative localized approaches toward development of citizen action through advocacy.

2.3 R2 *Financing Advocacy Campaigns*

Issue - Most women's NGOs do not have experience in planning and budgeting for social change activities linked with their service work. To continue advocacy actions, NGOs would benefit from grants that list advocacy as a valid funding area.

Recommendation - USAID project managers can include advocacy activities as an area for subgrant funding. Once established, NGO support centers should provide technical assistance for resource mobilization in this area.

2.3 R3 *Use of Media*

Issue - The media workshops were carried out at the time that NGOs were ready for the information and skill development. They began the process of demystifying the media. However, fear of media runs high even in stronger groups. Overcoming the lack of assertiveness in approaching the media and fear of public appearance are key to carrying out advocacy campaigns. Practice of media skills with journalists seems to increase confidence and readiness.

Recommendation - USAID, through its ongoing projects, should insure that hands on skills in strategic, effective use of the media are developed by a wide base of NGOs around Croatia.

2.4 Capacity Building of Local Resource Persons

TOR Question - What value has Delphi/STAR added in the development of a local base of trainers and technical assistance providers?

A "top priority" of the Delphi/STAR exit strategy was to encourage and strengthen resource persons and groups who would provide technical assistance and training in areas which Delphi/STAR had been active. By the end of the project, an advocacy team, and an organization development team were providing quality service and were committed to carrying on technical assistance.

2.4.1 The Value Added by STAR to local base of Trainers/Technical Assistance Providers

Building on existing talent, Delphi/STAR supported advanced technical training and mentoring for eleven Croatian activists. For some, Delphi/STAR training enhanced existing skills and expanded areas of competence. For others, the training and mentoring helped the women to develop their raw potential and field experience into systematized conceptual frameworks. Participants, from their own view or that of their mentors, developed essential skills in technical content, facilitation and consultation.

Delphi/STAR supported the advocacy and OD teams in gaining experience and showcasing their talents by funding trainings and technical assistance for NGOs who wished to use the services. To support the technical development of the teams following Delphi/STAR's closure, Delphi/STAR provided each team with funds for a resource library and funded a Croatian OD Team member to attend a specialist OD course in South Africa. A Delphi/STAR grant covered the costs of establishing the Association for Policy Advocacy and the Center for Advocacy Development. The advocacy team inherited computer equipment when the Project closed.

A strength and weakness of both teams was that team members were fully engaged activist in the NGO community. They were recognized for their practical experience in advocacy and organizational development. However, being fully engaged in their own NGOs and work may result in exhaustion for taking on too heavy a load or leave limited time for the advocacy and OD work.

The Delphi/STAR Project role in the development of local capacity was most significant in the area of advocacy. While activists have been carrying on successful actions, the systemization of advocacy concepts and strategic planning for action were additions to existing local knowledge based on intuition and experience. The Association for Policy Advocacy and the Center for Advocacy Development are the only organizations positioned to provide systematic skill development to a broad base of NGO activists. (B a B e, the recognized leader in women's advocacy, identified its role as activism and not skill development.)

The effectiveness of the teams has been a result of their own talent and commitment. Delphi/STAR can be credited with having the vision and continued commitment to the development of local resources over the life of the project. Neither team would exist without the Delphi/STAR project support.

"The training teams will be a long term legacy of the Delphi/STAR project."
- a senior international project manager

2.4.2 Overview of Local Resources

An overview of each resource group, standard of their work, and future plans follows.

The Advocacy Team

The advocacy team was made up of 5 of 6 Croatia International Policy Advocacy (IPA) graduates, who had registered an NGO called The Association for Policy Advocacy. The women were NGO activists, two of five were group leaders, and 4 of 5 had notable experience as advocates. None had extensive prior experience as trainers. They were from 4 geographic regions, representing diverse local social/political situations. The Who's Who list of IPA graduates is Appendix L.

Delphi/STAR supported each team member in a month-long International Policy Advocacy course in the United States. Kathleen Sheekey, co-director of the Advocacy Institute in Washington, DC, provided two trainer training workshops, coached two practical field training experiences and mentored the team. (For further information of trainer training and the process of developing advocacy, see section 2.3.)

Beginning in 1998, the team conducted ten advocacy training workshops in Croatia and one in FRY. These workshops were targeted to meet specific needs of the requesting NGO or groups. Delphi/STAR provided grants for some of the workshops and ADF contracted the team to conduct regional workshops for their grantees.

Workshop evaluations and interviews indicated that the trainers were successful in translating the concept of advocacy to a local context, framing the role of advocacy in the development of civil society, and sharing the structured system of planning which transforms ad hoc, intuitive actions into a strategic advocacy campaign. Quotes about lessons learned in workshops follow.

"It confirmed what I did well and what I was doing wrong Finally I could see it "
- a seasoned activist

"It is easier to work more rationally, to reduce relationships to what is needed, to reduce obstacles, before I got lost in things that did not matter "
- a seasoned activist

The team worked with NGOs and local authorities and was committed to expanding its work to a wider public including more local authorities and trade unions For example, the team worked with

- a local human rights NGO and the local authorities in the Osijek area to find common ground for action
- a local network of women's NGOs in Split to strengthen their strategies and commitment to joint actions
- a group of human rights, youth and women's NGO in Istria to plan an action, which was not carried out, but a follow-up meeting helped the groups to identify lessons learned
- a group of senior women NGO leaders in FRY who received basic skill training

See section 2 3 2 Advocacy "Success Stories" for more in depth examples

The team has a strategic plan for the Association and team members planned to continue work in their own NGO's A project proposal to expand the work of the Association was submitted to potential donors A marketing strategy was being developed including a web page, brochures and letters of introduction to potential clients

The Organization Development (OD) Team

The OD team was made up of five NGO activists, all but one based in Zagreb The women have been active in several NGO sectors and have a broad base of skills in training, advocacy, journalism, NGO and INGO management, and project development Team members' experience in successful management of organizations and in consultation on organization development vary widely List of Women's Trained as Trainers in OD is Appendix M

Delphi/STAR sponsored two regional Mentoring of Resource Women (MoR) workshops, which sharpened skills in diagnosis of organization needs, methods for on-the-spot support of NGOs, strategic planning, facilitation and consultation methods Four team members were participants in the MoR workshops The fifth team member was a co-trainer for the MoR workshops and for the Croatia OD and leadership workshops carried out year 1 to 3 Delphi/STAR also conducted a one-day workshop on resource mobilization to enhance team skills

The team conducted two in-depth and two brief consultations with Croatian NGOs Client assessment of the two in-depth consultations indicated that the interventions had been helpful in identifying issues and in generating effective solutions Both clients indicated that the opportunity for future mentoring and consultation was an asset of locally based consultants

Delphi/STAR provided grants for some of the consultations. ADF contracted the team to provide OD consultations for some of their partner NGOs.

The team has written a 3 year strategic plan and has outlined a long term plan of operation. In the short term, team members planned to continue to work in their own organizations and to provide OD consultations to the NGO community. They advertised by word of mouth and were confident that there would be sufficient work even though other groups provide OD consultations. They viewed competition as valuable, seeing that a variety of available approaches offered NGOs the opportunity to choose an approach that would best suite them.

Long term, group members planned to register an agency which would carry out OD consultations for a broader, yet ideologically select, community including local government and business.

The Center for Advocacy Development

One IPA graduate, believing that a center for advocacy was needed, opened the Center for Advocacy Development in Pula, with Delphi/STAR funds. The Center, a registered NGO, has the mission of deepening understanding of the value of a civil society. The director hoped that the Center would become an 'incubator' for assistance and mentoring of non-profit groups who need support in carrying out advocacy actions.

The Center appeared to be a formal extension of the advocacy actions already being generated by the one IPA graduate who served as the director and sole trainer. The director has conducted local NGO workshops for which no independent evaluation was available. The Center has applied for grants to advance projects in advocacy training and media. The effectiveness and potential of the center were not independently verifiable during the evaluation.

2.4.3 Issues and Recommendations

2.4. R1 Use of the Advocacy Resource

Issue - Advocacy, carried out in a systematic way, was a new concept to many activists. For those gaining an understanding of the concepts and practices of advocacy for the first time, a single training was insufficient.

Recommendation - USAID partners who wish to support NGOs to develop advocacy skills and carry out campaigns need to commit to both skill development workshops and follow-up mentoring which allow participants time to understand the concepts and skills, time to use the skill, and opportunities for mentoring throughout a campaign.

2.4. R2 Use of the OD Resource

Issue - The OD team learned through experience with clients that each organization required a customized consultation in order for the intervention to be successful.

The Recommendation - USAID partners and NGOs who contract for organization development services need to plan and budget based on the understanding that each NGO will require a customized consultation and may benefit from follow-up mentoring

2 4 R3 *Financing OD and Advocacy Training and Consultation*

Issue - NGOs may have a recognized need for OD and/or advocacy training, consultation or mentoring, but may not have a vehicle for financing this kind of technical support. NGOs need flexible, timely, needs-responsive funding mechanisms which are targeted to address self-identified, non-project needs

Recommendations - See 2 2 R2

2 4 R4 *Continued Skill Development for Resource Persons*

Issue - All team members and their mentors indicated a need for deepening technical, training, facilitation, and consultation skills as well as a need for on going mentoring. No local or YSS expert resource was identified to support this continued learning process

Recommendation - Teams who continue to provide quality consultation and training to the NGO community should be supported to enhance their skills, enabling them to provide advanced skill development

2 4 R5 *Effectiveness of Resource Persons who Continue as Activists*

Issue - Delphi/STAR has been credited with developing existing talent to provide advocacy and OD services instead of building parallel resource structures. Thus, all team members are active in their own employment and/or NGO work. There is a concern that they will become exhausted trying to keep pace with demand or that their NGO, profession or team work will suffer

Recommendation - USAID may wish to observe the evolution of the teams and the consequences of their multiple commitments on the individual members and their work to determine if this approach to resource development was valid

2 5 *Delphi/STAR Contribution to Women's NGO Linkages*

TOR Question - What did Delphi/STAR contribute to the linkages among women's NGOs in Croatia and the YSS via the Delphi/STAR Croatia Advisory Board, the Croatian Women's Network and the Delphi/STAR Exchange Program?

Delphi/STAR's universally acknowledged contribution to linkages among women's NGOs was the support and strengthening of the Women's Network. Membership on the Advisory Board was valued for the opportunity it offered to affiliate with STAR and other groups, as evidenced by the demand for the board to be doubled in size in the final year. Linkages among women and groups were reinforced in Delphi/STAR sponsored technical workshops. Women used these

opportunities to share information, build trust, strengthen relationship and initiate advocacy actions, resulting in women's NGOs being perceived as the strongest, most able NGO sector in Croatia

"Women's organizations and their network are stronger than the human rights network. They are able to get more attention focused on issues and gain media coverage. I attribute that to strong advocacy skills, women who are interested and the good technical support "

- an international project manager

2.5.1 *The Women's Network*

In 1994, an unofficial network of women's groups already existed. Delphi/STAR helped to solidify the network by convening and funding a corps of women who were able to pull the Network together in a form acceptable to the groups.

The goals for building an interactive network of women's NGOs were first, to strengthen the public impact of NGOs as they promoted issues of gender equality, peace, tolerance, democracy, and public participation, and, second, to assist non-Zagreb groups to grow and have equal access to knowledge and resources.

Delphi/STAR's universally acknowledged contribution to linkages among women's NGOs was the support and strengthening of the Women's Network. While steadfastly providing support, Delphi/STAR did not impose direction nor conditions on the Network.

Central to the success story of the Women's Network was the focus of the Delphi/STAR project on the development of NGOs outside of Zagreb. Through training and mentoring, Delphi/STAR supported the non-Zagreb women's NGOs to gain confidence and strength, helping to level the playing field between the Zagreb and non-Zagreb groups.

The debate about the structure and role of the Network has continued. NGOs agreed that they did not want an "umbrella" organization. Non-Zagreb based groups wanted a stronger, more directed Network, while the Zagreb groups continued to oppose it. The debate represented a healthy element of the Network, NGOs agreed to disagree and continued to work together. Well intentioned pressure from donors to strengthen the structure and formalize the role the Network would be unwise and unwelcomed.

The Network met twice each year since 1996 funded largely by Delphi/STAR grants. The 50% cost share requirement for the 1998 grants created an opportunity for the Network to seek substantial outside funding. When no cash grant could be found, women's NGOs made contributions from their own funds and in-kind contributions. This was a difficult process and not completely successful.

Participants expressed commitment to the Network continuing, but the future of the Network is uncertain without Delphi/STAR support. Maintenance of the Network will require time and outside funding. Most women's NGOs do not have sufficient non-project funds to cover travel.

and accommodation costs required for self sponsored attendance Delphi/STAR lobbied for funding with USAID funded sources and others, but no funds had yet been committed

If the Network meetings do not continue, women felt sure that individual relationships and cooperation would continue around shared issues However, the collective voice of the women's NGOs, the power of their actions and potential for effecting the development of civil society will surely be diminished without a dynamic Women's Network

"The Network works on Women taking part in decision making insisting on women's rights and equality, economic independence and a stop to domestic violence We do this together through our work as activists"
- a Network member

2 5 2 Croatia Advisory Board

The Project initiated the Delphi/STAR Advisory Board as a consultative body to provide a sounding board for program plans and to provide feedback on program activities The Board played an important role in developing cooperation among board members, their NGOs and the Delphi/STAR project

Board membership was highly valued, especially by non-Zagreb based members, as a means of learning about the work of other groups, enriching relationships, and providing a venue to develop collaboration and coalitions Membership also contributed to a sense of security in being linked into the larger network of women's NGOs

During the period 1995 -97, the Board of seven members, six representing the regions of the country and one from Zagreb, provided Delphi/STAR with timely insight into changing local area social/political issues, played an important role as conveyer of the first formal Croatian women's network meeting, and provided programmatic direction While one Zagreb leader described the Board as inadequate, as 'person's without concepts', the non-Zagreb make-up of the board supported the development of the Delphi/STAR program in serving like groups The support and strengthening of non-Zagreb based groups had been one of the triumphs of the Project

Due to increased interest in planning Delphi/STARs 1998 program, the Board was expanded to 14 members, 8 non-Zagreb groups and 6 Zagreb groups The majority of board members, in individual interviews and in meeting with the full board, reported that the Board provided direction for the Delphi/STAR project and effectively contributed to the project becoming more transparent in its administration and program activities

"We hope to ground STAR " "The Advisory Board added legitimacy to STAR's work "
- Board member

The Delphi/STAR Advisory Board was successful in meeting its purpose However, it did not reach its full potential as a tool to model the roles and responsibilities of boards which NGOs

could then use in establishing their own boards. For example, had the Delphi/STAR Board had more structure from its inception, a set of written guidelines for board operation could have been developed and made available to NGOs. Had the Board had more actual power, it could have modeled the potential role of a community board in guiding the activities of a local NGO. While these concepts represent more advanced structures than many of the women's NGOs were positioned to implement, participation in a structured board would have been valuable for the future development of their own boards.

2 5 3 *The Regional Exchange Program*

The Regional Exchange Program was a new program of the Delphi/STAR Project in 1998. It sought to "support the establishment of cooperative program links among the region's NGOs." List of Exchanges summer/fall 1998 is Appendix O.

Through this flexible program, Delphi/STAR offered women the opportunity to learn directly from other NGOs who had successful projects underway or to participate in each other's conferences. Transforming experience into concrete results will take time and were not yet evident at the time of the evaluation. However, women's reports of their experience were full of visions of the possible and practical ideas that could enrich their own programs.

The Exchange Program consisted of exchanges of activists to groups within their own country or the YSS, visits between in-country groups, and internships to education programs and conferences. More than 40 exchanges and internships with more than 60 women participating were supported (the final number not yet available from the Delphi/STAR Project because the FRY exchanges are not completed.)

Funding for the new program came from a variety of sources. A private funder provided \$2000 per country to start the Exchange Program. Delphi/STAR used these funds to leverage additional funds from USAID, the Shaler-Adams Foundation and other private donors. Delphi/STAR, seeing that YSS women were organizing their own conferences, canceled plans for a Delphi/STAR regional conference and supported local efforts by reassigning Delphi/STAR funds to cover women's participation in YSS initiated conferences.

Responsibility for initiating the exchange lay with individual applicants and NGOs who offered to host. Each participant was responsible for exchange budgeting, logistics, and reporting. Delphi/STAR matched and negotiated exchange requests, paid cost for travel, food, accommodation and visas.

The evaluator spoke with thirteen women who had participated in exchanges and to six groups who had hosted exchanges in Croatia, Macedonia, and BiH. The FRY exchange Program was scheduled for review in February. Additionally, written reports were reviewed. Delphi/STAR had not done its own summary and review of the Exchange Program at the time of in-country evaluation.

Participants reported that the visits had been valuable. Many believed they had established linkages that would assist them in their future work. Examples of exchanges follow.

A Croatian women visiting Bosnia was encouraged to see how the coalition of women's NGOs which educated women about women's voting rights resulted in more women candidates being elected and how people living in difficult circumstances help each other

Croatian exchanges resulted in a groups gaining guidance on proposal writing and fundraising, and built links for further assistance

Groups working with refugees and returnees exchanged information on legal issues and processes that would help the other

Bosnian women who attended the Women in Black gathering in FRY gained an understanding of the power of coalition and saw the impossible, standing publicly for your beliefs, as possible

Macedonia women visiting the Split Breast Cancer Club learned how to raise funds from local businesses and provide support services for clients

A Roma lawyer from Macedonia saw mechanism for institutionalizing legal services to disadvantaged communities in a legal support office which is one part of a highly effective Bosnian NGO

A Croatian women's group working in domestic violence, who was well established internationally but had limited local linkages, used the opportunity to establish professional contacts with groups carrying out similar work in Zagreb This also linked the group into a YSS network of those working on domestic violence

A Bosnia woman visited a FRY SOS hotline, later using her contacts in the FRY to provide training for many of the SOS hotlines in BiH The trainers from FRY, Croatia and Slovenia, donated a portion of their honoraria as seed money for the planned next meeting of the BiH SOS Hotline groups

In cases where the participant's objectives were clear and matched with the host NGO's program, visits were reported as effective Difficulties arose when the host NGO demonstrated a lack of normal hospitality due to what appeared to be ethnic prejudice and when the host NGO was less mature than the visitor's own group

Women reported difficulty with timing of the program As with Delphi/STAR subgrants and the media workshop, the time line for advertising, applying and taking part in the exchange was inappropriately short The program was announced five months into the Delphi/STAR 12-month grant period and an initial program length of 5 5 months, two months of which were during the summer holiday Fortunately, the Delphi/STAR Project was extended for three months allowing for additional exchanges

2 5 4 *Delphi/STAR Contribution to YSS and International Linkages*

Delphi/STAR supported linkages among women and NGOs in the YSS through two Delphi/STAR regional conferences, sponsorship of women's attendance at YSS women's conferences, YSS training workshops for advocacy and organization development, and issue oriented exchanges

During the early years of the project, these were of special importance as they met needs of women leaders to move forward with personal reconciliation as well as moving forward the work of their NGOs. During the later period when the war and reconciliation were not the crucial issues, cross border activities were useful when participants held a common interest and had similar situations or level of expertise so that the activity was relevant

Issue oriented changes were assessed as particularly valuable for long term cooperation by local women's groups. This can be seen in linkages between groups involved in SOS hotlines and domestic violence. When the conditions of common interest and level of participant expertise were not met, as in the MoR training of organizational development resource persons, the events were not successful

Through STAR co-director's own linkages with the US philanthropy and international communities, Delphi/STAR was able to gain entrance for YSS women leaders to Central European, US and international conferences and workshops. Through Delphi/STAR's advocacy YSS women participated in the Vital Voices conference in Vienna, the Beijing Women's Conference, and will participate in 1999 -2000 Global Meeting of Generations of the International Development Conference. These linkages exposed the international community to YSS issues and the capable women who are seeking to address them. They also offered the women participating opportunities to develop linkages which have the potential to reap dividends for years to come

2 5 5 Issues and Recommendations

2 5 R1 *Support of Women's Network*

Issue - The Women's Network promised to continue to be valuable in supporting the development of individual women's NGOs and coalitions and, through them, the development of women's rights, human rights and civil society. Outside funding will be required for the Network to continue

Recommendation - USAID partner projects are encouraged to financially support the Network and continue to allow the Network to operate without imposing direction or condition

2 5 R2 *Self Initiated NGO Development Program*

Issue - The Delphi/STAR Regional Exchange Program provided NGOs the opportunity to identify a need and to tailor a program which addressed the need. This put the development of the NGO directly in their own hands. It allowed women to learn directly from each other about issues which most interested them. Most groups do not have the funds to self finance education, nor the mobility to learn from others in the regular course of their work

Recommendation -See Section 2.2 R2

2.6 Refocusing of Delphi/STAR Project

TOR Questions - In what ways and with what effect did Delphi/STAR integrate recommendations from the evaluation of October 1997?

- How has the Delphi/STAR Project refocused its assistance over the life of the project to better assist NGOs to meet their needs?

2.6.1 Integration of Final (Year Three) Evaluation

Recommendations

The 1997 Final (Year Three) Evaluation recommendations were discussed with the Delphi/STAR regional and country staff at the time of the evaluation as well as being presented in written form. While there was no serious objection to any of the recommendations, it is reasonable that Delphi/STAR would prioritize and carry them out based on the agreed upon focus of the 1998 USAID grant extension.

Of the key recommendations, the Delphi/STAR project was successful in implementing recommendations in the area of improving its own transparency, articulating its role as an INGO, improving relationships and reporting with USAID, continuing planning responsive to NGO needs, and building capacity of local resource persons.

Delphi/STAR did not successfully address recommendations in the area of modeling organizational management practices, developing staff skills critical to the program, formalizing monitoring and evaluation systems.

Delphi/STAR's response to key recommendations are discussed in appropriate sections throughout the report. Those recommendations which were not addressed in other sections are discussed below.

Modeling of Practices that STAR promotes to NGOs

The 1997 Recommendation - Delphi/STAR needs to model the practices of organizational management, leadership, advocacy and conflict resolution that STAR promotes in its training workshops for NGO partners.

Delphi/STAR did not effectively implement this recommendation. Delphi/STAR did not develop effective management structures nor provide sufficient staff development to meet the maturing needs of the women's NGOs and the program. (See section 2.2.1 for further comment.)

Three staff meetings were held with staff from the four Delphi/STAR country programs and Washington Staff during 1998, a marked improvement from the first three years when one

formal staff meeting was held. Staff meetings, when facilitated, provided country staff with needed tools and direction to carry out their work. However, they did not address basic problems of Delphi/STAR organization structure and management systems. This hindered effective, country-specific strategic planning, utilization of regional programs, and practical planning of exit strategies. These problems had greater impact on NGO programs in Macedonia and BiH and were least evident in Croatia.

Delphi/STAR staff in all countries were offered opportunities for individual skill development. Unfortunately the focus was neither on those who most influenced the direction and success of the Delphi/STAR project, Delphi/STAR regional and country managers, nor in areas which most critical, practical areas for job performance. As example, two junior staff attended month long training courses in the United States, only one could be seen to address the short term needs of the year long extensions of the Delphi/STAR project. A staff meeting proposal for intensified management training for the entire staff was not implemented.

Transparency

The 1997 Recommendation - Transparency, which Delphi/STAR encourages in NGOs, needs to be modeled by Delphi/STAR.

In Croatia, Delphi/STAR was viewed as generally more transparent by NGO leaders. The subgrant selection process was open and competitive. Subgrant recipients and the amount of grants were published along with a list of the Delphi/STAR project funding sources. Project plans were discussed and generally revised as per Advisory Board consultation.

The Delphi/STAR project staff continued to make decisions about subgrants and participants for training and the Advisory Board. Lack of transparency in this area led some activists to suggest that 'friendship' and not merit was a criteria for selection. Given the value placed on subgrants and training and the nature of the relationships between Delphi/STAR and NGO activist, this criticism seemed unavoidable unless the selections were turned over to an outside group.

Staff Development in Grants Management

The 1997 Recommendation - Delphi/STAR should consolidate staff experience and articulate refined approaches in grant management and project development which address the changing needs of the maturing women's groups. Delphi/STAR staff should be provided with opportunities to enhance their skills in these areas.

Delphi/STAR must formalize its subgrant evaluation process, document subgrant results and model the evaluation process to NGO partners.

See section 2.2.1 and 2.2.3 for further comment.

STAR Project Monitoring and Evaluation Systems

The 1997 Recommendation - While Delphi/STAR's informal monitoring processes may have been adequate for determining strategies and directions in the past, maturation of NGOs and the addition of country level staff teams make the formalization of the monitoring and evaluation systems a requirement for the program. Delphi/STAR staff need to be comfortable and competent at monitoring and evaluating their country programs, and in supporting NGOs in the development of ongoing monitoring and project evaluation skills.

Delphi/STAR Croatia developed simple systems for tracking project activities, inputs, and outputs, a significant improvement over the first three years of the project. Training evaluations were frequently compiled and sent to trainers and participants. Evaluation results were considered in developing future activities.

Monitoring and evaluation systems for the overall program were not formalized. Nor were NGOs adequately supported in developing self monitoring skills. Monitoring and evaluation was a training topic at one staff meeting but it was a little too late. See section 2.21 for further comment.

Delphi International was not able to develop financial management systems to the point where field offices could track the country budget. This stressed relationships among Delphi/STAR staff and caused programmatic uncertainty at the end of the program.

Delphi/STAR's role as an International Non-government Organization (INGO)

The 1997 Recommendations - Delphi/STAR needs to articulate its role as an international NGO and to position itself in the international community.

Delphi/STAR needs to advocate for and position women leaders and women's NGOs in order to expand partner NGOs' access to resources for long term sustainability.

The Delphi/STAR staff made appropriate improvements in executing Delphi/STAR's role as an INGO in Croatia. The staff worked effectively with USAID to share the success of women's NGOs and demonstrated the need for women's programs to be included under the USAID Democracy Network project. Delphi/STAR introduced individual resource women and trainers to other INGOs who contracted the resource persons and teams to work with their own groups, thus expanding linkages among human rights, women's and other networks. Delphi/STAR encouraged other INGOs (ADF, NDI, IRC) and international agencies (UNDP and OSCE) to support women's groups with matching funds for grants and inclusion in training.

Delphi/STAR and other INGO managers reported that linkages among USAID funded projects were hit and miss due to time and staff resource constraints. All felt stronger linkages would have been valuable.

Flexible, Responsive Planning

The 1997 Recommendation - Given the effectiveness of training workshops, issue-oriented exchanges, and regional conferences as a mechanism to enhance leadership skills, build

networks for social change and contribute to reconciliation, donors should continue to support these activities. If Delphi/STAR and the women leaders believe that a specific agenda would benefit from being carried out in a local or regional forum.

A hallmark of the Delphi/STAR project was flexibility and responsiveness to the evolving needs of women NGOs. Activities were revised but project goals and USAID strategic objectives were met. USAID and Delphi/STAR are to be commended for focusing on purpose and not simply the plan for the project.

Advocacy

The 1997 Recommendations - Delphi/STAR has shown commitment to the adaptation of American-based advocacy skills and tools to local conditions and should continue to support this action as well as to support NGOs in considering the culturally closer European models.

Delphi/STAR needs to better record advocacy processes and outcomes so that it can document the contributions to the development of civil society building by women's NGOs and use this to advocate for support of women's projects with the international community.

See section 2.3 and 2.4 to address these recommendations.

USAID / STAR Working Relationship

The 1997 Recommendations - Delphi/STAR should ensure that STAR project strategies, local women's NGOs desires and development status, and STAR projects results and impact are shared effectively with USAID officers.

Delphi/STAR should shift discussions with USAID to a more strategic level.

Delphi/STAR demonstrated improved skills in compiling and reporting overall project activities. Quarterly reports to USAID linked project activities and outcomes with USAID strategic objectives and Delphi/STAR project objectives. USAID written feedback indicated satisfaction.

Delphi/STAR Croatia and USAID/Zagreb agreed that their work together during the one year grant period was mutually productive. Local management of the grant, by sensitive and responsive USAID officers, allowed for timely and specific responses to needs and issues of both parties. Delphi/STAR and USAID communication regarding women NGOs status and future needs became more strategic due, in part, to shared understanding of the local environment and fewer administrative issues. This was a marked improvement over the situation in 1997.

USAID Subgrant Approval Process

The 1997 Recommendations - USAID should streamline its grant approval procedures to support a cost effective, time efficient, country level process.

During the fourth year of the project, Delphi/STAR was funded by a Croatia USAID grant not as a regional program managed by USAID/Washington. The subgrant approvals were handled via the Budapest USAID office instead of Washington, DC, which streamlined and shortened the process. However, Croatian approval of one group of subgrants took two months, while another took two weeks.

Financial Sustainability

The 1997 Recommendation - NGO financial sustainability support should continue to be part of the full portfolio for Delphi/STAR's future work. However, each country's economic environment and the limitations of NGOs are serious constraints to effectiveness of micro-enterprise ventures in the short run. Therefore, Delphi/STAR should focus its efforts on activities that empower NGOs to be effective in fundraising internationally and locally.

See section 2.2.2 for further information.

Micro-enterprise and Income Generation Projects

The 1997 Recommendation - If STAR chooses to work in the area of micro-enterprise as part of the advocacy mandate, Delphi/STAR must provide a more clear and coherent economic empowerment program based on the lessons learned from past experiences and current local and global trends.

Delphi/STAR chose not to work in this area in Croatia, although Delphi International did carry out two well-regarded projects in BiH. Informally, Delphi/STAR retained contacts and encouraged women interested in women's economic advocacy. Given limited staff resources and no practical staff expertise in the economic development sector, it was wise to not pursue work in this area.

Development of NGO Support Capacity

The 1997 Recommendation - As part of Delphi/STAR exit strategy and in its work with the international community, sustainable systems for compensation for capacity building services rendered by one NGO or individual for another need to be developed. Delphi/STAR needs to identify resource NGOs and consultants who are interested and available to carry out more central roles in long-term NGO network support and support these groups and individuals.

See section 2.4 for further information.

Professionalization of Trainers

The 1997 Recommendation - Since the consultation role is new to many Delphi/STAR supported consultants, professional ethics need to be discussed, clearly articulated and agreed upon by groups and individuals providing and receiving support through Delphi/STAR.

The advanced skill development of Croatian resource persons was carried out by seasoned professionals with an eye on development of technical skills as well as consultation skills. Reports from NGOs who had used team services indicated a confidence in the professional conduct of the consultants. Reports written by OD and advocacy consultants demonstrated the ability to distinguish between general and private, sensitive information.

2.6.2 Refocusing of STAR Project to better assist NGOs to meet their Needs

Due to the nature of the work, the ever changing political/social climate, and the Delphi/STAR Project's philosophical approach, the project has been a process (need responsive) rather than a blueprint project. Thus while the essence of the project remained the same, the approaches to achieving the project purpose were refined over the life of the project and implemented differently based on national and local conditions and issues.

Over the life of the project, Delphi/STAR refocused the project to better meet the needs of the women's NGOs. The project was refocused in the areas of

- regional to country focused project management
- war-related to post-war focused NGO activities
- regional to country focused NGO linkages
- use of international to local trainers
- organization capacity building
- focus of subgrants
- rescheduling and discontinuing of activities

Regional to Country Focused Project Management

Delphi/STAR was initially a regional project with one project office in Croatia and an international support office in Washington. When it became clear that NGO level of development, national diversity and geography made development and management of a grassroots NGO program untenable from the regional platform, country programs were established in Macedonia, BiH and Croatia. Supervision of country programs was based in the Croatia regional office.

War-related to Post-war Focused NGO Activities

As the countries moved into the post-war period, Delphi/STAR supported NGOs in refocusing their missions from war-related trauma and humanitarian support to public works addressing community needs linked with social change and advocacy.

Regional to Country Focused Linkages

There was an initial, important focus on reconciliation among women leaders and groups in the YSS which Delphi/STAR supported through regional workshops and cross-boarder exchanges.

As the Delphi/STAR programs became country focused and the cadre of women's groups grew, Delphi/STAR focused on developing linkages through functional cooperation among the nationalities and ethnic groups within each country. Functional cooperation was a strategy to bring women of different national backgrounds and ethnicity together to cooperate on activities that were valuable to all. Tools for functional cooperation were the Advisory Board meetings, subgrants and meetings which supported crossing ethnic and entity boundary lines, and workshops with multi-ethnic training teams and participant training groups.

Use of International to Local Trainers

Technical assistance and training were initially provided by US consultants. NGO leaders recognized that Croatian women resources persons were available and suggested that their skills be used and enhanced.

In response, Delphi/STAR identified and contracted three local NGOs to provide technical assistance to requesting NGOs and to provide some training. This met with mixed success, in part due to the lack of time resource persons had available to provide services. Valued US consultants, who provided training not available locally, mentored and co-trained with Croatian trainers.

As a final step, Delphi/STAR supported the development in Croatia of a cadre of 11 local resource persons and trainers in OD and advocacy. They are positioned to provide assistance in specific NGO need areas where local expertise in limited or not available. This is discussed in full in section 2.4.

Organizational Capacity Building

Initially Delphi/STAR's role was focused on nurturing and stabilizing young NGOs, through one to one support from Delphi/STAR staff and subgrant funding for NGO projects and operations.

As the number of identified non-nationalistic, advocacy-oriented women's NGOs grew, Delphi/STAR offered a series of four leadership and OD training workshops, co-trained by a US expert and Croatian colleague. Training gave participants language, tools and models for how an organizations can be run democratically and in a participatory way while still having strong leadership, an articulated mission and program direction.

These workshops prepared the ground for the last phase of the Delphi/STAR organization capacity building initiative. Having provided training to leaders which helped them identify organization development needs, Delphi/STAR supported the training of an OD team who were positioned to provide technical assistance to NGOs wishing consultation. The OD team planned to continue to provide OD consultation after the Delphi/STAR project closed. This is discussed in full in section 2.4.

Focus of Subgrants

Year 1 to 3 Delphi/STAR subgrants focused on stabilizing groups along with project activities. Many early subgrants provided start-up NGOs with funds that allowed "breathing space" to establish themselves. NGOs used these early funds for their long term benefit by professionalizing the organization, leveraging funds from other donors, and, in one case, starting an income generating business.

During year 4, the subgrant process became transparent and competitive. While still providing funds for essential support, grants focused on advocacy. The advocacy focus advanced groups work in policy and basic advocacy and provided NGOs with the experience of seeking and managing funds for social change activities. NGOs improved their public image and long term viability through these activities.

Rescheduling and Discontinuing of Activities

Conflict resolution training, media development, skill building in electronic communication, and women's economic empowerment were areas of Delphi/STAR interest early in the project. With time each of these evolved in its own way.

Conflict resolution training was a central element of the original Delphi/STAR proposal and work. Based on its assessment of the long term needs of the women's NGOs, Delphi/STAR decided to focus on organization development rather than conflict resolution. To address NGO needs for conflict resolution, Delphi/STAR contracted a local NGO to provide consultations as needed.

Delphi/STAR's initial attempt to develop NGOs skills in use of the media were not picked up by NGO leaders. Three years later, when women could see the need to develop media skills if they wished to carry on their advocacy work, there was a ground swell of demand for media training. STAR provided two media workshops, which linked to the advocacy training, and produced the first local language advocacy workbook. See section 2.3 for further information.

During the first year, Delphi/STAR sponsored e-mail training, distributed and installed used computers and produced an e-mail handbook in local languages. As time went on other NGOs and INGOs were providing e-mail training and donor projects were providing new computer equipment to groups. Delphi/STAR stopped working actively in this area and referred NGOs to other resource for assistance.

Delphi/STAR's work in women's economic empowerment was outside of the expertise of the Delphi/STAR staff. They did identify local women interested in the area and contracted them to provide services but the program lacked expert guidance and an enabling environment. Seeing this Delphi/STAR focused on its strengths and discontinued work in this area in Croatia.

2.7 Delphi/STAR's Unique Contribution to NGOs and Individuals

TOR Question

1 What did Delphi/STAR uniquely contribute to the development of NGOs and individuals?

Delphi/STAR made unique contributions to the development of women's NGOs and to individual women which are discussed throughout the paper. Below, find the unique and important contributions of the Delphi/STAR Project highlighted with references to the more in-depth discussions in the paper.

In the 1997 STAR evaluation, the women spoke for themselves in a section called "Delphi/STAR's Contribution to the Development of Individual Women Leaders". The quotes remain a valid representation of women's experiences and are included in Appendix P.

Delphi/STAR's unique and important contributions include

Strengthening of Women's NGOs across Croatia

Delphi/STAR Project focused on the organization and financial development of non-Zagreb based women's NGOs. Through Delphi/STAR's support and most valued encouragement, the non-Zagreb based groups gained skills, stability and confidence. They have taken on ever increasing roles and visibility in their communities with projects and actions in support of civil society development. Their credible actions have given them status and helped to level the playing field between themselves and Zagreb based groups. Without Delphi/STAR's support, it is doubtful that these NGOs would have developed as effectively nor would there be strong women's groups throughout Croatia. See section 2.2 for further information.

Strengthening the Women's Network

Strengthening of the Women's Network was universally agreed to be a unique contribution of the Delphi/STAR Project. The Network created a platform for NGOs to share knowledge, develop trust and discuss and plan joint actions. The work of individual NGOs and the joint actions facilitated by the Network have resulted in the women's NGOs being perceived as the strongest, most able NGO sector in Croatia. See section 2.5 for further information.

Public Policy Advocacy Skill Development

Delphi/STAR did not introduce advocacy to the women's network. But through Delphi/STAR's multiple activities and training workshops, a vital, cross national, yet loosely linked network of women's NGOs have begun to develop skills in public policy advocacy and have the capacity to carry out ad hoc coalitions for the social change. The development of conscious, strategic advocacy skills has added to NGOs aspirations and potential for effectiveness. See section 2.3 for further information.

Support of Women, Women's Development and Women's Rights

Delphi/STAR understood and accepted women's issues and needs as valid and distinct. They understood feminism and honored the many ways that women defined and lived feminist ideals. This open environment supported women in developing their own consciousness and articulating

their own beliefs in gender equality and women's rights. It supported NGOs to stand for women's rights and support women's issues in a society where women are second class citizens.

Development of Local Resource Persons

Building on existing talent, Delphi/STAR supported advanced technical training and mentoring for eleven Croatian activists. By the end of the Project, an advocacy team, and an organizational development team were providing quality service and were committed to carrying on technical assistance. See section 2.4 for further information.

Reconciliation Among Women

Delphi/STAR provided unique opportunities, through YSS workshops and exchanges, for many YSS women to meet during and after the war. Women described these experiences as deeply moving. Information was shared, boundaries crossed, and prejudices challenged. Women reported seeing their own situations more clearly through the experience of others. Delphi/STAR's work at reconciliation was well timed and responded to women's desire for peace.

Modeling Multi-National Cooperation and Valuing Diversity

Delphi/STAR consistently, consciously promoted inter-ethnic cooperation and honored national and ethnic identity. Written materials and spoken proceedings were translated into the local language whenever possible. Training team and participants groups were balanced so that various national, ethnic and age groups as well as urban/rural diversity. Through these efforts, Delphi/STAR modeled cooperation and valued diversity.

3 Issues and Recommendations

The report reflects the significant contribution Delphi/STAR had made to the strengthening of women's NGOs in Croatia. Delphi/STAR succeeded in developing partnerships that contributed to the empowerment of the women, NGOs and women's network. On the whole, they were successful in addressing the purpose of the project.

Since the Delphi/STAR project has closed and at the request of USAID, issues and recommendations have been identified for USAID to consider as it manages its democratic and civil society development portfolio.

2.2 Delphi/STAR Contribution to NGO Organization and Financial Sustainability

2.2.1 Support of Women in the Development of Civil Society

Issue - Delphi/STAR understood and accepted women's issues and needs as valid and distinct. Women's NGOs reported that this understanding was not universal among USAID partners and other donors.

Recommendation - USAID is encouraged to continue its excellent support of women and ensure that women's and gender issues are well understood and honored as valid project areas by its project managers

2.2 R2 *Funding Mechanisms to Support Organization Sustainability*

Issue - NGOs may have a recognized need for training, consultation or mentoring which will support organization growth, but may not have a vehicle for financing this kind of technical support. NGOs need flexible, timely, needs-responsive funding mechanisms which are targeted to address self-identified, non-project needs.

Recommendations - To address NGOs maturing program and organizational needs, USAID and its partners may offer a variety of funding mechanisms, including

encourage NGOs to build technical assistance into project and program budgets. In this way, a healthy and transparent process would be established where NGOs choose needed resources from the market.

contract local technical support resources, including the OD and advocacy teams, to provide technical assistance upon the request of affiliated NGOs.

establish a flexible, matching grant fund which NGOs could access for specific needs such as technical assistance, advocacy actions, ad hoc meetings of interest groups, self-initiated education, and attendance of conferences.

2.2 R3 *Length of Subgrant Period*

Issue - NGOs need a reasonable length of time to responsibly expend grant funds. When the grant period is insufficient, NGOs are encouraged to misuse or misrepresent the use of funds. The short length of time for NGOs to execute Delphi/STAR grants was due to STAR not announcing the process at the beginning of the Delphi/STAR 12 month grant and USAID taking 2 months to approve most of the grant.

Recommendation - USAID needs to recognize timely grant approval as its contribution to responsible NGO grant management and approve grants as quickly as possible.

2.3 *Advocacy Skill Development and "Success Stories"*

2.3 R1 *NGO Advocacy Actions*

Issue - The step by step process of developing a corps of able NGOs who are positioned to carry out advocacy actions was still in early to intermediate stages. Interest has been ignited as the value and role of advocacy have become apparent to NGOs. It would be unfortunate if these generators of citizen support for civil society were neglected due to a shift in donor support.

Recommendation - USAID and other donors should support individual catalyst NGOs, and formal and informal local and cross-national NGO networks which demonstrate vision and creative localized approaches toward development of citizen action through advocacy

2 3 R2 *Financing Advocacy Campaigns*

Issue - Most women's NGOs do not have experience in planning and budgeting for social change activities linked with their service work. To continue advocacy actions, NGOs would benefit from grants that list advocacy as a valid funding area

Recommendation - USAID project managers can include advocacy activities as an area for subgrant funding. Once established, NGO support centers should provide technical assistance for resource mobilization in this area

2 3 R3 *Use of Media*

Issue - The media workshops were carried out at the time that NGOs were ready for the information and skill development. They began the process of demystifying the media. However, fear of media runs high even in stronger groups. Overcoming the lack of assertiveness in approaching the media and fear of public appearance are key to carrying out advocacy campaigns. Practice of media skills with journalists seems to increase confidence and readiness

Recommendation - USAID, through its ongoing projects, should insure that hands on skills in strategic, effective use of the media are developed by a wide base of NGOs around Croatia

2 3 *Capacity Building of Local Resource Persons*

2 4 R1 *Use of the Advocacy Resource*

Issue - Advocacy, carried out in a systematic way, was a new concept to many activists. For those gaining an understanding of the concepts and practices of advocacy for the first time, a single training was insufficient

Recommendation - USAID partners who wish to support NGOs to develop advocacy skills and carry out campaigns need to commit to both skill development workshops and follow-up mentoring which allow participants time to understand the concepts and skills, time to use the skill, and opportunities for mentoring throughout a campaign

2 4 R2 *Use of the OD Resource*

Issue - The OD team learned through experience with clients that each organization required a customized consultations in order for the intervention to be successful

The Recommendation - USAID partners and NGOs who contract for organization development services need to plan and budget based on the understanding that each NGO will require a customized consultation and may benefit from follow-up mentoring

2 4 R3 *Financing OD and Advocacy Training and Consultation*

Issue - NGOs may have a recognized need for OD and/or advocacy training, consultation or mentoring, but may not have a vehicle for financing this kind of technical support. NGOs need flexible, timely, needs-responsive funding mechanisms which are targeted to address self-identified, non-project needs

Recommendations - See 2 2 R2

2 4 R4 *Continued Skill Development for Resource Persons*

Issue - All team members and their mentors indicated a need for deepening technical, training, facilitation, and consultation skills as well as a need for on going mentoring. No local or YSS expert resource was identified to support this continued learning process

Recommendation - Teams who continue to provide quality consultation and training to the NGO community should be supported to enhance their skills, enabling them to provide advanced skill development

2 4 R5 *Effectiveness of Resource Persons who Continue as Activists*

Issue - Delphi/STAR has been credited with developing existing talent to provide advocacy and OD services instead of building parallel resource structures. Thus, all team members are active in their own employment and/or NGO work. There is a concern that they will become exhausted trying to keep pace with demand or that their NGO, profession or team work will suffer

Recommendation - USAID may wish to observe the evolution of the teams and the consequences of their multiple commitments on the individual members and their work to determine if this approach to resource development was valid

2 5 *Delphi/STAR Contribution to Women's NGO Linkages*

2 5 R1 *Support of Women's Network*

Issue - The Women's Network promised to continue to be valuable in supporting the development of individual women's NGOs and coalitions and, through them, the development of women's rights, human rights and civil society. Outside funding will be required for the Network to continue

Recommendation - USAID partner projects are encouraged to financially support the Network and continue to allow the Network to operate without imposing direction or condition

2.5 R2 *Self Initiated NGO Development Program*

Issue - The Delphi/STAR Regional Exchange Program provided NGOs the opportunity to identify a need and to tailor a program which addressed the need. This put the development of the NGO directly in their own hands. It allowed women to learn directly from each other about issues which most interested them. Most groups do not have the funds to self finance education, nor the mobility to learn from others in the regular course of their work.

Recommendation -See Section 2.2 R2

Appendix A

CROATIA

From

26 Sept 97 USAID

David Latta

160-0032-G-SS-7108-00

Program Description

Purpose In support of Strategic Objective #4, "Increased, better informed citizens' participation in the political process", USAID/Zagreb has identified women's groups as key players in meeting the intermediate result of "more effective advocacy by NGOs and trade unions". The goal of this Grant is to build the capacity of women's NGO's for advanced-level citizen advocacy

Background The current regional Delphi "Strategies, Training and Advocacy for Reconciliation (STAR) project is scheduled to expire in December 1997, after being active for three years in Croatia. This project has successfully identified and developed a network of women's groups, who are on the brink of becoming truly successful advocates within Croatian society. Over the life of the STAR project, the emphasis of the project has shifted from war-related, emergency services to development of women's organizations more broadly. The extension request seeks to enhance the program's prior successes to build the capacity of women's NGOs for advanced-level citizen advocacy

Program Description

- 1) public policy advocacy through Croatian trainers who have received training or may be graduates of the International Policy Advocacy Training Program,
- 2) democratic leadership training,
- 3) training on sustainability, including evaluation, fund raising, use of training for internal development, and strategic planning for financial sustainability, and
- 4) through conferences and other inputs, linkages between women's groups in Croatia and around the region

Program Income Program income earned under this grant shall be applied and used as follows, as additive to the Grant to further program objectives

Appendix B

SUMMARY OF DELPHI/STAR MIDTERM EVALUATION

In 1996, the Mid-term Evaluation reviewed all eight projects under Project 0016. The Delphi/STAR Project was acknowledged as differing from other projects in its potential for substantial outreach through its emphasis on communication projects, e-mail training and wide ranging networking, which was expected to reach women's groups and, through the group, to families and the community.

Delphi/STAR was seen as "the strongest among the eight grantees in asserting that women should be viewed and treated not as victims but also as survivors, family and community leaders, and eventually, policy makers."

In addition, Delphi/STAR was recognized as one of four organizations identified as "seed planters (those who attempt to bring about far-reaching changes by working within existing structures)." Delphi/STAR was also recognized as one of two organizations contributing to peace through the development of civil society through advocacy.

The evaluation noted that Delphi/STAR had no previous experience managing USAID contracts and, while this had caused difficulties, Delphi/STAR staff had managed to develop effective financial management systems. The evaluators advised Delphi/STAR to continue to develop skills in making the approach and work of the project understood to the donor and the larger community.

The evaluators observed that "dramatic under-staffing should be more crippling than it is" in carrying out effective projects in three diverse countries. They credited the co-director's knowledge of local and regional culture, politics, ethnic issues, and pre-war government and economic systems as valuable in expediting efficient project implementation.

Recommendations for all 0016 projects included encouraging greater collaboration among groups, clarification of objectives, improving evaluation skills to look at effects of activities, and seizing opportunities to realize greater short term effect and long-term impact.

Specific recommendations for Delphi/STAR included:

- focus on its existing objectives for the remainder of the grant period rather than seeking ever-new horizons
- continue and expand the process of women's empowerment through media to provide women with sources of support and information sharing
- reexamine its models to determine the level at which staff members assume responsibility for project activities and project evaluation
- work with grantees to delineate the ultimate aim of activities and make an effort to verify achievements

Appendix D

TERMS OF REFERENCE

CROATIA FINAL PROJECT EVALUATION

November/December 1998

NGO Financial and Organizational Sustainability

- what has Delphi/STAR contributed to the financial and organizational sustainability of Croatian women's NGOs, especially smaller NGOs outside of Zagreb?
- what are their perceptions of these contributions?
- what are their prospects for the future?

Capacity Building and Knowledge Transfer

- what value has Delphi/STAR added in the development of a local base of trainers and technical assistance providers?

Advocacy

- what was the Delphi/STAR strategy and process of supporting NGO development in the area of advocacy?
- what are the 'success stories' of the Delphi/STAR supported NGOs in the area of advocacy?

Regional and National Cooperation and Linkages

- what did Delphi/STAR contribute to the linkages among women's NGOs in Croatia and the YSS via the Delphi/STAR Croatia Advisory Board, the Croatian Women's NGO Network and the Delphi/STAR Exchange program?

Evolution of the Delphi/STAR Project

- in what ways and with what effect did Delphi/STAR integrate recommendations from the previous evaluation?
- how has the Delphi/STAR project refocused/retargeted its assistance over the life of the project to better assist NGOs to meet their needs?

Delphi/STAR Contributions

- what did Delphi/STAR uniquely contribute to the development of NGOs and individuals?

Appendix E

Delphi/STAR CROATIA MATERIALS REVIEWED

Project Subgrant Proposals

Association for Peace and Human Rights Baranja
Center for Advocacy Development
Center for Civil Initiatives Porec - Women's Network
Center for Education and Counseling of Women (CESI) - Project
for Roma Women
Center for Peace, Non -violence and Human Rights
Center for Women's Studies
"DESA" Dubrovnik
STOP Violence Against Women Project of the AWHZ, B a B e ,
CWWV, and WCC
TARA - Women's Group for Human Rights
Women's Action - Rijeka (ZAR)
Women's Breast Cancer Group -Split
Women's Club Pakrac
Women's Group for the Promotion and Protection of Women's
Rights - Karlovac
Women's Group Mali Losinj
Women's Group Split
Women's Infoteka (Women's Information and Documentation Center)

Project Reports

Association for Peace and Human Rights Baranja-report
Center for Civil Initiatives Porec - Women's Network - 2 reports
Center for Education and Counseling of Women (CESI)-final report
Center for Women s Studies - Women within Civil Initiatives- report
"DESA' Dubrovnik - report
Organization Development Team - Consultative Organizational
Development Workshop - 2 reports
Osijek Center for Peace, Non -violence and Human Rights - Public
Policy Workshop report
STOP Violence Against Women Project of the AWHZ, B a B e ,
CWWV, and WCC - 2 reports
TARA - Women's Group for Human Rights
Women s Club Pakrac - 2 intermediate reports
Women's Groups for the Promotion and Protection of Women's
Rights - Karlovac - SOS Telephone and Advocacy
Women s Group Mali Losinj
Women's Infoteka-final report

Delphi/STAR Publications

*Public Policy Advocacy Women for Social Change in the Yugoslav
Successor States
International Fundraising Guide*

Delphi/STAR Reports

Advisory Board meeting minutes - January, April, June
Advocacy Report by Kathleen Sheekey
Advocacy Workshop Evaluations- FRY, Osijek
Media workshops evaluation and report
MOR Workshop Facilitators Communication and Internal
Evaluation
Regional Exchange Program reports and application process
Resource Mobilization - Fundraising Issues in Training
Workshop outline
Staff Meeting Agenda (Jan) and minutes April and October
STAR Tracks - Winter 1997, Summer/fall 1997
Subgrant announcement

Others

Hyatt, Jenny, with Cooper,
Libby and Knight, Barry

*From transition to development the non-profit sectors of
Central and Eastern Europe* Charities Evaluation Service March 1998

Kvinna till Kvinna

Kvinna till Kvinna Evaluation 1998

Stubbs, Paul

'Social Reconstruction and Social Development in Croatia and
Slovenia the role of the NGO sector " Abstract, Summary and
Research Report for the Economic and Social Committee for
Overseas Research of the Overseas Development Administration
June 1996

USAID Reports

1998 December NGO Sustainability Analysis
Summary of USAID - Croatia Partnership Retreat-Memo October
1998
Results Review of Resource Request FY 2000-March 1998

Appendix F

Delphi/STAR CROATIA EVALUATION CONTACTS LIST

Zagreb

Delphi/STAR-Regional	Jill Benderly, Regional Director
Delphi/STAR-Croatia	Zvijezdana Schulz, Country Coordinator, OD trainer Rada Vujovic, Program Assistant
USAID-Croatia	Charles Aanenson, USAID Representative Slavica Radosevic, Development Assistance Specialist
Academy for Educational Development (AED)	Michael Kott, Country Director
America's Development Foundation (ADF)	Tia Pausic, Country Director
Antiwar Campaign Croatia and Center for Peace Studies	Vesna Terselic, OD trainer of trainers
B a B e	Martina Belic, OD trainer
Center for Peace Studies	Marina Skrabalo, OD trainer
Center for Education and Counseling of Women (CESI)	Danijela Babic, group leader
INFOTEKA (Women's Information and Document Centre)	Djurdja Knezevic, group leader
International Rescue Committee (IRC)	David Shimkus, Project Manager
Mali Korak	Maja Uzelac Karmen Ratkovic
PROFOSA	Vlatka Kutnjak
Women' Studies	Zeljka Jelavic group leader Natasa Lalic, Advisory Board

Losinj

Women's Group Losinj Bojana Genov, group leader, Advisory Board, Advocacy Training Team

Pakrac (Western Slavonia)

Women's Club Pakrac Mirjana Bilopavlovic, group leader, Advisory Board

Pore~

Women's Group Porec/
Center for Civil Initiatives

Biserka Momcinovic, group leader
Snjezana Matejcic, OD trainer
Nada Mraovic Advisory Board
Kristina Radojkovic, member

Council of Europe -
Local Democracy Embassy

Philippe Dournel, Local Ambassador

Pula

Center for Advocacy
Development

Miriam Kervatin, group leader, IPA participant

Rijeka

Women's Workshop Ariadna

Ani Andrijasevic, Advisory Board

Women's Action Rijeka (ZAR)

Sura Dumanic, group leader

Split

Women's Association Split

Edita Bacic public linkages, Advisory Board, Advocacy Training Team
Silva Sumic, coordinator
Maja Borcic accountant
Mirjana Kovacevic
Jugana Stambuk
Tihana Pleic
Draga Ivovic

MIRTA

Dubravka Koprcina Stipicic

Stope Nade

Selma Katunaric, media coordinator

Women's Breast Cancer Club

Smiljana Rada, coordinator
Snjezana Bigava, administrator
Dragica Jukovic
Jadranka Mnovic

Bilje

Association for Peace and
Human Rights Baranja

Gordana Stojanovic group leader Advocacy Training Team,
Advisory Board
Marija Vezirovic, project leader
Eva Vas, project gardener
Ilana Vig project gardener
Terezija Tahac project gardener

Osijek

Women's Group Osijek/
Centre for Peace
Non-Violence
and Human Rights

Jelena Maras, group leader, Advisory Board
Dusanka Trbojevic, project leader
Branka Salic
Gordana Knezevic
Ranka Rajkovic
Dusanka Jovicic

Others

Delphi/STAR Washington

Allison Campbell, Program Manager

Consultant

Lael Stegall, former Delphi/STAR Co Director

Kathleen Sheekey Advocacy Institute, DC

Appendix G

Delphi/STAR CROATIA EVALUATION FIELD TRIP ITINERARY

November 23, 1998, Monday

Zagreb Advocacy Training Team
Advocacy Institute of Washington, DC

November 24, 1998, Tuesday

Zagreb Delphi/STAR Croatia TOR Development
Delphi/STAR Croatia and Regional Meeting

November 25, 1998, Wednesday

Zagreb Delphi/STAR Croatia and Regional

November 26, 1998, Thursday

Zagreb Data collection

November 27, 1998, Friday

Split Travel to Split
Split interview scheduling

November 28, 1998, Saturday

Split Split NGO's Action against Drugs - collective action
Women's Group Split

November 29, 1998, Sunday

Split Writing day

November 30, 1998, Monday

Split Women's Group Split
Women's Breast Cancer Club
Stope Nade
MIRTA

December 1, 1998, Tuesday

Zagreb Travel to Zagreb

December 2, 1998, Wednesday

Zagreb

USAID
Delphi/STAR staff
Vesna Terselic, OD trainer of trainers

December 3, 1998, Thursday

Zagreb

America's Development Foundation (ADF)
International Rescue Committee (IRC)
Center for Peace Studies - Mali Korak

December 4, 1998, Friday

Zagreb

OD team members
Center for Education and Counseling of Women (CESI)
Women's Infoteka (Women's Information and Documentation Center)

December 5, 1998, Saturday

Zagreb

Advisory Board Meeting
Women's Club Pakrac leader
Women's Group Mali Losinj leader
Arijadna Advisory Board Member

December 6, 1998, Sunday

Zagreb

Writing Day

December 7, 1998, Monday

Zagreb

Delphi/STAR
Women's Studies

December 8, 1998, Tuesday

Porec

Travel to Porec

December 9, 1998, Wednesday

Porec

Women's Group Porec
Snjezana Matejcic OD Trainer
Candle Night Celebration of 16 days of Advocacy
Center for Civil Initiatives
Council of Europe - Local Democracy Embassy

December 10, 1998, Thursday

Rijeka Travel to Rijeka
Women's Action - Rijeka (ZAR)
Travel to Zagreb

December 11, 1998, Friday

Zagreb Delphi/STAR
USAID
Academy for Education Development (AED)
Travel to Osijek

December 12, 1998, Saturday

Osijek/Bilje Center for Peace, Non-Violence and Human Rights
Association for Peace and Human Rights Baranja

December 13, 1998, Sunday

Zagreb Travel to Zagreb

December 14, 1998, Monday

Zagreb Delphi/STAR final briefing
Depart Croatia

APPENDIX H



DELPHI INTERNATIONAL

STAR Project

Strategies, Training, and Advocacy for Reconciliation

1828 L Street, NW, Suite 900, Washington, DC 20036

Telephone 202/898-0950 Fax 202/842 0885 E-mail ccc@delphi int org

Delphi/STAR Field Office Kneza Mislava 11, 41000 Zagreb, CROATIA

Telephone 385-1-413 848 Fax 385 1-413-490 E-mail star_zg@zamir zg ztn apc org

The STAR Project of Delphi International Non-Nationalistic, Advocacy-Oriented Women's Organizations

CROATIA

KLUB ZENE PAKRAC (PAKRAC'S WOMEN'S CLUB)

Contact Mirjana Bilopavlovic

Hrvatskih Velikana 34

34550 Pakrac

Tel 385-34-411-435

Email klub_zena_pakrac@zamir-pk ztn apc org

The goal of the project is to support women who can respond in a positive way to the difficult conditions they are faced with in Pakrac and to empower these women to achieve normalization

OSIJEK CENTER FOR PEACE, NONVIOLENCE, HUMAN RIGHTS WOMEN'S PROJECT

Contact Jelena Maras

Kersovanijeva 4

31000 Osijek

Tel/Fax 385-31-123-218

Email mir_os@zamir-zg ztn apc org

The Center for Peace, Nonviolence and Human Rights is a non-governmental, non-profit citizen's association. The aim of this association is to protect human rights and freedom and to promote and apply nonviolent methods of resolving problems and conflicts on individual, group and political levels.

TARA, PULA

Contact Mirjam Kervatin

Karlovacka 31

52000 Pula

Tel 385-52-542-813 Fax 385-52-34-055

Email mirjam.kervatin@zamir-zg ztn apc org

The primary goal of Tara is to empower women and girls to take action on issues which are of concern to them with a particular emphasis on the human rights of women and on women's health.

WOMEN'S GROUP POREC

Contact Biserka Momcinovic

Pionirska 1
51440 Porec
Tel/Fax 385-52-453-082
Email gradj-odb_po@zamir-zg ztn apc org

This organization is a women's human rights group developed out of the Citizen's Committee for Human Rights

ARIADNA, RIJEKA

Contact Ute Karlavaris

Dolac 8/2
51000 Rijeka
Tel/Fax 385-51-215-548
Email ariadna_ri@zamir-zg ztn zpc org

Ariadna is a non-governmental, non-profit and humanitarian association dedicated to helping women in need and women suffering from the war in Croatia and Bosnia by giving them opportunities for self help and support through creative activities

ROSA HOUSE/REA PROJECT

Contact Martina Petek-Stupar

J Pavicica 25
10410 Velika Gorica
Tel/Fax 385-1-722-704
Email rosa_zg@zamir-zg ztn apc org

Rosa House, a subproject of Center for Women War Victims, is a home for refugee women and children and is located in a Zagreb suburb

SOS TELEPHONE, ZAGREB

Contact Nevenka Fiket

P P 992
10000 Zagreb
Tel 385-1-4655-222 Fax 385-1-658-389

Hotline for women and children victims of violence

WOMEN'S GROUP, SPLIT

Contact Edita Bacic

Marijanska strana 5
21000 Split
Tel/Fax 385-21-343-202
Email was_st@zamir-zg ztn apc org

The Women's Group works with refugee women from Bosnia through self-help groups, music and occupational therapy. The Group is also starting a women's travel agency as income-generating project.

AUTONOMOUS WOMEN'S HOUSE, ZAGREB

Contact Nela Pamukovic

P P 19
10000 Zagreb
Tel 385-1-276-094

Autonomous Women's House is a shelter for women leaving home due to domestic violence. It was the first women's shelter in Eastern Europe when it was founded in 1990.

CENTER FOR WOMEN WAR VICTIMS/CENTAR ZA ZENE ZRTVE RATA, ZAGREB

Contact Nela Pamukovic

Radnicki Dol 20
10000 Zagreb
Tel/Fax 385-1-4823-188, 385-1-4823-258
Email cenzena_zg@zamir-zg ztn apc org

The Center for Women War Victims (CWWV) helps women refugees and victims of the war to survive and regain control over their lives in the specific circumstances in which they currently live. They provide group and individual counseling, practical assistance in finding jobs and housing, legal assistance and direct material aid. New projects include women's health screening and Rosa Kuca (a residence for refugees).

WOMEN'S INFOTEKA/ZENSKA INFOTEKA, ZAGREB

Contact Djurdja Knezevic

Berislaviceva 14
10000 Zagreb
Tel 385-1-276-188 Fax 385-1-422-926
Email zenskainfo_zg@zamir-zg ztn apc org

Infoteka gathers historical and statistical data about women, including information about the women's movement, medical and other statistics, and women's representation in the media. Infoteka also maintains a women's library and publishes a journal.

265

B A B E (BE ACTIVE, BE EMANCIPATED), ZAGREB

Contact Vesna Kesic

Prilaz g Dezelica 26/II

10000 Zagreb

Tel 385-1-4846-180, Fax 385-1-4846-176

Email babe_zg@zamir-zg.ztn.apc.org

B a B e is a human rights center for women, located in Zagreb and initiated by the Zagreb Women's Lobby. Its mission is to enhance understanding and foster the spirit and principles of the Universal Declaration of Human Rights (UDHR) and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in ways that are culturally relevant and integral to women's lives in Croatia. Advocacy, monitoring, and education activities are used to increase the visibility and understanding of women's human rights at the grassroots level, to expand pressure for government accountability and to encourage women to assume leadership roles in the policy decisions which affect their lives. B a B e also runs a women's legal hotline and houses Electronic Witches, a computer and email training program.

CENTER FOR PEACE STUDIES

Contact Marina Skrabalo

Raciceva 9

10000 Zagreb

Tel/Fax 385-1-233-2416

Center for Peace Studies is a nonprofit, nongovernmental organization founded in 1996 and is a member organization in the Antiwar Campaign Croatia Network. Center for Peace Studies organizes workshops, seminars and trainings on peace building, runs peace studies program in Zagreb and MIRamiDA basic and MIRamiDa+! workshops in peace building and civil society development. It provides educational and organizational support to local partner groups in Croatia and BiH.

WOMEN'S STUDIES PROJECT, ZAGREB

Contact Biljana Kasic

Palmoticeva 5

10000 Zagreb

Tel 385-1-216-175 Fax 385-1-433-416

Email zenstud_zg@zamir-zg.ztn.apc.org

Women's Studies Project in Zagreb brings together scholars and activists to develop, disseminate and strengthen feminist research, activism and awareness.

WOMEN'S GROUP LOSINJ

Contact Bojana Genov

B Vidulica 28
51550 Mali Losinj
Tel 385-51-233-650 Fax 385-1-233-750
email Zenskagroupa_ml@zamir-zg.ztn.apc.org

Women's Group Losinj focuses on advocacy, public education and human rights. Their mission is "to involve as many women as possible in public and political life" on the island where they live, and in the Croatian national arena. They provide an internet workshop for girls, counseling on sex education and contraception for teen girls, an SOS Hotline for women, and regular information about women's issues in the local media. They will open a cafe-bar to provide a public meeting space, reading room, cultural center and to generate income for the group's other activities.

PROFOSA (CENTER FOR PROFESSIONALLY INDEPENDENT WOMEN)

Contact Gordana Pustahija

Meduliceva 13/3
10000 Zagreb
Tel/Fax 385-1-4848-630

Profosa is a nonprofit center which aims to encourage and train women to launch their own small businesses. Profosa offers training programs, technical assistance and is developing a written curriculum for women and small business.

ASSOCIATION FOR PEACE AND HUMAN RIGHTS BARANJA

Contact Gordana Stojanovic

P Sandora 79
31327 Bilje
Tel/Fax 385-31-822-608

The Association for Peace and Human Rights was the first NGO in Baranja. Their main goal is to assist with the lowering of tension, developing tolerance and nonviolence, encouraging women to be aware of their own worth, develop human freedoms and promote human rights. Currently the most important task is to retain people in the region and show returnees that dignified mutual life between various nationalities and ethnicities is possible. Projects aim to rebuild communication and trust between people separated by the war, including women's bridge, family meetings, teachers, summer camps, 80 greenhouses, offering hands. Other activities include legal counseling, training for trainers in nonviolent communication, sewing courses.

CENTER FOR PEACE AND HUMAN RIGHTS VUKOVAR

Contact Genka Vorkapic

32230 Vukovar
tel/fax 385-32-41-091, 55-213

Activities of the Vukovar Center include children's summer camps, legal counseling on human rights, and humanitarian assistance.

CESI

CENTER FOR EDUCATION AND COUNSELING OF WOMEN

Contact Daniela Babic

c/o Antiwar Campaign Croatia

Gajeva 55

10000 Zagreb

tel/fax 385-1-431-374 Fax 385-1-432-456

CESI, a former subproject of the Center for Women War Victims, "Women to Women", is now independently conducting field work with women in Pakrac and Petrinje

ZENSKA GRUPA KNIN

Contact Anka Vujnovic

c/o DOS Knin

Svaciceva 18

22300 Knin

Tel/Fax 385-22-561-516

Zenska Grupa consists in mainly self help groups formed at the beginning of 1997 with the support of Center for Women War Victims, Zagreb The group is working with women refugees and returnees in the Knin area

ZAPOSLENA

Contact Morana Palikovic-Gruden

Preradoviceva 34/2

10000 Zagreb

Tel/Fax 385-1-4856-196

Email Zaposlena@bello.hr

Zaposlena is a monthly women's magazine covering a wide variety of topics, including a recent focus on women's health care issues

KONTRA

Contact Dubravka Kordic

Tel 385-98-238-708

Kontra is a lesbian SOS line The group is also working on visibility and against discrimination through organization of lectures and workshops

Delphi/STAR - Croatia
List of activities 1997/98

Appendix I

date	activity		place	country	no of participants
September 5, 1997	Advisory Board meeting		Zagreb	Cro	6
October 10-12, 1997	Cro Network Meeting	subgrant	Porec	Cro	30
October 17-18, 1997	Women's Health Workshop	subgrant	Pakrac	Cro	
October 24-27, 1997	IPA meeting	regional	Skopje	Mak	
October 26, 1997	mini STAR staff meeting	regional	Skopje	Mak	
January 17, 1998	Advisory Board meeting		Zagreb	Cro	13
January 19-23, 1998	Staff meeting		Tuhelf	Cro	
February 19-24, 1998	Mentoring of Resource Women	regional	Banja Luk	BiH	
March 16-18, 1998	Advocacy TOT	Cro+BiH	Bihac	BiH	
March 20-22, 1998	Advocacy training		Plitvice	Cro	
April 18, 1998	Advisory Board meeting		Zagreb	Cro	13
April 14-30, 1998	Dance to the heart tour	prv grant			
May 22-26, 1998	Staff Meeting		Struga	Mak	
May 28-31, 1998	Mentoring of Resource Women	regional	Struga	Mak	
May 29-31, 1998	Croatian Network Meeting	subgrant	Porec	Cro	30
June 12-14, 1998	Media Workshop		Sljeme	Cro	
June 20, 1998	Advisory Board meeting		Zagreb	Cro	12
July 3-5, 1998	Advocacy Workshop for Split Groups	subgrant	Split	Cro	
August 8, 1998	"Necessary Targets" performance	prv grant	Sarajevo	BiH	
August 1998	Women in Black regional conference	exchange		YU	
August 1998	Feminist Summer School	exchange		YU	
August 28-30, 1998	Advocacy Workshop for Split Groups	subgrant	Split	Cro	
August 28-30, 1998	OD Team - workshop for Porec group		Porec	Cro	
September 12, 1998	Advisory Board meeting		Zagreb	Cro	10
September 14, 1998	Advocacy book promotion		Zagreb	Cro	
September 19-24, 1998	War Resisters International	exchange	Porec	Cro	
	South Africa training - Snjezana Matejcic				
October 1-2, 1998	Staff meeting		Samobor	Cro	
October 3, 1998	Women's Health Workshop	subgrant	Pakrac	Cro	
October 2-4 1998	Advocacy Workshop for Slavonia region	subgrant	Daruvar	Cro	
October 12-14, 1998	CERANEO fundraising conference	exchange	Dubrovnik	Cro	
October 16-18, 1998	Croatian Network Meeting		Porec	Cro	35
October 23-25, 1998	Community Action and Political Participation	subgrant	Dubrovnik	Cro	
October 30, 1998	Evaluation workshop for Cro subgrantees		Zagreb	Cro	
November 6-7, 1998	Media Workshop 2 (advanced)		Sljeme	Cro	13
November 4-5, 1998	Advocacy Workshop for Split Groups	subgrant	Split	Cro	
November 5-8, 1998	OD Team - workshop for Baranja group		Baranja	Cro	
November 23, 1998	Cro Advocacy Team - TOT (Sheekey)		Zagreb	Cro	5
December 5, 1998	Cro Advisory Board final meeting		Zagreb	Cro	13

Appendix J

DELPHI / STAR SUBGRANTS 1995 - 1998

Appendix J

USAID - YEAR 1 - 3		
DATE	GROUP	AMOUNT IN \$
Dec 21, 95	TARA	2 000,00
Jan 17, 96	PROF*OSA	7 000 00
March 27, 96	CENTER FOR PEACE OSIJEK	28 500 00
March 27, 96	WOMEN S GROUP POREC	10 000,00
April 1, 96	MALI KORAK	39 920,00
July 7 96	PROF*OSA	40 000,00
Nov 1, 95	WOMEN S CLUB PAKRAC	17 890,00
Aug 12 96	AUTONOMOUS WOMEN S HOUSE	15 000 00
Sep 7, 96	WOMEN S GROUP POREC - NETWORK	10 000 00
Nov 15, 96	CENTER FOR WOMEN WAR VICTIMS	15 000,00
Nov 1, 96	REA PROJECT	19 900,00
May 8 97	WOMEN S GROUP LOSINJ	24 000,00
May 15, 97	ZAPOSLENA	10 000,00
April 23, 97	WOMEN S GROUP POREC	8 050 00
April 11, 97	WOMEN S GROUP POREC - NETWORK	10 000,00
April 17, 97	ASSOCIATION FOR PEACE BARANJA	10 000,00
May 12, 97	CENTER FOR PEACE OSIJEK	8 050,00
Nov 5, 97	WOMEN'S UNION CONFERENCE	8 800,00
TOTAL		284 110,00

USAID - YEAR 4		
DATE	GROUP	AMOUNT IN \$
6/9/98	CLUB OF WOMEN SUFFERING FROM BREAST CANCER	10 000,00
6/9/98	CENTER FOR WOMEN S STUDIES	10 000 00
6/9/98	WOMEN'S GROUP LOSINJ	10 000,00
6/9/98	WOMEN S GROUP POREC	4 500,00
6/9/98	ASSOCIATION FOR PEACE BARANJA	5 400,00
6/9/98	CESI	7 000,00
6/9/98	STOP VIOLENCE AGAINST WOMEN	5 000 00
6/9/98	INFOTEKA	1 800 00
6/9/98	ADVOCACY TEAM	10 000,00
6/9/98	WOMEN S GROUP SPLIT	6 500 00
6/19/98	ZAR	4 500,00
6/19/98	TARA	7 000,00
6/19/98	DESA	5 525,00
July 98	WOMEN S CLUB PAKRAC	3 700,00
July 98	CENTER FOR PEACE OSIJEK	4 000,00
July 98	COMMITTEE FOR HUMAN RIGHTS KARLOVAC	5 075,00
TOTAL		100 000,00

PRIVATE SOURCES - YEAR 1 - 3		
DATE	GROUP	AMOUNT IN \$
Sep 15, 96	WOMEN'S CLUB PAKRAC	20 000,00
Nov 1, 96	HOPE 21	10 000 00
TOTAL		30 000,00

PRIVATE SOURCES - YEAR 4		
DATE	GROUP	AMOUNT IN \$
May 20, 98	STOP VIOLENCE AGAINST WOMEN	5 000,00
TOTAL		5 000 00

20

Appendix K

1998 - list of subgrantees - CROATIA

no	GROUP	green	project description
1	CLUB OF WOMEN SUFFERING FROM BREAST CANCER	10 000,00	change health services law
2	CENTER FOR WOMEN'S STUDIES - Zagreb	10 000,00	research on women in civil initiatives
3	WOMEN'S GROUP LOSINJ	10 000,00	advocacy for forming commission for equality
4	WOMEN'S GROUP POREC	4 500,00	women's network meetings
5	ASSOCIATION FOR PEACE BARANJA	5 400,00	health food project
6	CESI - Zagreb	7 000 00	work with Roma women in Zagreb suburbs
7	STOP VIOLENCE AGAINST WOMEN - Zagreb	5 000,00	public campaign against violence against women
8	INFOTEKA - Zagreb	1.800 00	magazine "Bread and Roses"
9	WOMEN'S GROUP SPLIT	6 500,00	advocacy for women's programs on local level
10	ADVOCACY TEAM	10 000,00	educational campaign for public policy advocacy
11	ZAR - Rijeka	4 500,00	advocacy and lobbying
12	TARA - PULA	7 000,00	campaign against violence
13	DESA - Dubrovnik	5 525,00	seminar on Community Action and Political Participation
14	WOMEN'S GROUP PAKRAC	3 700,00	workshops, round tables networking
15	COMMITTEE FOR HUMAN RIGHTS KAROVAC	5 075 00	SOS hotline for women
16	CENTER FOR PEACE OSIJEK	4 000,00	advocacy workshop
	TOTAL	100 000,00	

Appendix K

Appendix L

Delphi International / STAR Project - Croatia

WHO'S - WHO

IPA 1995

Mirjam Kervatin Tara, Pula

IPA 1996

Edita Bacic Women's Group Split

IPA 1997

Bojana Genov Women's Group Losinj
Gordana Stojanovic Association for Peace Baranja

IPA 1998

Sanja Sarnavka B a B e , Zagreb
Natasa Lalic Women's Studies, Zagreb

ADVOCACY TEAM

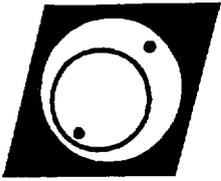
Edita Bacic
Gordana Stojanovic
Bojana Genov
Sanja Sarnavka
Natasa Lalic

MOR

Martina Belic B a B e , Zagreb
Marina Skrabaló Center for Peace Studies, Zagreb
Snjezana Matejčić Women's Group Porec

ADVISORY BOARD

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Martina Belic B a B e , Zagreb
Danijela Babic CESI, Zagreb
Jelena Maras Center for Peace Osijek
Mirjana Bilopavlovic Women's Club Pakrac
Edita Bacic Women's Group Split
Nada Mraovic Women's Group Porec
Djurdja Knezevic Infoteka, Zagreb
Radojka Nikolic Nada, Knin
Natasa Lalic Women's Studies Zagreb
Dubravka Kordic Kontra, Zagreb
Ani Andrijasevic Arijadna, Rijeka
Gordana Stojanovic Association for Peace Baranja



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MENTORING OF RESOURCES: WOMAN TRAINED AS TRAINERS IN ORGANIZATIONAL DEVELOPMENT

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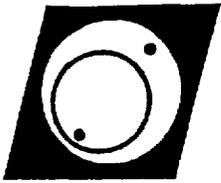
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174



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- 15

Appendix N Women's Network Participants List 1998

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Sastanak mreže ženskih NVO-a
POREČ od 16 do 18 10 1998
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Sastanak ženske mreže organiziran je uz financijsku potporu
DELPHI INTERNATIONAL STAR PROJECT Zagreb

Appendix O

CROATIA

DELPHI INTERNATIONAL / STAR Project list of exchanges summer/fall 1998

GROUP	PLACE	PERSON	TO	PLACE	PURPOSE
1 Committee for Human Rights	Karlovac	Sadika Zvirkic	SOS Hotline, Udruzenje Zena Baranja L.	BiH	women's issues and family violence
2 Zaposlena	Zagreb	Morana Palkovic	Zena 21, Sarajevo	BiH	magazine/exchange
3 Open Door	Split	Ina Topic	Women to Women, Sarajevo	BiH	influencing policy, practical workshops
4 Open Door	Split	Vida Tucan	Women to Women, Sarajevo	BiH	influencing policy, practical workshops
5 Women's Studies	Zagreb	Natasa Lalic	Women to Women, Sarajevo	BiH	support in organizing women's studies
6 Women's Action Rijeka	Rijeka	Sura Dumanic	Women to Women, Sarajevo	BiH	better knowledge of situation in BiH
7 Women's Studies	Zagreb	Tamara Plisko	Center for Women's Studies, Belgrade	SRJ	comparing the programs
8 Women's Group Losinj	M. Losinj	Milanka Sekic	SOS Hotline, Belgrade	SRJ	work on SOS hotline
9 Anjadna	Rijeka	Ani Andrijasevic	Women's Studies, Belgrade	SRJ	women's studies
10 Center for Women War Victims	Zagreb	Jasna Beljamic	women's groups - Belgrade	SRJ	exchange in refugee programs
11 Women's Group Porec	Porec	Nada Mraovic	SOS Hotline, Belgrade	SRJ	work on SOS hotline
12 Women's Group Split	Split	Dragana Ivovic	Single Mothers Sup.	Macedonia	single mothers program
13 Women's Group Split	Split	Tihana Plec	Single Mothers Sup.	Macedonia	single mothers program
14 Association for creative Social Work	Zagreb	Danijela Glogolja	Center for Girls, Belgrade	SRJ	work with young women
15 CESI	Zagreb	Danijela Babic	Daja, Kumanovo	Macedonia	work in local communities
16 Club of Women Suffering on Breast Cancer	Split	Dragica Vukovic	Oncological Diseases Society Ljubljana	Slovenia	exchange of experience
17 Club of Women Suffering on Breast Cancer	Split	Smiljana Radja	Oncological Diseases Society, Ljubljana	Slovenia	exchange of experience
18 Mira	Split	Dubravka Koprčina Stipčić	Autonomous Women's House, Zagreb	Croatia	domestic violence
19 Mira	Split	Ines Trgo	Autonomous Women's House, Zagreb	Croatia	domestic violence
20 Women's Group Losinj	M. Losinj	Bojana Genov	Association for Peace Baranja	Croatia	legal help
21 Udruzenje za mir i ljudska prava Baranja	Zagreb	Gordana Stojanovic	Women's Group Losinj	Croatia	advocacy strategy development
22 Women's Group Knin	Knin	Ankica Sesa	Center for Women War Victims Zagreb	Croatia	women's movement, women's groups
23 Dunav	Vukovar	Natasa Mackuljak	Center for Women War Victims Zagreb	Croatia	women's issues, organizational developm

finished exchanges

exchanges in process

Appendix O

Appendix P

2.8 STAR's Contribution to Development of Individual Women Leaders

Based on interviews with women and the STAR evaluation questionnaires, STAR's programs and approaches to women contributed to individual women leaders' skills, self-confidence, political awareness, community status and sense of being connected with other women from the region and internationally

Skill Development

NGO leaders and members reported gaining skills, the development of which some women attribute to STAR's programs, including leadership, facilitation, public presentation, non-violent communication, financial management, grant writing, training of others in advocacy, program development and strategic thinking. Below are examples of women's experiences

Skill Development Credited to STAR

- Quotes from women leaders and groups members

I gained a lot from STAR. I gained experience in terms of very basic skills - how to budget, how to work with people, how to do training with women. I also gained willingness to work in this field."

- A young Bosnian woman, currently an INGO program manager who worked as STAR staff when she was a refugee in Macedonia

"Four years ago we would not have been able to do this work because we literally did not know how to listen to others. We still need workshops organized by STAR to work on our communication and tolerance of others."

- A Bosnian advocacy trainer who started her work in a women's NGO as a translator

Leadership training provided me with an opportunity to see what kind of a person I am and what problems I have as a leader. They contributed to my self-understanding.

- A Bosnian Project Leader

"A husband of one of our members of the inter-ethnic co-operation project in Eastern Slavonia visited one of our meetings. He was surprised that we were apparently able to communicate democratically, listening and respecting each other. He said that he and other men he knew were not able to do it and expressed a wish to join us."

- A group leader from Osijek

"Had it not been for Delphi/STAR, I would not be where I am now in my life. I just got a job to run the first Roma Human Rights Center in Macedonia. 90% of such an outcome can be attributed to the skills I gained thanks to my participation in IPA Training for which I was selected by STAR. STAR knows how to spot out and stimulate quality."

- A young Roma leader from Macedonia

"At the Regional Conference on Hvar, I attended a workshop on advocacy for women's health. The last day we were asked to write a project proposal for an idea of our own. We were given 30 minutes to do it. As project proposal writing and program development are highly mystified in all organizations and only one woman is usually considered knowledgeable, that exercise gave me a great sense of security and confidence that I was able to do it myself. I feel competent to design a small project myself and send it to any foundation."

- A journalist and activist from Sarajevo

"STAR played a crucial role in enhancing financial management skills of the Women's Club Pakrac. In a small, destroyed, ethnically still divided, xenophobic town in Western Slavonia, a woman is running a public panel discussion on abortion. It is remarkable and highly unusual. The leader of Women's Club has advanced her skills incredibly in the course of the last three years. She negotiates with funders on her own, she learned English, she is openly politically engaged in

peace and women's issues she is a great facilitator and conflict manager Some of it is her own willingness and talent but also there is contribution of STAR other training and general support of other women "

- Various women leaders from Croatia

"On Hvar, the workshop on political advocacy was very useful We were pushed to think and present our knowledge to others We also facilitated the workshop We were not degraded to persons who can only be taught by international women "

- An established civil leader in Bosnia

'STAR helped me personally I'm the leader and I guide the group STAR guides me It has saved us ten years in time it would have taken us to develop

- Leader of a rural group in Macedonia

The women's voices confirm that acquisition of new skills stimulated women leaders' self-confidence and sense of power in influencing their social environment

Leadership and Political Awareness

A major obstacle to social action has been in the view of many women from different post-Yugoslav countries, resistance on the part of women activists to recognize their work as political Traditionally, political action has been reduced to political party and Government politics Since political parties and the politics of national leaders were often seen as a central causes for the hatred that fueled regional conflicts, women have been seeking paths different from the social mainstream and are exploring new definitions of political action

Similarly, leadership has been associated with power relationship and behaviors which women did not wish to emulate In the absence of knowledge and experience with alternative models women often did not recognize the potential nor the benefits of leadership

Women's acceptance of political action and leadership as tools they can employ to achieve alternative political and social agendas is a key shift in thinking and behavior that can contribute to the process of building civil society and democracy in the region Some women shared their experience of overcoming their misgivings about politics and leadership The quotes following reflect STAR's contribution to this process

Accepting Leadership and Political Action as Tools

- Quotes from women leaders during field interviews

'Through STAR Leadership training I and other women managed to overcome our resistance and sense of dependence on politics We started thinking in different terms and about different issues '

- An activist from Banja Luka Republic Srpska BiH

I remember the first meeting of the Advisory Board Jill mentioned politics and I screamed immediately Move politics away from me! We were at that time all frightened to speak out In the meantime we have grown "

- A Croatian activist

I always related leadership to politics It took me half an hour at a seminar to stop rebelling against such a notion later I took it seriously because I finally understood what it really meant '

- An activist from Sarajevo

'At a women's human rights training maybe there were three of us who knew what women's human rights were It was helpful to me to understand the course of events and that my energy invested in this kind of work will be of use and benefit to my grand- daughter "

- A journalist activist from Sarajevo

'I was in the US (on the women and politics program) and saw women's NGOs who had been fighting for 20 years for rights. I realized that I am not alone in my thoughts. I am not an alien. There are other women like me.'

- A Macedonian political activist

Community Respect, Self-Confidence and Credibility

Women reported that their organizations and, therefore, they themselves have gained respect, confidence and credibility in their communities. Single mothers felt this respect had a positive impact on their children. STAR's support, both technical and through subgrants, has contributed to the growth and success of these organizations.

Gaining Self-Confidence, Community Respect and Credibility

- Quotes from women leaders and members

'It is most important to become aware that a woman can succeed, that she can lead a group, that if a man can do it, a woman can do it too. There is a great dependence on men in our society. Women ask for permission to act, so STAR training, e.g. leadership and all the contacts and exchange of information and support are of great value.'

- A group leader from Osijek

'I have support from young people and male friends. I always felt equal to my male friends. Now the men say I am leading them. They are afraid for me. I don't care what (group) I am in (or if they send me out of the group). We are all nothing. I can work (with the youth) as nobody.'

- Youth leader in Macedonia

'Seven years ago women who were not married were seen as whores. We needed to show this town that we were equal with married women. We needed to show that we were strong and show by our work what we could do in the interest of women, the community and citizens. We feel the respect of the community by a greater number of women joining - we now have 20 or 30 married women. Our name was accepted and it is easier to find sponsors for our work. The effect on the children is that we tell them the truth so they do not have to feel ashamed. We talk a lot about our kids and make them feel special.'

- Leader of a group that has many single mothers in Macedonia

Regional Links and Networks

Empowerment which is closely related to the change of attitudes and acquisition of skills is also linked with the establishment of connections between women from different areas of ex-Yugoslavia whose societies have been at war or in conflict with each other. STAR had a clear commitment to building in-country and regional networks of women who are showed readiness to meet the "other side" despite fear of the contact and disloyalty to one's own side. Such opportunities were appreciated by the women.

'At the regional conference in Struga while the war was still going on in Bosnia, I met women from Serbia for the first time (since the beginning of war). I was delighted by their way of thinking. It was truly important to me. I did not know they existed.'

- A Sarajevo journalist

'I will never forget a sentence of a woman from the Republic Srpska that she and other women experienced great anxiety and fear of the first encounter ever with women from the Federation and that anxiety and fear dissolved five minutes into the encounter. We also manage to exchange authentic information as many of us did not know what was happening on the other side for real, due to the fact that media are just a huge propaganda machine.'

- A journalist from Sarajevo

'The dialogue between Zagreb and Belgrade feminists sponsored by STAR in 1995 was the first time for us to really have a deep dialogue as opposed to the "road visits" - the show that usually

happens when you need to represent a nice picture to internationals, how despite the war we get along It was really meaningful "

- An established feminist and group leader from Zagreb

"The conflict resolution training organized by STAR was my first encounter ever with the notion of conflict which was not automatically negative For the first time I actually communicated with Macedonian women It did not happen immediately and it is of course not enough lots of mistrust exists, but I felt I could communicate with them That seminar made a deep impact on me

- An Albanian activist in Macedonia

One aspect of STAR's democratic leadership approach to local women's NGOs has been to view NGOs as groups of individuals who all brought their personal histories and future hopes into the co-operation with STAR. Such acknowledgment of the person, not only the project or idea, enabled STAR to facilitate processes which had impact on women as growing individuals. While STAR efforts were inter-related with women networking on their own, other seminars, and in-group support, the evaluation shows that local women acknowledged STAR as a force to be credited with making a significant contribution to individual women's empowerment.

Based on the information gained through this evaluation, it can be suggested that respect and readiness to assist individuals in their development as leaders seems to be an effective element in the development of local capacity for building civil society.

Recommendation

USAID should regard the individual development of local partners as a relevant indicator of a capacity building project's success.