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EVALUATION  
OF THE  
FEDERAL REPUBLIC OF YUGOSLAVIA  
STRATEGIC TRAINING FOR ADVOCACY AND RECONCILIATION  
PROJECT

(KNOWN AS THE DELPHI/STAR PROJECT)

MANAGED BY DELPHI INTERNATIONAL

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# DELPHI/STAR PROJECT FRY FINAL EVALUATION

## TABLE OF CONTENTS

ABBREVIATIONS	3
EXECUTIVE SUMMARY	4
1 Introduction	9
1 1 Background	9
1 2 Evaluation Methodology	10
2 Project Performance	11
2 1 Context of the Project	11
2 2 Strengths and Weaknesses of the Delphi/STAR Project	12
2 3 NGO Assessment of Project and their Ongoing Needs	21
3 Issues and Recommendations for USAID	24
APPENDICES	
A Delphi/STAR Program Description	27
B Evaluation Terms of Reference	34
C List of Materials Review	35
D FRY Evaluation Contacts List	36
E FRY Evaluation Field Trip Itinerary	39
F List of FRY Non-political NGOs and Women's Groups	41
G STAR-FRY Activities April 1998 - February 1999	45
H FRY Subgrant Distribution List	48
I Summaries of Approved FRY Subgrant Proposals	49
J Subgrant Application Information - June 1998	56
K Subgrant Agreement, Project and Financial Reporting Package – September 1998	58
L Women's NGO Needs Survey	72
M Women's NGO Needs Survey Response Summary	84
N Training Workshops and Participant List	97
O NGO Development Seminar 1st Module, 22 - 24 January 1999	111
P NGO Development Seminar 2nd Module, 11 - 14 February 1999	126
Q SOS Training Report and Evaluation	137
R FRY Exchanges	139
S FRY Regional Exchange Program Report Excerpts	141
T Regional Exchanges Report Form	144
U Delphi/STAR Regional Exchange Program	145

## ABBREVIATIONS

BiH	Bosnia-Herzegovina
FRY	Federal Republic of Yugoslavia
INGO	International Non-Governmental Organization
IPA	International Policy Advocacy
Macedonia	Former Yugoslav Republic of Macedonia
MOST	Belgrade based NGO, Most means Bridge in Serbian
NGO	Non-Governmental Organization (refers to indigenous FRY, Croatian, Macedonian, and Bosnian organizations)
STAR	Strategic Training for Advocacy and Reconciliation (Delphi International Project)
TimTRI	a training program of the FRY NGO Civil Initiatives
US	United States of America
USAID	United States Agency for International Development
\$	United States Dollar
YSS	Yugoslav Successor States

## EXECUTIVE SUMMARY

### **Regional Delphi/STAR Project 1994 to 1998**

The Strategic Training for Advocacy and Reconciliation Project (Delphi/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 cooperative and grant agreements for the project to work in Croatia, Bosnia-Herzegovina and the Former Yugoslav Republic of Macedonia were carried out from September 1994 to November and December 1998.

From 1994 to 1998, when the Federal Republic of Yugoslavia (FRY) was not eligible for USAID funding, Delphi/STAR activities were carried out in FRY with private funds generated by the project co-directors.

### **USAID Delphi/STAR FRY Project Grant 1998 -1999**

From April 1998 to February 1999, Delphi/STAR managed a FRY Project under Grant EE-A-00-98-00013-00 sponsored by USAID. The USAID program management, project oversight and administration was carried out by the USAID Country Office in FRY. The Delphi/STAR FRY mission statement was

“To foster women’s participation in the development of civil society in the Yugoslav Successor States including the Federal Republic of Yugoslavia through encouragement, technical assistance and financial support to non-nationalistic, advocacy-oriented women’s NGOs and women leaders. Delphi/STAR pursues this mission by building capacity in public policy advocacy, democratic leadership, and developing linkages. For FRY, sustainability will be built by an additional focus on strategic fundraising/resource development and on micro-enterprise for NGOs and advocacy for women’s economic empowerment.”

### **Evaluation Process**

The evaluation was carried out in Serbia from 10 to 20 February 1999 by reviewing project and independent materials, conducting field visits with non-governmental organization (NGO) leaders and group members, and interviewing third party observers, USAID and Delphi/STAR staff. Field visits were carried out in Belgrade, Kikinda, Leskovac, Nis, Novi Sad, Pancevo, Vrbas, and Podgorica with 22 individual women leaders and 32 women group members from 20 groups of which 16 were subgrantees in 8 towns and villages. Kosovar women were interviewed outside of Kosovo due to the escalating tensions.

In consultation with USAID, it was agreed that the evaluation would not seek to assess the Project in terms of the USAID Sustainability Index.

### **Project Strategy**

Given the environment of a growing and inexperienced NGO sector, the strategy for the 11 month duration of the Project was to identify as many indigenous women’s NGOs and women’s groups inside of mixed NGOs as possible and to provide training and technical assistance for the identified needs of the group. Small subgrants were awarded to encourage the development of the groups and support advocacy oriented actions as part of the groups’ activities.

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.

## **Organizational Strengthening**

Two Delphi/STAR key strategies to strengthen women's NGOs in FRY were through supporting NGO projects with USAID subgrant funds and enhancing skills through training workshops. Given the limited operating time of the project, Delphi/STAR made notable contributions by providing concrete, high quality opportunities for NGOs to become stronger internally and to better establish themselves in their communities. The Delphi/STAR team designed and carried out a subgrant process that can be viewed as a model for other projects. Thirty-four subgrants were awarded at US\$92,000 for advocacy oriented project activities. On the whole, women's self reported results were that the subgrant process and learning from workshops helped them to build skills and confidence for future projects and for negotiations with less engaged donors.

## **Public Policy Advocacy**

Evaluation interviews with NGO leaders, both in and outside of Belgrade, local resource NGOs and representative of other international NGO (INGO) revealed that the concept of advocacy was not adequately understood. While some women have long been activists and carried out actions, very few understand or would name their work as public policy advocacy. Many projects were being carried out without achieving their potential impact because leaders lacked vision and strategic thinking required to transform an activity into a tool for desired societal change.

The public policy advocacy activities carried out by the FRY Delphi/STAR Project began to scratch the surface of the substantial advocacy skill needs and advocacy action potential. Experience in other Delphi/STAR Projects indicates that the steps taken in FRY were useful first steps but need to be followed by a holistic, focused 2-3 year project to develop and ground public policy advocacy competency.

## **Micro-enterprise Activities**

The Project was successful in stimulating women's economic empowerment activities in select locations in FRY. In a very short period, Delphi/STAR identified and supported competent subgrantees that were positioned to carry out women's economic empowerment activities.

As a result of the perceived success of the "Women in Business" seminar carried out by the University of Podgorica, the Montenegro government sponsored a second course for women in another area of the Republic. The Project supported the Vojvodina Women's Initiative for self-employment whose workshop results could not be measured in business start-ups but the energetic participation of community women demonstrated a keen desire to do so. Additionally, four women's micro-enterprise projects received subgrants that provided needed stability to allow the enterprises to establish customer and financial bases.

## **Linkages Among Women's NGOs**

Developing linkages among women's groups was a central objective of the regional Delphi/STAR Project. Even in the short period of the FRY Project, women recognized and benefited from initiating contacts and strengthening linkages between individuals and groups. A most important result of the linking women's groups were reported as gaining new ideas from like groups, knowing women in the area with whom collaboration might be developed, and establishing relationships that assisted in forwarding projects or solving problems.

Of importance was the linking of Serbian and Kosovar women during Delphi/STAR sponsored workshops and of Kosovar, Serbian and Yugoslav Successor State (YSS) women in Delphi/STAR sponsored regional workshops and events. The Project was recognized by USAID and other INGOs as providing the rare opportunities that Serbian and Kosovar women had to meet and learn about each other in this most charged uncertain environment.

The value of a support network for activists can not be underestimated in a state that suppresses those who stand for human rights. Women felt the strength of these linkages, giving them courage and a, perhaps false, sense of some security.

## **Recommendations for USAID**

Given the crisis in FRY, recommendations are based on what may be possible for US support at the end of the crisis.

### ***1 Building NGOs for Sustainability following War***

#### ***1.1 Building NGOs following War***

**Issue** - If the United States were positioned to provide assistance following the conflict in Serbia and Kosovo, it would be important to provide targeted assistance to local NGOs with potential for or a history of performance.

**Recommendation** - The Delphi/STAR co-directors and staff have a proven track record for supporting women leaders and NGOs to move from passive to active roles during and following war in the development of civil society. USAID would be wise to enlist their expertise and extensive networks for future, results oriented NGO development.

#### ***1.2 NGO Long Term Sustainability***

**Issue** - In Bosnia, most donor aid was provided for quick delivery of service, without regard for clear planning and accountability for funds. Contrary to this, the Delphi/STAR Project in BiH and Croatia began its work with a solid development of the NGO leadership and organizations. The result was that many Delphi/STAR supported NGOs were more able to transform their mission and were positioned to play leadership roles in the development of civil society when the immediate crisis ended.

**Recommendation** - USAID should consider the philosophy and approach used by the Delphi/STAR Project in BiH and Croatia as model for response and support for NGOs during and following a conflict. An overview can be found in the Delphi/STAR Project Final Evaluation of September 1997 or through the Project co-directors.

### ***2 Organizational Strengthening***

#### ***2.1 NGO Technical Assistance***

**Issue** - Several women's NGOs who participated in the Delphi/STAR Project would have benefited from technical assistance to support them in applying what they had learned in training and to address the specific organizational needs of the group. NGOs, like the Women's Project and MOST, and individuals, the FRY Delphi/STAR staff and Laurence Hovde, have a proven track record of successfully providing technical assistance.

**Recommendation** - As an initial, rapid response step for NGO support, local resource persons and organizations can be supported to facilitate NGO organizational strengthening and, through this, prepare the NGOs for addressing their broader aims.

#### ***2.2 NGO Subgrants***

**Issue** - The subgrant process used by the Project was excellent and could be used as a model for future subgrant activities.

Recommendation - Donor groups can use the Delphi/STAR subgrant process, which is fully outlined in the appendixes as a model

Issue - Local NGOs need continuous funding to maintain or reestablish their activities. The Project funding period was too short to allow NGOs to feel secure, establish a program with the community and manage funds responsibly over a reasonable period.

Recommendation - USAID needs to support NGOs in establishing programs and responsible NGO fiscal practices by ensuring maximum time for subgrant expenditures.

### **3 Public Policy Advocacy**

#### **3.1 Effective Advocacy Capacity Building**

Issue - FRY women's NGOs and, it appeared, the NGO community, were lacking systematic, strategic advocacy capacity. Experience in other Delphi/STAR Projects indicates that the steps taken in FRY were useful first steps but need to be followed by a holistic, focused 2-3 year project to develop and ground public policy advocacy competency.

Recommendation - USAID should consider the approach used by the Croatia Delphi/STAR Project as a model proven to effectively generate advocacy skills among women leaders. An outline of the process can be found in the Fourth Year Evaluation of the Delphi/STAR Project, December 1998.

### **4 Women's Economic Empowerment**

#### **4.1 Stimulation of Economic Empowerment Activities**

Issue - The Delphi/STAR Project supported competent subgrantees that carried out women's economic empowerment activities. These included a women in business training created and conducted by Dr. Sisevic at the University of Podgorica, the Vojvodina Women's Initiative for self-employment by Laurence Hovde, group leader of Zene na delu, and Professor Fuada Stankovic, of the University of Novi Sad, and NGOs who worked in micro-enterprise projects. These groups have proven skills in stimulating women's economic thinking and activities. The groups also showed promise to grow in their power as advocates for women's rights and economic advancement.

Recommendation - USAID should support groups with proven track records and who are positioned to respond quickly to support women in caring for themselves and their families through their own work.

### **5 Linkages among Women and Women's NGOs**

#### **5.1 Issue-Oriented Activities**

Issue - Throughout the YSS, issue-oriented exchanges and workshops were the most productive, second stage training activity for NGOs. Issue-oriented activities, when conducted over time, have the potential to strengthen networks and to be catalysts for the development of coalitions among NGOs for advocacy action and, therefore, can be seen as public policy advocacy building blocks.

Recommendation - USAID should support issue-oriented workshops and exchanges carried out with the same groups over time in order to allow women to establish informal networks that can evolve into a base for advocacy actions

### ***5 2 The Feminist Summer School and Women in Black Conference***

Issue - The Feminist Summer School and Women in Black Conference, which proved valuable to the development of individual women, women's NGOs and actions throughout the region, require funding to carry out their excellent programs

Recommendation - The Feminist Summer School and the Women in Black Conference, or other gatherings of women like them, should be supported by donors to ensure that women in FRY, throughout the YSS and beyond can continue to build personal skills and relationship which reinforce their courage and resolve for peace, human/women's rights and the development of civil society

# 1 INTRODUCTION

## 1.1 Background

### **Regional Delphi/STAR Project 1994 to 1998**

The Strategic Training for Advocacy and Reconciliation Project (Delphi/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, EUR A 94-0070-00 (formerly 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 September 1994 and scheduled for completion in October 1997.

The cooperative agreement for BiH and Macedonia was extended for one year and nine months respectively, with the completion of the Delphi/STAR projects in December 1998 in BiH and November 1998 in Macedonia. The Croatia Delphi/STAR Project was extended for 15 months with a USAID grant and was completed in December 1998.

From 1994 to 1998, when the Federal Republic of Yugoslavia (FRY) was not eligible for USAID funding, Delphi/STAR activities were carried out in FRY with private funds generated by the project co-directors.

### **USAID Delphi/STAR FRY Project Grant 1998 -1999**

From April 1998 to February 1999, Delphi/STAR managed a FRY project under Grant EE-A-00-98-00013-00 sponsored by USAID. The USAID program management, project oversight and administration was carried out by the USAID Country Office in FRY. The Program Description, which was the proposal for the 1-year grant, is Appendix A.

The Delphi/STAR FRY mission statement was

“To foster women’s participation in the development of civil society in the Yugoslav Successor States including the Federal Republic of Yugoslavia through encouragement, technical assistance and financial support to non-nationalistic, advocacy-oriented women’s NGOs and women leaders. Delphi/STAR pursues this mission by building capacity in public policy advocacy, democratic leadership, and developing linkages. For FRY, sustainability will be built by an additional focus on strategic fundraising/resource development and on micro-enterprise for NGOs and advocacy for women’s economic empowerment.”

### **Delphi/STAR Project Advocacy and Private Support**

The Delphi/STAR Project played a role as an advocate for raising awareness in the United States (US) government and private donor community of the situation for women and partner non-governmental organizations (NGOs) in the Yugoslav Successor States (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, for projects in FRY, before USAID funds were available there, as well as for grants to groups in Macedonia, BiH and Croatia. Private sub-grants, along with volunteer time, volunteer donations, donated training, and opportunities for women in the YSS, covered a portion of the one million-dollar USAID cost share requirement for the four years of the regional Delphi/STAR Project.

## **1.2 Evaluation Methodology**

The Delphi/STAR FRY Project external evaluation was conducted between 10 and 20 February 1999. The evaluation focused on the effectiveness of the activities of the 11-month project and was to assess

- the strengths and weaknesses of the Delphi/STAR Project in the areas of
  - a enhancing the capacity for public policy advocacy of grassroots civil society NGOs
  - b developing organizational skills and fundraising skills of NGOs
  - c stimulating micro-enterprise efforts and the development of a women's business association
  - d contributing to stronger links between non-Belgrade and Belgrade NGOs, and to collaboration and alliances between women's NGOs and civil society organizations in the region and throughout eastern and central Europe
- what women found valuable about the Delphi/STAR project and their continuing needs for support

In consultation with USAID, it was agreed that the evaluation would not seek to assess the Project in terms of the USAID Sustainability Index. The Evaluation Terms of Reference is Appendix B.

The evaluator was Waneen Polly, an NGO development, women's health and gender specialist from the US, who had been the primary evaluator for the Delphi/STAR Regional Project Final (Year Three) Evaluation in September 1997 and the final evaluations for the Croatia, BiH and Macedonia Delphi/STAR Projects in 1998.

### **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 C.

Field visits were carried out in Belgrade, Kikinda, Leskovac, Nis, Novi Sad, Pancevo, Vrbas, and Podgorica. 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.

FRY interviews were held with

- 22 individual women leaders and
- 32 women group members
- from 20 groups of which 16 were subgrantees
- in 8 towns and villages

Interviews were also held with USAID representatives, representatives of local NGOs who provided services for Delphi/STAR funded activities, officers of international NGOs (INGO), Delphi/STAR consultants and Delphi/STAR FRY, regional and Washington staff. The Delphi/STAR FRY Evaluation Contacts List is Appendix D and the Delphi/STAR FRY Evaluation Field Trip Itinerary is Appendix E.

## 2 PROJECT PERFORMANCE

### 2.1 Context of the Project

The YSS Delphi/STAR Project was designed to support emerging, indigenous women's organizations and leaders in their capacity to develop sustainable, democratic NGOs, which were to serve as advocates for building civil society. With USAID funds, the Project was carried out in Croatia, BiH and Macedonia from 1994 to 1998. In FRY from 1994 to 1997, the Project provided training workshops and grants to NGOs with private funding. From April 1998 to February 1999, USAID sponsored a full range of Delphi/STAR Project activities under a one-year grant agreement.

Before the wars in the YSS, there was a strong tradition of women's organizations and activism in Belgrade. Throughout the first half of the 1990's, autonomous women's organization in Belgrade spawned other autonomous women's groups in Belgrade and in a few of the larger cities. Missions which originally focused on addressing women's needs/rights and violence against women and children expanded as a result of the war to include human rights, and trauma and relief support for refugees. Additionally, women leaders and women's organizations served as a consistent, clear anti-war voice in Serbia. Women (and men) received training in human rights, non-violent conflict resolutions, and communication skills from various NGOs and agencies.

In 1996 and 1997, the citizen's democratic protests spurred the initiation of a number of small groups across the nation. The groups were generally focused on social issues, human rights and the development of civil society. A number of groups were interested in economic activities.

Given the environment of a growing and inexperienced NGO sector, the strategy for the 11 month duration of the Project was to identify as many indigenous women's INGOs and women's groups inside of mixed NGOs as possible and to provide training and technical assistance for the identified needs of the group. Small subgrants were awarded to encourage the development of the groups and support advocacy oriented actions as part of the groups' activities.

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 FRY Women's NGOs and Groups is Appendix F.

## **2.2 Strengths and Weaknesses of the Delphi/STAR Project**

### **TOR Questions**

***What were the strengths and weaknesses of the Delphi/STAR Project in the areas of***

- a developing organizational skills and fundraising skills of NGOs?
- b enhancing the capacity for public policy advocacy of grassroots civil society NGOs?
- c stimulating micro-enterprise efforts and the development of a women's business association?
- d contributing to stronger links between non-Belgrade and Belgrade NGOs, and to collaboration and alliances between women's NGOs and civil society organizations in the region and throughout eastern and central Europe?

The FRY Delphi/STAR project was carried out for only 11 months, from April 1998 to February 1999. During this short period, the Project made a significant contribution to the development of women's NGOs through technical assistance, training and subgrants. The FRY Delphi/STAR staff were excellent and largely responsible for the success of the program through their belief in the women, good judgment, knowledge of the women's and FRY NGO communities, and untiring commitment. The list of Delphi/STAR FRY Activities April 1998 - February 1999 is Appendix G.

### **2.2.1 Organizational and Fundraising Skill Development**

Two Delphi/STAR key strategies to strengthen women's NGOs in FRY were through supporting NGO projects with USAID subgrant funds and enhancing leader and group member skills through training workshops. Given the limited operating time of the project, Delphi/STAR made notable contributions by providing concrete, high quality opportunities for NGOs to become stronger internally and to better establish themselves in their communities. The Delphi/STAR team designed and carried out a subgrant process that can be viewed as a model for other projects. On the whole, women's self reported results were that the subgrant process and learning from workshops helped them to build skills and confidence for future projects and for negotiations with less engaged donors.

#### **2.2.1.1 *Subgrant Process as a Tool for Organizational Strengthening***

One of the two key strategies for the Delphi/STAR Project was to support the development of women's NGOs through supporting NGO projects with USAID subgrant funds. Subgrants were awarded for public policy advocacy, raising of public awareness and bringing about positive social change on issues that affect women in the community.

Approximately 60 NGOs submitted project proposals. With USAID approval, Delphi/STAR awarded \$92,000 in USAID funds for 34 projects to 32 groups. The grants ranged from \$500 to \$5500 and were distributed to assure geographic and ethnic diversity among subgrantees. Subgrants were carried out between September 1998 and January 1999. See Appendix H for FRY Subgrant Distribution List and Appendix I for the Summaries of Approved FRY Subgrant Proposals.

A 25% cost share was a subgrant requirement to encourage grantees to establish a broader resource base and to understand the value of their own project contributions. NGOs covered cost share requirements with contributions of volunteer time, media coverage, in-kind donations, and grants from other donors.

#### ***Subgrant Process***

The Delphi/STAR team designed and carried out a subgrant process that can be viewed as a model for other projects. The process was open and transparent for NGOs and the donor community. Subgrant criteria, forms and processes were clearly presented in local languages. The Project initiated a consultative process with other donors to assess the subgrant applications. Subgrantees were provided with technical assistance and training throughout the process to strengthen NGO project manager skills.

and project effectiveness The Subgrant Application Information June 1998 is Appendix J and the Subgrant Agreement, Project and Financial Reporting Package - September 1998 is Appendix K.

Delhi/STAR can be credited with developing and using the subgrant process as an effective tool for NGO development The subgrant process included

- identifying and contacting the most extensive list of women's NGOs and women's groups affiliated with mixed NGOs available in FRY
- announcing the request for proposals 15 months after the 11-month project opened
- providing grant program information to all non-political women's organizations in an open and transparent process
- modeling a clear grant application process with the kind and quality of information NGOs need to present for competitive grant applications
- consulting with other donor INGOs and agencies and well as knowledgeable NGOs to provide insight into the subgrant applications and to determine size of awards based on contributions of other donors
- assisting applicants to refine their grant proposal and budget
- providing timely, technical assistance, and feedback to grantees throughout the process through regular site visits, telephone calls, and office visits
- providing guidelines and forms for through financial reporting including cost share reporting Appendix K includes financial reporting information
- reviewing the 1st quarterly report and returning those that were not adequate with supportive feedback
- sponsoring a well timed evaluation workshop, between the 1st and final subgrant reports, which focused on groups self-assessment of their work and reporting of results and lessons learned
- reviewing final reports, returning those that were not clear and providing feedback and recommendation to strengthen the self-assessment of results of the subgrants

### ***Strengths and Results***

- **FRY Subgrant Process** - The subgrant process, as outlined above, was an effective model that could be followed by other donors Through the subgrant process many grantees gained skills in project and financial management, reporting and self-evaluation Central to the success of this model was the staff's depth of understanding of the NGOs' situations, skill at building trusting relationships, attention to detail and giving feedback, and accurate assessment of the integrity and commitment of the women
- **Donor Consultation** - The donor consultative process was highly valued by other donors who stated that the Delhi/STAR Project had led the way for greater cooperation and transparency among donors As a result of these initial subgrant consultation meetings, a donor group for women's projects continued to meet regularly to discuss programming, collaboration and other issues
- **Value and Results of Process as reported by Subgrantees** - The NGO leaders highly valued the subgrant process While the reporting requirements were more thorough than other

donors, women reported that they had learned how to better manage accounts and more thoughtfully assess their own work. They reported that the Delphi/STAR team, unlike other donors, provided personal and timely assistance which encouraged NGO subgrant managers to seek assistance without reservation or embarrassment. The self-reported result was that the subgrant process had helped the women to build self-esteem, skills and confidence for future negotiations with less engaged donors.

- **Flexible Funding** - Flexible funding, through subgrant, training and exchange budget lines, allowed the Project to support dynamic needs and innovative ideas of the women's NGOs. Projects and activities that did not conform to a narrow model of NGO development proved to be effective, educational, and, in the area of women's economic empowerment, built a base for action which had not existed.

### ***Weaknesses***

- **Length of the Project** - Due to the length of the project, the staff wisely chose to prioritize the subgrant process and follow the awarding of subgrants with training activities. However, evidence from other Delphi/STAR country projects indicates that NGO leaders benefit from skill development in leadership and organizational development prior to implementing subgrants. Lack of skills in these areas was evident in NGO leaders interviewed and, in some cases, negatively impacted the sustainability of project activities.
- **Limited time for Subgrants** - The Project team felt that some of the grants were too large for groups to spend responsibly. The short subgrant funding period, 4 months from approval to completion, mitigated against NGOs learning lessons of budgeting and disbursement of financial resources over an extended period. Instead, it supported what an NGO called Yugoslav "virtual accounting" practices. The NGOs learned to spend it fast not make it last. Short subgrant funding periods were also a problem in other Delphi/STAR Project countries. USAID and its partners need to support responsible NGO fiscal practices by ensuring maximum time for subgrant expenditures.
- **Limited Staff for the size of the Task** - The limited time for implementation of subgrants and large number of subgrantees placed a huge management and administrative task on staff. While they managed the subgrant process well, it was not reasonable to expect that a staff of two, and later three, should carry out this quality and quantity of activities. The quality of their work was excellent but came at personal cost.

### **2.2.1.2      *Training and Technical Assistance as Tools for Organizational Strengthening***

A second key strategy of the Delphi/STAR Project was to strengthen NGO capacity through skill training of leaders and group members. In collaboration with the Women's Center, the Project carried out a needs survey of all women's NGOs and groups. The survey questionnaire was used to prioritize the training programs to be offered. The Women's NGO Needs Survey is Appendix L and the Women's NGO Needs Survey Response Summary is Appendix M.

While recognizing that conducting several workshops in quick succession was not optimal, the Project decided to maximize the women's learning opportunities and to conduct as many high quality workshops as budget and time would allow. From October to January, workshops were provided in organizational development, media utilization skills, advocacy, project evaluation, fundraising, SOS hotlines management and women's economic empowerment. These workshops were conducted with women from a specific region, interest group, or skill group. Additionally, the Project sponsored 5 targeted workshops which addressed the problems and needs of a specific group or small number of associated groups. See Appendix N for lists of Training Workshops and Participant Lists. Training effectiveness and results will be discussed throughout the report in appropriate sections.

## ***Strengths and Results***

- **Organizational Development** - According to the NGOs self-assessment, the groups lacked organizational skills. TimTRI, the training group of Civil Initiatives, facilitated workshops were highly evaluated by participants, except that many new to the concepts and vocabulary felt that more workshop time was needed in order to better understand the concept and how to apply the knowledge. While a helpful first step, the workshops were by no means sufficient. Most NGOs, whether new or established, need time, technical assistance, and leadership training to establish effective organizational structures. See the NGO Development Seminar 1st Module, 22 - 24 January in Appendix O and the NGO Development Seminar 2nd Module, 11 - 14 February in Appendix P.
- **Fundraising Workshops** - The fundraising workshops, initiated by a Project co-director, introduced some resource mobilization approaches that were initially perceived as not appropriate in the FRY environment. Here, as in other YSS countries, women have been successful in adapting the concepts which support greater community involvement in support of NGO work, thus confirming that the broad, non-traditional approach to resource mobilization was not only possible but productive. A talented Serbian woman was mentored by the workshop designer and has continued to carry out the workshops as part of her other projects.
- **Use of Local and YSS Trainers** - Delphi/STAR was committed throughout the YSS to use and support the development of local resource persons. Again in FRY, the Project successfully identified and used local training resource where appropriate. FRY trainers and educators designed and conducted organizational development and women's economic empowerment training. Local journalists successfully carried out Media training. Advocacy, project evaluation, and SOS hotline management workshops were conducted by trainers from Croatian, Bosnian, and Slovenian women's groups. The fundraising training was initially conducted by a Project co-director and a local counterpart who later carried out the training.

For this initial level of training, these training resources were appropriate. Overall, participants evaluated the trainers as effective. Local trainers reported that working with the Project strengthened their capacity and the linkages between resources and community groups. For more advanced training and facilitation, YSS resource persons would benefit from partnering with international experts, especially in the area of advocacy skill development.

- **Women Trained Together** - Trainers interviewed indicated that women performed differently than when trained in women's, rather than mixed, groups. They observed that women in women's training environments held more in depth discussions and spoke easily about social situations which particularly affect women. Given the strong patriarchal nature of the culture, supporting women to develop confidence and skills in leadership and project management appears to have benefits for women and, based on the success of YSS women's groups, the development of civil society initiatives.
- **Targeted Workshops** - Delphi/STAR identified and responded to NGO needs by supporting 5 targeted workshops. MOST (translated Bridge), a training and consulting NGO based in Belgrade, carried out 4 workshops for individual groups and small clusters of groups who were in crisis or needed to address a specific problem. Additionally, the Kosovo Rural Women's Network was supported in carrying out a strategic planning meeting.

The MOST workshops, all highly evaluated by participants, provided effective facilitation of group issues and training in skills needed for organizational development. These interventions directly addressed critical issues which groups had been unable or were unlikely to address on their own. While too early to determine long term results of the interventions, immediate outcomes were resolution of problems and renewed energy for many participant NGOs. This targeted approach held

promise for strengthening individual NGOs and for developing effective cooperation among women's NGOs in a town or specific area

- **Modeling Support for Diversity** - The Project modeled the value of and support for diversity by including women from different communities in training activities, including Roma, refugee women, lesbians, unemployed women, single mothers, women victims of violence. Examples included Kosovar and Serbian women who have limited opportunities for interaction came together in workshops, written materials and workshops were translated when possible, and venues for training were chosen and modified to ensure access for disabled participants and personal assistants were funded so those who needed them could attend workshops

### ***Weaknesses***

**Training Effectiveness** - The quality of the workshops was consistently high and participants valued education opportunities. Where women were positioned to use knowledge gained in workshops, results were reported in areas of effective use of the media, carrying out an advocacy campaign, and project evaluation. However, many women reported that they had not had the opportunity to share what they had learned with their groups nor apply the learning to their work. In part, this was due to the workshops being conducted in quick succession and little time had elapsed between the training and evaluation interview.

But more critical organizational problems were also evident. Groups lacked the time and internal organizational structures for sharing knowledge. Some leaders clearly demonstrated a lack of democratic leadership skills that would facilitate exploring and integrating new ideas. Some individuals who received training were not positioned or confident to apply their knowledge, often because they were the only participant from their NGO in the workshop.

Training a broad base of women was an appropriate first step. Clearly, additional training will be needed to develop more advanced skills. More importantly, NGOs and women leaders would benefit from technical assistance, individual NGO support (as described in the targeted approach above) and mentoring to effectively transform knowledge to action.

- **Integrating Organizational Development and Advocacy Concepts in Training** - Due to time pressure and limited staff experience, related concepts were not linked and developed throughout training workshops. For example, an evaluation training was carried out without linkage to the extensive evaluation component of the TimTRI organizational development training. Advocacy was not concretely defined and integrated in the media workshop, even though use of media is a key advocacy tool.

## **2 2 2      Public Policy Advocacy**

Evaluation interviews with NGO leaders, both in and outside of Belgrade, local resource NGOs and representative of other INGOs revealed that the concept of advocacy was not adequately understood. While some women have long been activists and carried out actions, very few understand or would name their work as public policy advocacy. Inquiries revealed no local resource persons were able to provide systematic training in advocacy skill development. Many projects were being carried out without achieving their potential impact because leaders lacked vision and strategic thinking required to transform an activity into a tool for desired societal change.

The public policy advocacy activities carried out by the FRY Delphi/STAR Project began to scratch the surface of the substantial advocacy skill needs and advocacy action potential. The Project activities were one advocacy workshop, a media workshop and providing subgrants for advocacy oriented activities. No participant could be sent from the International Policy Advocacy (IPA) training in the US due to the World Learning Project start up not overlapping with IPA application deadline. Two FRY women who previously

attended the IPA training with private grants leveraged by the Delphi/STAR Project had emigrated to the US, leaving no base from which to develop local trainer capacity

The combination of advocacy activities provided a basic introduction to advocacy. Experience in other Delphi/STAR Projects indicates that the steps taken in FRY were useful first steps but need to be followed by a holistic, focused 2-3 year project to develop and ground public policy advocacy competency. This would include more specific training of leaders and groups, training of trainers, opportunities for networking to develop a national network of NGOs who have a level of trust, issue-oriented capacity building of NGOs, and mentoring in the development and managing of advocacy actions.

### ***Strengths and Results***

- **Advocacy-Oriented Subgrant Activities** - Delphi/STAR granted funds for advocacy-oriented NGO projects. Advocacy was defined in the simplest terms of raising awareness and providing education about issues important to women. Subgrant funds supported community roundtable discussions, media outreach, advertising of services, publication of booklets and PR materials, collaboration between the NGO and government service agencies and general support needs for advocacy-oriented groups.

While understanding of advocacy concepts was limited, many NGOs were ready to broaden the base and support for their work in the community. The Project subgrants encouraged and facilitated this outreach, with some NGOs and groups reporting success. Given the climate of distrust in many communities, these efforts and successes were important for enhancing confidence of the groups and establishing the group as more credible in the larger community.

- **Regional Delphi/STAR Linkages** - One of the strengths of the regional Delphi/STAR Project was its ability to link YSS resource persons with NGO who would benefit from their expertise. In this case, the regional Project supported the development of YSS advocacy trainers, which resulted in an able training team in Croatia. Members of this team and a trainer from BiH carried out the FRY training, under the guidance of an advocacy expert from the Advocacy Institute, Washington, DC. The training was, therefore, carried out in Serbo-Croatian using locally adapted advocacy approaches and regional examples. The training team modeled inter-ethnic and cross-national cooperation and introduced an available resource for future work.
- **Basic Advocacy Training** - The Delphi/STAR training was a useful, but basic, introductory step in developing advocacy capacity of NGO leaders. As in other YSS countries, experienced activists reported that the training systematized their thinking about advocacy and provided a guide for more effective, results-oriented actions. A few activists reported using the tools to plan campaigns. For women with less experience as activists, the training opened a conceptual window through which to view their work but did not result in being able to carry out an independent advocacy action.
- **Media Training** - A successful media training workshop was conducted by local journalists, with guidance from Delphi/STAR staff. The workshops provided opportunities for participants to practice skills in preparing messages and conducting interviews with different kinds of media.

Media workshops had positive results in three ways. First, local journalists who provided the workshops were exposed to NGOs work, often for the first time, and women got hands-on experience talking with journalist which provided opportunities for later linkages, something most NGO leaders had not had. Second, participants were motivated to use the media to showcase their work and gain local support. Third, some NGO leaders, using enhanced media skills, reported feeling confident enough to contact the media and had gained media coverage for their issues.

## **Weaknesses**

- **Linking All Programs and Activities to Advocacy** - The FRY staff did not have an adequate understanding of advocacy to ensure that advocacy concepts were built into all Project sponsored activities. They could not provide advocacy-specific technical assistance to NGOs in planning or executing activities strategically. While this was not critical in these early stages of the project, it would certainly be an important skill for future work. The regional co-director had proven skills in advocacy capacity building from which the FRY staff would have benefited, however, staff development was not provided due to time constraints.
- **Translation of the Advocacy Workbook** - The Delphi/STAR Project can be commended for ensuring that materials were translated into the most of the languages of the YSS for its publications (and for ensuring translation during seminars and workshops). However, a concern was raised that the Advocacy Workbook was translated into Serbo-Croatian and not Serbian. Additionally, the issues with Kosovo were a prominent case study. These concerns were a reminder of the sensitivity around national identity, which requires vigilance.

## **2 2 3      Micro-enterprise Activities**

The Project was successful in stimulating women's economic empowerment activities in select locations in FRY. Delphi/STAR identified capable local resource persons and funded their workshops. The workshops supported individual women in gaining skills and confidence to explore self-employment options and/or to enhance existing business activities. Additionally, the Project provided subgrants to women's micro-enterprise projects and sponsored one networking activity in conjunction with Mrs Sharon Miles, an activist for women's economic development and the wife of the US Ambassador.

## **Strengths and Results**

- **Stimulation of Economic Empowerment Activities** - In a very short period, Delphi/STAR identified and supported competent subgrantees that were positioned to carry out women's economic empowerment activities. The activities, facilitated and, in some cases, made possible by Project grants, provided basic skills for women generating income for family support. Ongoing support will be required for these activities to bear fruit.
- **Training by the University of Podgorica** - Delphi/STAR sponsored a "Women in Business" seminar which was carried out over several weeks for 50 area women interested in establishing their own businesses. The seminar creator and coordinator, Dr Sisevic, engaged support from University and government agency staff to conduct sessions. The course received TV and newspaper coverage.

The course served as a catalyst for important follow-on activities. As a result of the perceived success of the course, the Montenegro government sponsored a second course for women in another area of the Republic. Government officials who were not initially interested in supporting the course later participated, including the Minister of Agriculture. Women who attended the course rated it highly and have been promised first priority in receiving credit under a newly established micro-credit scheme sponsored by the Montenegro government. The Professor credits the Project with technical assistance to refine his ideas and needed sponsorship which allowed him to showcase a program that built on existing resources to address economic needs.

- **Women's Economic Empowerment Workshops** - The Project supported the collaboration of Laurence Hovde, group leader of Zene na delu, and Professor Fuada Stankovic, of the University of Novi Sad, in carrying out the Vojvodina Women's Initiative for self-employment. The workshops brought women entrepreneurs and those interested in business together to build confidence, gain needed skills, and build a support network. Results of workshops

cannot be measured in business start-ups but the energetic participation of community women who demonstrated a keen desire to do so. Additionally, workshops had local and refugee women together for the first time to work collaboratively for their mutual benefit.

- **Subgrants to Micro-Enterprise Projects** - Subgrants were provided to four women's micro-enterprise projects. The funds, used for different purposes in each organization, provided needed stability to allow the enterprises to establish a customer and financial base. The result was that each enterprise had better established itself and individual women participants generated income for themselves. The groups also showed promise to grow in their power as advocates for women's rights and economic advancement.

### ***Weaknesses***

- **Lack of Micro-enterprise Expertise** - The FRY Project staff found and supported excellent partners who carried out successful first steps of programs for women's economic empowerment. Had the Project continued, Delphi/STAR was not positioned to provide the technical expertise to advance the micro-enterprise activities from within its existing regional staff. It was, however, positioned to develop alliances with NGOs, INGOs, FRY experts and international projects with more technical expertise but who were less locally astute to advance women's economic empowerment programs.

### **2 2 4            Linkages among Women's NGOs and Groups**

Developing linkages among women's groups was a central objective of the regional Delphi/STAR Project. Even in the short period of the FRY Project, women recognized and benefited from initiating contacts and strengthening linkages between individuals and groups. A most important result of the linking women's groups was that women felt support and knew that they were not alone in their work.

Delphi/STAR supported the development of linkages among women's NGOs and groups by providing training workshops, funding sub-grant projects to groups who carried out training and networking activities, supporting a regional exchange program and referring groups to each other for assistance.

### ***Strengths and Results***

- **Network Building** - While the established women's organization had a network among themselves and had linked to new groups, many women interviewed credited the Project with providing them the opportunity to meet and establish contacts with other groups in their geographical and/or interest area. Results of the linkages were reported as gaining new ideas from like groups, knowing women in the area with whom collaboration might be developed, and establishing relationships that assisted in forwarding projects or solving problems.

The value of a support network for activists can not be underestimated in a state that suppresses those who stand for human rights. Women felt the strength of these linkages, giving them courage and a, perhaps false, sense of some security.

- **Linkages between Serbian and Kosovar Women** - Of importance was the linking of Serbian and Kosovar women during Delphi/STAR sponsored workshops and of Kosovar, Serbian and YSS women in Delphi/STAR sponsored regional workshops and events. The Project was recognized by USAID and other INGOs as providing the rare opportunities that Serbian and Kosovar women had to meet and learn about each other in this most charged uncertain environment.
- **Issue-Oriented Activities** - Throughout the YSS, issue-oriented exchanges and workshops were the most productive, second stage training activity for NGOs. Issue-oriented activities,

when conducted over time, have the potential to be catalysts for the development of coalitions among NGOs for advocacy action and, therefore, can be seen as a public policy advocacy building block. Appendix Q is the SOS Training Report and Evaluation

In FRY, Delphi/STAR sponsored a SOS hotline management training conducted by Slovenian SOS Hotline trainers. The SOS workshop brought together the FRY hotline community around issues important to them. It offered the opportunity to enhance skills for use in each NGO and to build relationships among NGOs. Additionally, the Project supported women's economic empowerment workshops, which was discussed earlier. Both activities were reported to have developed linkages among individuals, NGOs and resource persons

- **YSS Linkages** - Through the Delphi/STAR regional exchange program, women from the YSS visited NGOs in other YSS countries and attended conferences and workshops sponsored by YSS women's groups. Women throughout the YSS reported that the exchanges, when well planned, were valuable in breaking down barriers, born of limited or inaccurate information, and building relationships for productive collaboration. The list of FRY Exchanges is Appendix R, the FRY Regional Exchange Program Report Excerpts is Appendix S, Regional Exchanges Report Form is Appendix T and the Delphi/STAR Regional Exchange Program is Appendix U

Of special importance for FRY and YSS women were participation in the Feminist Summer School and the Women in Black Conference. Delphi/STAR in Macedonia and BiH sponsored participation of women in both of these programs with significant results for individual women and for women's development in both countries

- **Regional Delphi/STAR Project** - The result of the regional nature of the Delphi/STAR Project was that project staff were positioned to facilitate linkages among individual women and NGOs resources throughout the YSS. The Project sponsored training and consultations facilitated by experts from one country in another and linked NGOs with needs to NGOs with experience through the exchange program. These activities showcased YSS talent and enhanced regional network building

### **Weaknesses**

- **Inadequate Time to Solidify Linkages** - While an important start, there was inadequate time to solidify linkages between women and their organizations initiated through Delphi/STAR sponsored training and other activities
- **Over ambitious Project Proposal** - Development of "collaboration and alliances between women's NGOs and civil society organization in the region and throughout eastern and central Europe", a stated objective of the project, was not carried out in a significant way through the Delphi/STAR Project. While the achievements of the project were well beyond the expectations given the length of the project and the conditions in FRY, this and other projected achievements of the Project stated in the proposal were not achievable in the time requested for the project

## **2.3 Contributions of the Delphi/STAR Project and Continuing Needs for Support for Women's Organizations**

### **TOR Questions**

*What did women find valuable about the Delphi/STAR project?*

*What did they not find helpful?*

*What are their continuing needs for support?*

The voices of the women who worked with the Delphi/STAR Project were consistent and clear about the positive contribution of the Project and the staff. The Project had provided women's groups with a kind and quality of personalized professional support that most did not feel was available from other sources. Following is a summary of their views about the Project and their continuing needs.

### **2.3.1 Valuable contributions of the STAR Project as Seen by NGOs**

Groups and individuals interviewed universally held the work of the Delphi/STAR project and FRY Delphi/STAR staff team in high regard. Asked for specific examples of what they valued in the work of the Project, the answers were remarkably consistent.

Women NGO leaders and groups member reported that valuable contributions were that the Project

- provided subgrant funds in cash which made dispersing project funds much easier given the complex banking system,
- expected both the NGOs and STAR to honor agreements,
- provided assistance, site visits, and follow-up on projects as well as subgrant funds,
- provided unique technical assistance in managing subgrants including education on project evaluation and feedback on report,
- formal subgrant process forced the women to think and be more responsible in their management than in previous work with Delphi/STAR private grants. Additionally, planned money caused fewer difficulties within the group than money that was not specifically budgeted,
- introduced small NGOs and groups to other funders,
- subgrants allowed groups to open communication and collaboration between NGOs and government agencies. One group reported, "After long years of activity, we feel safe enough to start dealing with institutions in an organized way instead of only reacting in acute situations,"
- supported NGOs in extending their activities to public awareness raising and better use of media to promote activities through subgrant funds, encouragement and media training,
- supported subgrant projects where they described their result as "our courage to start this project gave courage to the others to think and initiate changes in their everyday lives,"
- managed the clearest, most educational subgrant process that many groups had experienced,
- provided training that brought women together to meet and gain strength,

- provided a fundraising guide that gave useful information, and
- built the best database of women's organizations in the FRY

Women NGO leaders and groups member reported that the FRY Project team

- was fair, consistent and professional,
- respected women and were willing to change due to changing circumstances,
- understood women's needs and issues,
- identified and used competent resources, especially valued use of local resources,
- were always available and open to answer any questions,
- shared information freely and were transparency in carrying out activities,
- understood needs of disabled and ensured that they could participate,
- sought to build women's self-esteem, confidence and assurance One woman said it this way "they tried to keep us around,"
- supported women to do things and never caused harm, and
- were willing to confront and address discrimination

There were few comments as to things that were not valued and these have been reported in section 2 2

### **2 3 2 NGOs Reported Continuing Needs for Support**

Women's groups were asked what they viewed as their continuing needs for support A summary of their responses follows

Continuing needs for NGO support, as perceived by women active in groups, include

- long term support for the development of programs,
- money for operations, may be small but needs to be continuous,
- support for small initiatives of existing, effective groups and young groups who need only a little money but can develop quickly,
- allowing groups to grow at their own pace, and to support them through the predictable difficult stages,
- support of women and women's groups because women are the most marginalized and are losing their rights in the current system,
- donors who are willing to support NGO program ideas and not require that groups change their mission,

- opportunities to build relationships and networks with groups with similar missions, in the same region , and nationally,
- training of local Women in self-employment consultants,
- NGO specific consultation in organizational management,
- activities to build women's self-esteem and confidence, and
- continuing education of women to understand organization processes and special skills, especially media and advocacy

### 3

## RECOMMENDATIONS FOR USAID

Given the crisis in FRY, recommendations are based on what may be possible for US support at the end of the crisis

### **Building NGOs for Sustainability following War**

#### ***Building NGOs following War***

**Issue** - If the United States were positioned to provide assistance following the conflict in Serbia and Kosovo, it would be important to provide targeted assistance to local NGOs with potential for or a history of performance

**Recommendation** - The Delphi/STAR co-directors and staff have a proven track record for supporting women leaders and NGOs to move from passive to active roles during and following war in the development of civil society USAID would be wise to enlist their expertise and extensive networks for future, results oriented NGO development

#### ***NGO Long Term Sustainability***

**Issue** - In Bosnia, most donor aid was provided for quick delivery of service, without regard for clear planning and accountability for funds Contrary to this, the Delphi/STAR Project in BiH and Croatia began its work with a solid development of the NGO leadership and organizations The result was that many Delphi/STAR supported NGOs were more able to transform their mission and were positioned to play leadership roles in the development of civil society when the immediate crisis ended

**Recommendation** - USAID should consider the philosophy and approach used by the Delphi/STAR Project in BiH and Croatia as model for response and support for NGOs during and following a conflict An overview can be found in the Delphi/STAR Project Final Evaluation of September 1997 or through the Project co-directors

### **Organizational Strengthening**

#### ***NGO Technical Assistance***

**Issue** - Several women's NGOs who participated in the Delphi/STAR Project would have benefited from technical assistance to support them in applying what they had learned in training and to address the specific organizational needs of the group NGOs, like the Women's Project and MOST, and individuals, the FRY Delphi/STAR staff and Laurence Hovde, have a proven track record of successfully providing technical assistance

**Recommendation** - As an initial, rapid response step for NGO support, local resource persons and organizations can be supported to facilitate NGO organizational strengthening and, through this, prepare the NGOs for addressing their broader aims

#### ***NGO Subgrants***

**Issue** - The subgrant process used by the Project was excellent and could be used as a model for future subgrant activities

**Recommendation** - Donor groups can use the Delphi/STAR subgrant process, which is fully outlined in the appendixes as a model

Issue - Local NGOs need continuous funding to maintain or reestablish their activities. The Project funding period was too short to allow NGOs to feel secure, establish a program with the community and manage funds responsibly over a reasonable period.

Recommendation - USAID needs to support NGOs in establishing programs and responsible NGO fiscal practices by ensuring maximum time for subgrant expenditures.

## **Public Policy Advocacy**

### ***Effective Advocacy Capacity Building***

Issue - FRY women's NGOs and, it appeared, the NGO community, were lacking systematic, strategic advocacy capacity. Experience in other Delphi/STAR Projects indicates that the steps taken in FRY were useful first steps but need to be followed by a holistic, focused 2-3 year project to develop and ground public policy advocacy competency.

Recommendation - USAID should consider the approach used by the Croatia Delphi/STAR Project as a model proven to effectively generate advocacy skills among women leaders. An outline of the process can be found in the Fourth Year Evaluation of the Delphi/STAR Project, December 1998.

## **Women's Economic Empowerment**

### ***Stimulation of Economic Empowerment Activities***

Issue - The Delphi/STAR Project supported competent subgrantees that carried out women's economic empowerment activities. These included a women in business training created and conducted by Dr. Sisevic at the University of Podgorica, the Vojvodina Women's Initiative for self-employment by Laurence Hovde, group leader of Zene na delu, and Professor Fuada Stankovic, of the University of Novi Sad, and NGOs who worked in micro-enterprise projects. These groups have proven skills in stimulating women's economic thinking and activities. The groups also showed promise to grow in their power as advocates for women's rights and economic advancement.

Recommendation - USAID should support groups with proven track records and who are positioned to respond quickly to support women in caring for themselves and their families through their own work.

## **Linkages among Women and Women's NGOs**

### ***Issue-Oriented Activities***

Issue - Throughout the YSS, issue-oriented exchanges and workshops were the most productive, second stage training activity for NGOs. Issue-oriented activities, when conducted over time, have the potential to strengthen networks and to be catalysts for the development of coalitions among NGOs for advocacy action and, therefore, can be seen as public policy advocacy building blocks.

Recommendation - USAID should support issue-oriented workshops and exchanges carried out with the same groups over time in order to allow women to establish informal networks that can evolve into a base for advocacy actions.

***The Feminist Summer School and Women in Black Conference***

**Issue -** The Feminist Summer School and Women in Black Conference, which proved valuable to the development of individual women, women's NGOs and actions throughout the region, require funding to carry out their excellent programs

**Recommendation -** The Feminist Summer School and the Women in Black Conference, or other gatherings of women like them, should be supported by donors to ensure that women in FRY, throughout out the YSS and beyond can continue to build personal skills and relationship which reinforce their courage and resolve for peace, human/women's rights and the development of civil society

## REQUEST FOR ASSISTANCE

' Since the beginning of the conflict in the former Yugoslavia, women leaders and NGOs have been the only consistent anti-war voices in Serbia" Sonja Licht President of the Executive Board of the Open Society Fund, Federal Republic of Yugoslavia

Because of authoritarian nature of Serbian regime and communist experience, we have no picture of what healthy, democratically functioning leadership should be. We know this is what we need' Participant, STAR "Participatory Leadership Workshop June 25, 1997 Belgrade

The STAR Project of Delphi International requests \$420,000 to support an intensive one-year program to build the capacity of grassroots civil society organizations to lead citizen education and advocacy that will advance support for democratic change in the Federal Republic of Yugoslavia (FRY). With a special, but not exclusive focus on women leaders and women-led NGOs, the Delphi/STAR Project in FRY will provide encouragement, technical assistance and financial support through small grants to non-nationalistic NGOs that have an advocacy orientation.

## PROVING CAPACITY IN THE REGION

The STAR Project of Delphi International, funded through a USAID cooperative agreement and private foundation funds, has provided financial and technical assistance to non-nationalistic women's advocacy organizations in the Yugoslav Successor States (YSS) since 1994. Delphi/STAR has working relationships with at least twenty NGOs that represent hundreds of non-nationalistic democratic activists in local communities throughout FRY. (See attached list)

Despite the challenge of raising private funds for a country under international sanctions, Delphi/STAR persevered and has maintained constant connection with partner groups, remaining true to our founding commitment to support a regional network of non-nationalistic women leaders and NGOs that were committed to democratic social change. Private funds have financed training in five areas: participatory leadership, fundraising, NGO management, conflict resolution, and electronic mail, more than \$100,000 in subgrants (see attached list) and participation of FRY women in Delphi/STAR regional meetings in Struga and Hvar, the Beijing women's conference, the Women's Transforming Themselves and Society conference in Sarajevo, and in two International Policy Advocacy intensive training programs in the US.

With close to three years of effective work in the region, Delphi/STAR is the largest public and privately funded program working with women advocates in the YSS. Delphi/STAR has supported the emergence of an indigenous network of women who are serving as mentors and trainers to other NGOs on organizational development, conflict resolution, media and electronic mail, and public policy advocacy. The result has been the emergence of a regional network of multi-ethnic training teams, inclusive meetings, open communications and joint strategies on new initiatives for local action: SOS Hotlines, grassroots human rights education, media campaigns on women's health, and violence prevention, women's political participation, capacity-building in NGO income generation and microcredit management.

The citizen democratic protests of this past year, the continuing growth of a capable network of women-led NGOs committed to democratic social change, new fragile explorations of alliances in FRY between women NGOs and other civil society activists bring urgency to this proposed set of activities. Delphi/STAR's effectiveness in working with non-nationalistic women's advocacy organizations in the region makes this request timely and cost-effective for transforming protest to a pathway for sustainable, peaceful change in the FRY.

## PROBLEM STATEMENT

Until the democratic protests of late winter in Serbia the world knew little about opposition to the current political regime. Even less was known about the existence of autonomous, new NGOs and civil society organizations that had bravely formed around resistance to the war, women's opposition to violence, human rights and ecological concerns. While world opinion tended to make pariahs out of all Serbs, there were extraordinary people who combined their profound opposition to the war with the creation of NGOs to help war victims and refugees and to maintain connections with other anti-war organizations in the region of the former Yugoslavia with whom they shared a vision for a democratic pluralistic society. Women were bravely and boldly at the center of the opposition to the war and were founders of some of the very first new civil society organizations. In fact, Belgrade women's groups have been the nuclei of civil society activism since 1986.

While the other states of the former Yugoslavia received massive humanitarian assistance and multi- and bi-lateral assistance, NGOs in the FRY received almost no outside assistance because of economic sanctions and social and political isolation. Volunteerism, very modest financial support from a few European church union and philanthropic donors and sheer pluck and commitment helped build a network of twenty non-nationalistic women's NGOs. These organizations are on the frontlines of building public support for democratic change in FRY. These NGOs have pioneered successful new programs in violence prevention services to refugees, publishing human rights education, NGO income generation activity and legal rights.

After the protests political party opposition to the current FRY regime is fragmented and increasingly ineffective. However citizen NGOs at the local level are primed to build public confidence in non-violent protest, to develop communications strategies for peaceful change, to build linkages throughout FRY and to the region of the Yugoslav Successor States (YSS) Europe and the world. They are ready to strengthen capacities in democratic leadership for local problem-solving and action. New women leaders and NGOs are serving as advocates for the issues that most affect local communities: violence prevention - in the family and in the society; human and legal rights; democratic public policy advocacy for positive social change and economic empowerment.

Encouragement, technical assistance and financial support to build the capacity and reach of this fledgling new network of democratically run NGOs is urgently needed. Delphi/STAR has been one of the few international PVOs to work in FRY during the past three years and it is overwhelmingly clear that the energy and motivation to do this work is there. It is time to provide civil society organizations in the FRY the resources and encouragement that their colleagues throughout the YSS have received. Delphi/STAR proposes a concrete, practical program that will give reality to the vision for a democratic, effective and influential NGO sector and will build the skill level of leaders and participants to put the vision into practice.

## THE PROGRAM

Delphi/STAR proposes a strategically coordinated set of technical assistance and training activities, subgrants and regional exchanges that will accelerate skill development and leadership for citizen education and public policy advocacy for democratic change in the FRY. Technical assistance with a focus on creating *local trainers* will build capacity in democratic leadership, organizational management, fundraising, development of public policy advocacy campaigns, innovative use of local media for public education and constituency development and outreach. The program will also focus technical assistance and training on *women's economic empowerment*. A microenterprise expert will work with new NGO enterprises to assist them in becoming stable, income producing organizations which will serve as models of success. Finally, *subgrants* will be awarded to reinforce issue action strategies and skill development that grow out of technical assistance workshops. These subgrants will support specific projects in human

rights education prevention of violence, women's legal literacy rights, issue action at the local level, communications for social change and in NGO capacity building

Delphi/STAR's proposed combination of encouragement technical assistance and financial support to FRY NGOs, and their inclusion in regional exchanges and collaborations will lead to the following

- enhanced leadership, communications, and capacity for public policy advocacy in grassroots civil society organizations,
- stronger links among Belgrade groups and NGOs in local communities such as Pancevo, Novi Sad, Kraljevo, Nis, Leskovac, Podgorica, Novi Pazar, Pristina,
- more strategic involvement in local political processes, in local government and media and
- positive collaborations and alliances with women NGOs and civil society organizations in the region and throughout eastern and central Europe

Delphi/STAR programs will be conducted in the FRY, led by a full-time coordinator in Belgrade, who will work under the supervision of Jill Benderly, Delphi/STAR co-director and field director, based in the Zagreb regional field office. The program will consciously work to build the capacity of NGOs outside of Belgrade. Delphi/STAR will give special emphasis to non-nationalistic women leaders and advocacy-oriented NGOs but will continue to make its resources available to those who work with all in the community. The Center for Non-violent Conflict Resolution in Nis is an excellent example of a Delphi/STAR partner group that works with young women and men as well as environmental issues. In addition there will be constant reinforcement of the importance of collaboration and linkages between groups in FRY, among groups in the YSS including Republika Srpska and Eastern Slavonia. Delphi/STAR has fostered linkages between YSS programs and US and global campaigns on similar issues including breast cancer prevention single mothers advocacy microcredit management child abuse and human rights education.

Delphi/STAR in FRY will provide technical assistance and training in four major areas

### I Democratic Participatory Leadership and Organizational Development

Twenty-nine women from twenty FRY NGOs gathered in Belgrade June 23-25 1997 for a workshop on participatory leadership. For most participants it was the very first exposure to theory and practice principles in democratic leadership. Leadership as a cooperative process leadership responsibilities and accountability management systems communications strategic planning organizational growth and development were the themes.

Delphi/STAR organizational consultant Stephanie Clohesy and local co-trainers will continue the leadership training process via follow-up workshops. She is the former director of the NOW Legal Defense Fund trainer/consultant for the Kellogg Foundation, coordinator of the Salzburg seminars on NGO leadership. Stephanie Clohesy will share leadership and will mentor co-trainers who have shown potential and interest. These women will be prepared to do independent workshop training and consultations. Delphi/STAR will subgrant to FRY groups who wish to finance organizational development training by this new cadre of trainers.

### II Fundraising towards NGO Sustainability

Throughout the region Delphi/STAR has worked on fundraising within the context of long-term sustainability. Lael Stegall, Delphi/STAR co-director and fundraising consultant will conduct three, week-long consultancies with NGOs throughout FRY. A day-long introductory workshop in each location and dedicated working time with individual NGOs will focus on skill development and strategic planning for indigenous and international fundraising. The results will be development of fundraising/resource

development plans - member dues revenue generation schemes events fees for service individual donations gifts-in-kind business contributions and international foundations (Delphi/STAR has published the first "International Funding Resource Guide" written in local languages)

The Delphi/STAR fundraising and sustainability sequence, like the others, will reinforce the idea that information sharing and collegial skill development is a basic value in democratic NGO development. A strong, sustainable NGO sector enhances the effectiveness and impact of all the organizations and the broader communities in which they work.

### III Public Policy Advocacy for Social Change

The Delphi/STAR Project will strengthen NGO understanding and skills development in public policy advocacy for positive social change. With modest private resources, Delphi/STAR financed the participation of two Serbian women in the intensive month-long International Policy Advocacy (IPA) training program in the US sponsored by World Learning--Sladjana Dankovic from the Center for Non Violent Conflict Resolution in Nis (1996) and Violeta Krasnic of the Autonomous Women's Center Against Sexual Violence in Belgrade (1997).

This past June 18 women from throughout FRY (Serbia, Kosovo, Sandzak, Vojvodina and Montenegro), attended the five day Delphi/STAR conference in Hvar, Croatia on public policy advocacy in women's health, violence prevention, human rights, women's political participation and economic empowerment. In 1997-98 Delphi/STAR will build on this existing foundation through a series of workshops in at least six communities throughout FRY. Delphi/STAR subgrants will finance concrete advocacy initiatives in participating local NGOs. A key focus will be advocating for cooperative NGO-government actions in localities with newly-elected opposition government.

The Delphi/STAR public policy advocacy training series will be organized and taught by IPA alumnae Violeta Krasnic, Aleksandra Petric of Banja Luka, RS and Asbije Memedovic of Macedonia. Participants - approximately 20 in each of the six workshops- will cover the basic elements of public policy advocacy: goals and objectives, message development, targeting your audience, communications, lobbying, resource development, and evaluation. Each participant will design an advocacy strategy. Every effort will be made to link local strategies with similar projects in the country and in the region. The FRY advocacy training team will join alumnae of the IPA program from Bosnia, Macedonia and Croatia for training of trainers, planning and evaluation.

Delphi/STAR is proud to underwrite the first indigenous teaching teams on public policy advocacy skill development for NGOs. The FRY program will continue to build that network of skilled practitioners who are carrying out concrete advocacy actions in their communities. Delphi/STAR is financing the production of a regional advocacy workbook which will use local case studies and be published in local languages. Additionally, the FRY advocacy trainers will be regularly active in a regional network - now thirteen strong - of women who have had intensive training. This is a regionally significant capacity that will bring enormous strength and context to the FRY program in 1997-98.

### IV Micro-enterprise for NGOs and Advocacy for Women's Economic Empowerment

Economic dissatisfaction was a key element of FRY democracy protests last year. Economic issues and well-being are a priority issue for activist women. Women-led advocacy NGOs have begun to experiment with small businesses and micro-enterprise projects that can be potential sources of earned income for NGO programs. A battered women's shelter raises chickens in the basement to produce egg sales for income. refugee women from Krajina opened up a second hand gift shop and, a group of Belgrade women developed a directory to promote women entrepreneurs.

Delphi/STAR has been asked to help provide technical assistance for these NGO enterprises business planning marketing basic book keeping and accounting Given proper skill training women s NGOs will look to income generation as one source of long-term sustainability Now is the time to begin to build business planning capacity, as well as marketing and financial skills so there begins to be a track record of viability and success in these enterprises

In response to this need, Delphi/STAR's experienced women s business entrepreneur will give intensive focus to five NGOs in order to enhance their potential for success to both produce revenue for the NGO and serve as 'models" for other businesses These models will be invaluable encouragement and learning for NGOs throughout the region

The program will build on a similar concept developed for Delphi's MEET mobile microcredit management program in Bosnia and Herzegovina (BiH) which is funded by UNHCR and the World Bank The consultant for the FRY (an experienced businesswoman, teacher, trainer--tentatively identified) will conduct two intensive three week consultancies Following a needs assessment she will cover the principles for basic business planning training and will tailor her training to the specific needs of each group The consultant will assist the groups in leveraging additional technical assistance, loans and financial resources She will maintain regular supervision of the projects throughout the year and share lessons learned with Delphi MEET director in BiH Leesa Wilson

Additionally, the microenterprise consultant will encourage the development of an association of women business owners which can provide mutual encouragement technical assistance and importantly, advocate for women's economic empowerment in FRY and local public policy Advocacy for economic equity is one more essential building block in the infrastructure for democracy

#### BEYOND TECHNICAL ASSISTANCE AND TRAINING--SUBGRANTS AND LINKAGES

##### Delphi/STAR Subgrants Program

As a complement to the technical assistance and training program, Delphi/STAR will administer a subgrants program Both NGO capacity building grants as well as funds for concrete advocacy initiatives will be given It is anticipated that most grants will be in the \$5000 - \$15 000 range Criteria for application will include the following NGO registration evidence of non-nationalistic values and an advocacy orientation pragmatic work plan of goals and objectives budget fundraising and plan for future financial sustainability 25% cost share evaluation component Grantees will conform to Delphi/STAR reporting requirements for quarterly narrative and financial reports - requirements that have been successfully established throughout the region

##### Regional Collaboration

With the growth of regional experience in program development, advocacy, media and heightened interest in regional collaborations on specific issues (legal rights, human rights education micro enterprise), Delphi/STAR will selectively finance the participation of FRY women on short-term exchanges to nearby NGOs and projects For example, very new NGOs in RS are anxious to spend three days at the Autonomous Women s Center in Belgrade to see how a multi-purpose women s advocacy organization operates Sandzak women might want to spend a week at BaBe a Zagreb human rights education program Delphi/STAR might invite Leesa Wilson, the BiH microcredit trainer to do a workshop series in FRY Modest travel and per diem costs will finance invaluable learning and will build the capacity for productive regional collaboration on social policy issues

## Delphi/STAR A Working Partnership with Civil Society Organizations - in the Region and Beyond

Delphi/STAR is poised to leverage project results and to increase resources available to FRY through its respected relationships with other international PVOs in Europe, the United States and elsewhere. Delphi/STAR has already given support to start-up programs of other agencies in FRY such as IREX, OTI, and CEELI, and, we have pledged to work closely with these groups to share our regional expertise and resources.

Delphi/STAR will continue to strengthen its working relationships with other advocacy collaborations that give support to autonomous civil society organizations in FRY. The Balkan Peace Team WAVE (Women Against Violence in Europe), OXFAM, Network of East-West Women, BaBe Human Rights organization in Croatia, and Medica Zenica in BiH. Indeed, the regional Delphi/STAR program throughout the Yugoslav Successor States which now includes a network of close to a hundred civil society organizations, gives support and context for efforts in FRY.

Delphi/STAR has developed strong ties with international funding organizations whose resources have been the only financial contributions to these NGOs during the period of sanctions. While we hope there will be more access to wider financial resources, Delphi/STAR will continue to educate and interest these sources in supporting civil society groups in FRY. The foundations, private donors and 'twinning partners' (i.e. the Women's Caucus of the American Political Science Association that is now "adopting" the women's studies programs in Belgrade and Zagreb) will continue to work with Delphi/STAR and its partner groups.

### Evaluation

Delphi/STAR will monitor closely its technical assistance, training, subgrants and linkages programs. All workshops will have an evaluation component including written participant feedback. Most importantly, we will look for the following results:

- Two women will emerge from the democratic leadership and organizational development training sequence as consultants who will conduct two workshops in the FRY.
- FRY women will form a network for communication and specific campaigns on selected advocacy projects.
- Two groups will successfully use media - local radio and TV - as a forum for issue education.
- Eight to ten NGOs will raise funds from at least two new sources.
- Two microenterprise efforts will produce some NGO income.
- A women's business association will be formed.
- Women NGOs will form new alliances with media, human rights and ecological interest groups.

### SUMMARY

Delphi/STAR's regional program has been incorporated in the FRY for the past three years. Private funds have been secured to underwrite modest grants for a new generation of independent civil society organizations. Now is a time of great promise and great challenge in FRY. New efforts are quickly being made to invest in electoral change and economic stabilization or reconstruction. But persuasive, sustainable democratic change will have to be built from within local communities and grown to the FRY level. Women have been in the forefront of building civil society organizations committed to pluralism, democratic values and community-based leadership. Modest resources, technical assistance, and encouragement is needed to foster growth of this new leadership and these organizations.

Delphi/STAR is in a privileged position to provide assistance, encouragement and to support the building of linkages that will endure long beyond the terms of a particular program. The Delphi/STAR team is respected by NGOs, highly knowledgeable and connected in the region, bilingual and ready to work in FRY. We respectfully request grant support from the ENI Bureau of the United States Agency for International Development to carry out the Delphi/STAR program for the FRY.

BUDGET AND ATTACHMENTS FOLLOW

**DELPHI/STAR  
TERMS OF REFERENCE for the FRY EVALUATION**

- 1** *What were the strengths and weaknesses of the Delphi/STAR Project in the areas of*
  - a enhancing the capacity for public policy advocacy of grassroots civil society NGOs?
  - b developing organizational skills and fundraising skills of NGOs?
  - c stimulating micro-enterprise efforts and the development of a women's business association?
  - d contributing to stronger links between non-Belgrade and Belgrade NGOs, and to collaboration and alliances between women's NGOs and civil society organizations in the region and throughout eastern and central Europe
  
- 2** *What did women find valuable about the Delphi/STAR project?  
What did they not find helpful?  
What are their continuing needs for support?*

**Delph/STAR FRY MATERIALS REVIEWED**

**Project Subgrant Proposals and Interim Reports**

See attached list of FRY Subgrant List

**Delph/STAR Publications**

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

**Delph/STAR Reports and Papers**

Advocacy Report by Kathleen Sheekey  
 Media workshop evaluation and survey  
 MOST Workshop 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  
 Trip reports for economic empowerment assessment  
 plus all appendices

**Others**

Civic Initiatives

"The Situation on NGOs in the Federal Republic of Yugoslavia (Serbia and Montenegro) A Paper 1999

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

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 June 1996

USAID Reports

1998 December NGO Sustainability Analysis

**FRY SUBGRANT LIST**

GROUP	STAR	REPORTS INCLUDED
1)SOS Podgorica	\$1,670	all
2)SOS Niksic	\$4,000	all
3)ELENA, Women's Human Rights Center Prishtina	\$4,100	all
4)Women Research Center for Educ. & Commun. Nis	\$1,800	all
5)Center for Girls Nis	\$2,270	all
6)Women's Space Nis	\$1,680	all
7)Assoc. of Small & Med. Enterprises Vrsac	\$2,988	all
8)Lejenda Vrnja, Kosovo	\$3,620	all
9)Alternative Women's Club Zrenjanin	\$640	all
10)Women's Center Uzice	\$1,628	all
11)SOS Leskovac	\$1,920	all
12)ZAR Kikinda	\$750	all
13)Center for Girls Novi Sad	\$3,320	all
14)0230 Distrikt Kikinda	\$2,940	all
15)Univ. of Podgorica	\$4,000	all
16)Osmeh Vrbas	\$1,820	all
17)Novi Put Kragujevac	\$900	all
18)Ovul Sabac	\$1,845	all
19)Zenski klub Knjazevac	\$1,892	all
20)Zenski Pokret	\$5,520	all
21)Lastavica Pancsovo, Surcin	\$4,867	all
22)Center for Girls BG	\$2,500	all
23)GEA Women's Economic Empowerment	\$5,500	all
24)Group for Women's Rights (Europ. Mvment in Ser.) BG	\$3,900	all
25)Yugoslav Lawyer's Committee BG	\$800	all
26)Yugoslav Lawyer's Committee BG	\$3,000	all
27)Zena na delu BG	\$4,235	all
28)Auton. Women's Center BG	\$2,500	all
29)SOS BG	\$3,000	all
30)Women in Black BG	\$500	all
31)Iz Kruga Women w/ special needs BG	\$1,878	all
32)Group of Single Mothers ZENA BG	\$4,817	all
33)Assoc. of Business Women BG	\$3,440	all
34)TERA BG	\$2,000	all
TOTAL	\$92,000	

## APPENDIX D

### Delphi/STAR FEDERAL REPUBLIC OF YUGOSLAVIA EVALUATION CONTACTS LIST

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Snjezana Mrse

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Zene na delu

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ZENE

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Dusica Babic, group co-leader

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STAR - FRY  
Activities  
April 1998 – February 1999 -

APPENDIX G

I Public Policy Advocacy

**September**

STAR Advocacy Workbook printed and distributed to FRY groups

**November 19-21**

IPA graduates Gordana Stojanovic, Bojana Genov, Aleksandra Petric - mentored by Kathleen Sheekey of the Advocacy Institute - facilitate initial advocacy training for 19 local women leaders Sessions include What is Advocacy, Elements of Advocacy, Choosing Issues, Strategic Planning, How to Use Information, Coalition Building, Media – the situation in your region

*Planned for January 29-31*

Media workshop bringing together local women journalists and women's groups to promote dialogue and examine methods for best use of media in implementing advocacy campaigns

*Planned February 5-7*

Second Advocacy Training for beginners ??

II Fundraising and NGO Sustainability

**May**

STAR Funding Guide distributed to FRY groups

**May 20**

Lael Stegall, Wenny Kusuma & Milica Mimic conduct Resource Mobilization workshop in Nis for approximately 20 participants from groups from Nis, Vlasotince and Leskovac Themes include fundraising, sustainability, accountability and financial management

**September 21-25**

Consultants Lael Stegall and Milica Mimic conduct in-depth trainings on resource mobilization Two 1-day-long trainings held in Vojvodina (including 17 women from 10 groups from Kikinda, Vrsac, Zrenjanin, Novi Sad, Subotica, Vrbas) and Belgrade (for 20 women from 18 groups from Belgrade) Format of workshops based on that used earlier in Nis

**November 28-29**

Milica Mimic conducts workshop in Uzice on fundraising and sustainability with 16 women from 8 groups

### III Women's Economic Empowerment

#### **June**

Consultant Grace Kennan Warnecke, an experienced women's business entrepreneur, conducts needs assessment of the women's economic initiatives in FRY Visits made to groups in Pancevo, Kikinda, Vrsac, Kosovo, Belgrade and Montenegro

#### **June**

Natasa Goronja of the MEET Project in Sarajevo, acts as consultant for organizers of a women's economic conference in Montenegro

#### **July 4**

Businesswomen's Luncheon held in Belgrade for women from Belgrade, Novi Sad, Vrsac & Kikinda 15 women involved in like-minded initiatives meet to establish contact and to discuss ways of further collaboration

#### **November 10-11**

3 women from FRY participate in MEET economic empowerment conference in Zenica

#### **November 27-29**

Laurence Hovde and Fuada Stankovic organize Vojvodina Women's Initiative for Self-employment This seminar aims to encourage a network of women's economic initiatives by identifying and supporting women entrepreneurs through business planning and empowerment trainings

#### ***Planned for January – February***

Follow-up to Vojvodina Women's Self-employment Initiative with 3 one-day workshops one in Novi Sad on business vision, promotion, marketing & communication, confidence-building, the second in Vrsac on legal aspects of running a business, registration & bookkeeping, the third in NS or Vrsac on organizing economic initiatives among rural women A two-day meeting will also be held with round-table discussions what women need to start their own businesses and legal aspects, registration and bookkeeping

### IV Organizational Development and Participatory Leadership

#### **June 1-6**

Three activists from FRY participate in the Mentoring of Resource Women Training in Ohrid, Macedonia Training focused on organizational growth, strategic planning and training of trainers for independent follow-up and consultation in home countries

#### **October 2-4**

15 activists from four Kosovo women's groups travel to Struga for intensive weekend of organizational development and networking This is the first meeting for the Kosovo Rural Women's Network which has continued meeting

**November 13-15**

Civic Initiatives' "Tim TRI" holds 3-day long OD workshop to 14 women from 7 Vojvodina women's groups identified by STAR

**December 18-20**

2<sup>nd</sup> module of "Tim TRI" OD workshop for Vojvodina women's groups

**December 25-27**

Martina Belic and Natasa Milenkovic hold Evaluation Training in Subotica for 23 participants representing groups which received STAR subgrants Topics covered include methods, process, results and summarizing

**January 15-18**

Mojca Dobnikar and Natalija Gregoric, of the Ljubljana SOS Hotline, lead a 4 day intensive advanced training for SOS hotlines in FRY

***Planned for January 22-24***

Civic Initiatives' "Tim TRI" holds 3-day long OD to 20 women from 18 Belgrade women's groups identified by STAR.

***Planned February 12-14***

2<sup>nd</sup> module of "Tim TRI" OD workshop for Belgrade women's groups

***Planned for January 22-24***

Civic Initiatives' "Tim TRI" holds 3-day long OD to 15 women from 15 southern Serbia women's groups identified by STAR

***Planned February 12-14***

2<sup>nd</sup> module of "Tim TRI" OD workshop for southern Serbia women's groups

**V Exchanges**

See attached list and report excerpts

**VI Subgrants**

See FRY Subgrant Distribution List and proposals

**September – January**

Subgrantees are visited by STAR staff to monitor progress of projects and address questions/concerns in spending, reporting process and future sustainability/referrals to other funders 25 of 33 subgrantees (1 group received 2 subgrants) visited Several more site-visits are planned til February

# FRY SUBGRANT DISTRIBUTION LIST

	GROUP	Request	STAR	Description
1	SOS - Podgorica	\$4 900	\$1 670	Center for Girls
2	SOS - Niksic	\$5 100	\$4 000	Women s Club
3	ELENA Women's Human Rights Center - Prishtina	\$7 800	\$4 100	General support for legal advice center
4	Women Research Center for Educ & Commun - Nis	\$5 000	\$1 800	Information campaign on women's legal rights
5	Center for Girls - Nis	\$3 440	\$2 270	General support
6	Women's Space - Nis	\$9 531	\$1 660	Women's library
7	Assoc of Small & Med Enterprises - Vrsac	\$8,400	\$2 968	Women's business incubator
8	Legjenda - Vitina Kosovo	\$6 000	\$3 620	Organizational development trainings
9	Alternative Women s Club - Zrenjanin	\$700	\$640	General support
10	Women's Center - Uzice	\$8 505	\$1 628	Advocacy women s economic empowerment
11	SOS - Leskovac	\$6 300	\$1 920	General support
12	ZAR - Kikinda	\$1 500	\$750	Self-organizing of single mothers
13	Center for Girls - Novi Sad	\$4 860	\$3 320	General support
14	0230 Distrikt - Kikinda	\$4 000	\$2,940	Women's Business Club
15	Univ of Podgorica	\$6 000	\$4,000	Women & Business seminar
16	Osmeh - Vrbas	\$1 905	\$1,820	Women's legal advice center
17	Novi Put - Kragujevac	\$1 400	\$900	Women's health education - Roma women
18	Osvit - Sabac	\$4 005	\$1 845	'Women's Initiatives" - roundtables
19	Zenski club - Knjazevac	\$2 000	\$1 892	Media campaign in 6 towns - women's h human rights
20	Zenski Pokret	\$6 300	\$5,520	3rd step of project-trainings, seminars, etc
21	Lastavica - Pancevo Surcin	\$7 697	\$4,867	General support IGP, promotional material
22	Center for Girls - BG	\$5,700	\$2,500	General support, advocacy through media
23	GEA - Women s Economic Empowerment	\$10,900	\$5,500	House for IGP, education, networking
24	Group for Women's Rights (Europ Mvment in Ser ) BG	\$7,400	\$3,900	Advocacy on legal protection of women
25	Yugoslav Lawyer's Committee - BG	\$800	\$600	Women's human rights - media campaign
26	Yugoslav Lawyer's Committee - BG	\$4 520	\$3 000	Education for women attorneys
27	Zene na d elu - BG	\$7 500	\$4 235	IGP development and funding base newsletter
28	Auton Women's Center - BG	\$2 900	\$2 500	Advocacy campaign - violence against women
29	SOS - BG	\$3 200	\$3 000	Research database - advocacy
30	Women in Black - BG	\$700	\$500	6 workshops
31	Iz Kruga - Women w/ special needs - BG	\$1 700	\$1 878	Trainings
32	Group of Single Mothers - ZENA - BG	\$5 300	\$4,817	General support, promotional material
33	Assoc of Business Women - BG	\$8 000	\$3,440	Info center for business women
34	TERA - BG	\$7,500	\$2 000	Media campaign textile material
	<b>TOTAL</b>		<b>\$92,000</b>	

**SUMMARIES OF FRY PROPOSALS**  
**Fall 1998**

- 1 **SOS Podgorica** - The main goal of this project is to form the first Center for Girls in Montenegro, within the SOS, as a safe space for girls and young women between 12-20 yrs of age where they could come for counseling sessions and meetings and workshops with other girls and SOS volunteers. Additional components of the Center would be work with refugee girls and promotional activities on changing women's role in society.
  - Requested \$4900, STAR-BG proposes \$1670 for hook-up of phone line, PR materials (leaflets, etc ) and co-ordination costs
  
2. **SOS Niksic** - The main aim of this organization is furthering of women's human rights and organized opposition to male violence against women and children. In addition to its work on the SOS Hotline, the group has been carrying out media (print, radio and TV) campaigns against violence. The proposed project includes a "Women's Club" as a space for workshops and panel discussions on topics such as women's health, education and the cultural sphere of women. The club will also house art exhibits, music evenings and alternative theater performances. The club will have a membership fee which will serve to cover a part of the operating costs.
  - Requested \$5100, STAR-BG proposes \$3000 for club registration, rent, promotional material, printing of surveys (evaluation of project), radio and TV programs, co-ordination costs
  
- 3 **ELENA - Women Human Rights Center, Prishtina** - ELENA's objective is to work on women's rights abuses inside the family and in society to raise awareness of women's rights abuses and ways to address them, support to women for their full participation in all areas of public life, encouragement of women's solidarity. The center carries out these aims through documentation of HR abuses based on field work, legal support and advice, campaigning, media work, and publication of case studies.
  - Requested \$7800, STAR-BG proposes \$3100 for rent & utilities, coordinator and lawyer salaries, publishing of HR report
  
- 4 **Women's Research Center for Education and Communication, Nis** - The Center's main aim is to raise awareness (through conferences, lectures and workshops) on women's human rights, to change women's position in society and to increase communication among women. The project will be carried out through lectures on HR, distribution of information on the legal position of women (in marriage, divorce, reproductive rights, child custody) and legal assistance to women in court or other state authorities.
  - Requested \$5000, STAR-BG proposes \$1800 for brochures and PR material, travel to rural areas
  
- 5 **Center for Girls, Nis** - The Center aims to act preventatively against violence against women. It will be comprised of a meeting place for workshops and lectures (by professional health workers, psychologists) and an SOS hotline. The center will work on education and

- emancipation of young women to prevent situations where they could become victims of violence
- Requested \$3440, STAR-BG proposes \$2270 for co-ordination, accountant, trainings and lectures, office supplies, PR material, refreshments
- 6 **Women's Space, Nis** - This unique center would provide a safe space for Roma and other marginalized women in/around Nis to empower women in general, promote women's HR and promote and archive women's culture. The 4 main activities of the center include a library focused on women's authors and issues (and creation of leaflets on women's issues), workshops (women's HR, health, reproductive freedom, protection from violence, right to education), support in organizing women's groups (marginal women), women's cultural events
- Requested \$9531, STAR-BG proposes \$1660 for co-ordination, books for the library
- 7 **Association of Small & Medium Private Enterprises, Vrsac** - This project, as a part of the Association, aims to start a "Business Incubator Center for Women" which aims to identify potential women entrepreneurs and research interest in women's self-employment through small-business. Through a media campaign and an educational and promotional seminar on incubators the project would gain exposure and promote the idea of women's economic empowerment. The incubator, in time, would be self-sustaining
- Requested \$8400, STAR-BG proposes \$2968 for PR campaign and leaflets, organizing of seminar
- 8 **LEGJENDA - Independent Women's Society, Prishtina** - This aim of this group is advancement of women's position in family and society, health education, surveys of adolescent girls, organizing of projects for development of women's contribution to civil society. Funds are sought for trainings on financial reporting, evaluation, field research needs assessment, organizational development
- Requested \$6000, STAR-BG proposes \$3620 for trainings (translation, rental of space, transport of activists from villages, materials)
- 9 **Alternative Women's Club, Zrenjanin** - This new project includes consciousness raising, encouraging women's participation and informing about women's HR and women's role in civil society. Their main focus are women victims of violence
- Requested \$700, STAR-BG proposes \$640 for office supplies and non-violent conflict resolution trainings
- 10 **Women's Center, Uzice** - to visit this week - includes projects on women's economic empowerment, consciousness raising on women's HR via media campaign, networking of women's groups, creating of SOS
- Requested \$8505 STAR-BG proposes \$1628
- 11 **SOS Leskovac** - This groups provides a hotline for women victims of violence in Leskovac in addition to conducting a media campaign about its work. It plans to organize seminars for local activists on violence against women and women's rights

- Requested \$6300, STAR-BG proposes \$1920 for rent and media campaign against violence against women
- 12 **Women's Alternative Workshop (ZAR), Kikinda** - This project is focused on single mothers, networking, public workshops, eventual IGP activities
- Requested \$1500, STAR-BG proposes \$750 for general support, co-ordination
- 13 **Center for Girls, Novi Sad** - The Center aims to empower young women and girls through lectures (health, sexual education), discussions and workshops (drug abuse, creative workshops, self-defense) and cross-generational activities. The Center would have psychologists available for work with young victims of violence and for preventative work against violence against girls
- Requested \$4860, STAR-BG proposes \$2820 for PR material, workshop costs, co-ordination, psychologists, self-defense teacher, lectures
- 14 **Distrikt 0230, Kikinda** - This project "Women's Business Club" aims to encourage women of Kikinda to solve their economic problems, social status and human rights by organizing their own small businesses. The club would include various workshops for strengthening women's entrepreneurship, networking with similar initiatives, consciousness raising and transferring of skills needed for business
- Requested \$4000, STAR-BG proposes \$1940 for promotional material, accountant, business consultants and trainers, supplies, co-ordination, phone
- 15 **University of Podgorica** - A "Women in Business" Seminar will be held to encourage local women to develop their own businesses. Practical technical courses will be given over several weeks with numerous instructors and experts from relevant fields. Emphasis will be placed on the significance of private business for economic development within society, the special significance of women in business, eliminating barriers (traditional, cultural) preventing women's involvement in business
- Requested ??, STAR-BG proposes \$3000 for general costs for seminar
- 16 **OsmeH, Vrbas** - This humanitarian group is forming a women's project of a series of educational workshops "I am a woman" and a legal advice center for women. The aim is to attract public attention on women's position in society. A media campaign is planned to introduce the activities and to attract interested women
- Requested \$1905, STAR-BG proposes \$1820 for co-ordination, workshop costs, transport costs, lawyer, leaflets, general support
- 17 **Novi Put, Kragujevac** - This group working with the Roma population plans a parallel series of lectures/workshops by professionals with Roma women on issues such as health, family planning, hygiene, preventative health
- Requested \$900, STAR-BG proposes \$900 for series of workshops with Roma women
- 18 **Osvit, Sabac** - This project aims to introduce the local community to the specific roles and needs of women in different areas of social and private life, to advocate for potential ideas and

initiatives which improve the role of women in local community and to improve the public promotion of initiatives for positive social change in women's position. These aims would be carried out through 8 roundtable discussions on the legal, economic, health, educational and professional position of women.

- Requested \$4005, STAR-BTG proposes \$1845 for co-ordination, promotional material, phone, copying, travel
- 19 **Women's Club, Knjazevac** - The aim of this project is to promote and affirm women's human rights, support organizing of a women's group, affirm civic initiatives and strengthen the links between NGOs and the media. Media campaigns (radio, TV, print) are planned, as well as a press conference, distribution of leaflets and a seminar on women's rights.
- Requested \$2000, STAR-BG proposes \$1892 for media campaign, press conference, seminar, leaflets, administrative costs and translation
- 20 **Women's Movement, Fry-wide** - This movement was begun to identify and encourage women outside of Belgrade interested in starting activities concerning women. As a result of visits, discussions, workshops and lectures 16 groups in Serbia and Montenegro began activities. Two seminars were organized to identify obstacles in women's self-organizing and to exchange experiences. The second step involved an evaluation of the initial phase. Project funding is sought for the Third Step to coordinate joint activities, cooperation based on sub-regions and encouragement of new gender-based initiatives.
- Requested \$6300, STAR-BG proposes \$4520 for co-ordination, seminars, travel costs, sub-regional meetings
- 21 **Lastavica, Pancevo** - These 2 houses for women refugees from Krajina plan to organize IGP projects (catering, agricultural production) in order to meet the direct needs of women refugees and to enable sustainability of the project. Skills development and legal support are also significant aspects of the houses.
- Requested \$7697, STAR-BG proposes \$3867 for co-ordination, transport, IGP activities, promotional activities for handicrafts and catering
- 22 **Center for Girls, Belgrade** - Project provides psychological, emotional and educational support for young girls through an SOS hotline and a meeting place. Projects include Child Assault Prevention, outreach involving institutions (Center for Social Work, medical facilities, foster homes, law enforcement, etc.) and media campaigns.
- Requested \$5700, STAR-BG proposes \$2500 for work with institutions, media campaigns, visits of girls
- 23 **GEA-Group for Economic Empowerment of Women, Belgrade suburbs** - Land has already been acquired for this project which will focus on refugee, Roma and other marginalized women with the aim to promote economic self-sufficiency, education, organizing of women and networking with other women's groups. GEA will provide 12 working positions, 10 in direct production and 2 in retail to encourage economic independence of women. Production activities include fruits and vegetables and a weaving workshop.

- Requested \$10,900, STAR-BG proposes \$5500 for vegetable production, co-ordination fees, bookkeeper, supplies, leaflets
- 24 **Group for Women's Rights (European Movement in Serbia), Belgrade** - The main of this group is the affirmation and promotion of women's human rights. The group deals especially with protection of human rights of women in criminal cases and in prison as well as with violence against women. Main activities include assisting refugee women and women inmates, lobbying for change in gender biased laws, panel discussions and media events, publications and education, legal aid to women and public campaigns for improvement of legal position of women who kill their abusers. Proposal includes advocacy for implementation of new provisions on law of criminal sentencing, advocacy for better legal protection of victims of domestic violence and consciousness raising, public campaign for fair punishment/release of women who have killed their abusers
- Requested \$7400, STAR-BG proposes \$3900 for panel discussions, informative leaflets, rent of office
- 25 **YUCOM-Yugoslav Lawyer's Committee, Belgrade** - This group is comprised of legal experts who promote human rights, raise public awareness and render legal assistance to victims of HR violations. It also seeks to advocate the rule of law, harmonize the Yugoslav Constitution and statutory HR legislation with international and European standards and conventions. The project includes a media campaign (radio, TV, print) on women's human rights
- Requested \$800, STAR-BG proposes \$600 for presentations, administrative costs, statistical analysis
- 26 **YUCOM-Yugoslav Lawyer's Committee, Belgrade** - This group is comprised of legal experts who promote human rights, raise public awareness and render legal assistance to victims of HR violations. It also seeks to advocate the rule of law, harmonize the Yugoslav Constitution and statutory HR legislation with international and European standards and conventions. The project is aimed to provide effective training for young women attorneys to increase consciousness about issues of domestic violence and to encourage pro bono legal advice. Four weekend trainings will be held on this topic with inclusion of media
- Requested \$4520, STAR-BG proposes \$3000 for rental of space for trainings, lecturer fees, material, refreshments from Lastavica
- 27 **Zene na delu, Belgrade** - This project supports and promotes women's economic initiatives and capabilities with the aim of facilitating women strengthening and defining their own economic networks. Activities include a directory of women's businesses and skills, broadening of IGP capacities and funding bases, communication of women's economic initiatives in a newsletter, technical assistance and non-traditional skills training (home-repair workshops for women)
- Requested \$7500 STAR-BG proposes \$4235 for office rent and utilities, material IGP co-ordinator, support co-ordinators, design and promotion, travel costs, advertising

- 28 **Autonomous Women's Center, Belgrade** - The Center's main aim is to support and strengthen victims of male violence, promote women's human rights and feminist principles, educate women on HR, widen the network of women's groups working to end violence against women. The main target of the project are the institutions working with women survivors (medical, social, legal and police). Lobbying will be carried out through sensitization of institutions to women's issues and changing in professional approach of institutions, this will be done in three phases: meetings with institutions, case studies and workshops, a seminar with representatives of institutions and women's groups to create a platform for further activities
- Requested \$2900, STAR-BG proposes \$2500 for meetings, workshops, seminar, co-ordination, administrative costs
- 29 **SOS Belgrade, Belgrade** - This project aims to make a statistical and narrative analysis from SOS cases over the past 8 years resulting in media response, consciousness raising, response from institutions (legal and social work) and education of new activists
- Requested \$3200, STAR-BG proposes \$3000 for data-base, research, co-ordination, final booklet for advocacy work
- 30 **Women in Black, Belgrade** - This pacifist, feminist, anti-militarist organization plans a series of six workshops on women's issues to involve women from other NGOs dealing with women's HR. Workshop results will be published in Women in Black annual anthology
- Requested \$700, STAR-BG proposes \$500 for co-ordination for 6 workshops
- 31 **Iz Kruga ., Belgrade** - This group works uniquely with women with special needs by providing counseling and workshops for disabled women. The project includes a theoretical and practical training to take place over 6 weekends for new volunteers working with disabled women victims of violence
- Requested \$1700, STAR-BG proposes \$1378 for co-ordination, training facilitators, transport, office supplies, advertising and phone bill
- 32 **ZENA, Zemun** - This small store aims to provide income for single mothers, economic independence and education for women and thereby positive social change and encouragement of initiatives for organizing women who seek their social and economic rights. The project plans to generate income from a custom tailor shop and attached gift shop. Monthly workshops will be held in the shop to encourage women's economic empowerment. Consciousness raising will be carried out through media exposure in a refugee publication
- Requested \$5300, STAR-BG proposes \$3817 for sewing equipment, PR, accounting, co-ordination rent and utilities
- 33 **Association of Business Women, Belgrade** - This association plans to form an info-center for support of women entrepreneurs. The center will offer technical assistance to women starting businesses, exchange of information with women business entrepreneurs from other towns and from abroad. The center will encompass all forms of information on business trainings, existing women's business initiatives and legal aspects of forming a business

- Requested \$8000, STAR-BG proposes \$3440 for rent, phone line, publishing leaflets, advertising
  
- 34 **TERA, Belgrade** - In addition to its humanitarian focus, this project contains an IGP project of greetings cards, figurines and textile work which are sold in the ZENA store in Zemun. These IGP activities are connected to women's education and workshops on women's role in civil society. The group's activities are published in the print media.
- Requested \$7500, STAR-BG proposes \$2000 for textile material and media campaign

**TOTAL: \$84,000**



## ***DELPHI INTERNATIONAL***

**STAR Project**

### ***Strategies, Training and Advocacy for Reconciliation***

1015 18th Street NW Washington DC 20036 Tel.. 202/898-0950 Fax. 202/842-0885 E mail ccc@delphi int org

Delphi/STAR Field Offices:

FRY Nusiceva 3/11/levo 11000 Belgrade Tel.. 381 11.3227 601 Tel./fax 381 11.334 0404 E-mail. starbg@EUnet yu

## **SUBGRANT APPLICATION INFORMATION**

June 3, 1998

Dear friends,

We are pleased to announce the 1998 STAR subgrants program By August we hope to begin distributing \$84,000 in subgrants to local non-governmental women's organizations within FRY Grants will range from \$500 - 8,000

The STAR Project of Delphi International fosters women's participation in the development of civil society in the Yugoslav Successor States through encouragement, technical assistance and financial support to women's organizations Delphi/STAR pursues this mission by supporting long-term sustainability through building capacity in public policy advocacy, democratic leadership and organizational development, developing linkages and networks

Due to STAR's current grant funding ending 28 February 1999 it is necessary for subgrantees to complete all programming which is funded by STAR and to complete all financial and narrative reports by 1 February 1999 Please keep this in mind when planning your project budget for a STAR subgrant our subgrants for this year will be on a 6 month (or less) basis

Part of our support is through grants to women's NGOs who seek to conduct issue-based advocacy campaigns and projects We will support women's organizations in their work to carry out campaigns, raise public awareness and bring about positive social change in their community on issues that affect women We will be looking in your proposal for ways in which active members of your organization are developing concrete advocacy initiatives This can include, but is not limited to media campaigns, women's human rights, women's health, violence prevention, women's economic empowerment through economic advocacy, microenterprise, income generation and women's legal initiatives

### CRITERIA

The STAR project will review the following criteria when taking proposals into consideration

- Grants will be issued to registered women's organizations, not individuals
- There should be evidence of non-nationalistic values
- There should be readiness of the organization to work toward social change, creation of civil society and advocacy in order to strengthen women's position at a local, national or regional level
- Grants will be issued to organizations which have long-term strategic objectives, a participatory organizational dynamic and a viable plan for obtaining funds from other sources
- STAR will not fund projects which are uniquely psycho-social and/or humanitarian aid, research or international conferences

In the event that your project is to be funded by STAR your group is required to demonstrate "cost-share" This means that for the total of the amount you seek from STAR you are required to seek 25% from other sources This can be in the form of volunteer time, in-kind contributions or other funders No other US government funds can be considered as cost-share Please include this in your proposal

### PROPOSAL GUIDELINES

STAR gives particular priority to projects

- outside of capital cities
- which involve young women
- leading to coalitions and collaborations among groups

Some groups in FRY have received previous STAR grants from private funding Past programmatic accomplishments and financial accountability will be considered by STAR for former grantees applying for new grants in 1998

Proposals should be no longer than 5 pages and should address the questions found on the following page Proposals do not need to follow this format strictly, rather, this is an outline of what we feel would be helpful in compiling a complete picture of your project and what it intends to accomplish Please be as specific as possible (with numbers) some of those who will be considering your proposals will not have had the chance to meet you and therefore are not familiar with your organizations

Proposals should be in English, however, if this is impossible for your group, please send us the proposal in Serbo-Croatian If STAR should decide to fund your project it is your group's responsibility to complete all programmatic and financial reports in English (Note If no one in your group speaks English a line item for translation is something to consider when compiling a budget.)

Proposals should be received by the STAR Belgrade office no later than 25 June 1998 After this date we will begin consideration of proposals, proposals received by 25 June will be considered first For those of you who have already sent us project proposals we ask you to take a look at our criteria and revise your projects as needed, your projects will be considered along with those we receive by 25 June

After your proposal is reviewed here in Belgrade we may ask you for revisions before we forward it on to the STAR Regional Office in Zagreb, Delphi International and USAID The review process may take as long as two months If we feel that your project meets all of STAR's criteria, the STAR staff will be happy to work with you on a per group basis to assist in the necessary revisions

*Please feel free to distribute this information to other women's NGOs in FRY*

If you have any further questions concerning STAR's criteria, the grant process or our other activities please do not hesitate to contact us by phone, fax or e-mail

Warm regards,

 & Aleksandra



## ***DELPHI INTERNATIONAL***

**STAR Project**

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FRY - Nusiceva 3/11/levo 11000 Belgrade Tel.. 381 11.3227 601 Tel./fax 381 11.334 0404, E mail starbg@EUnet.yu

September 1998

Dear subgrantee,

We are happy pleased to be able to offer this subgrant to you. The STAR Project of Delphi International is your immediate grantor. The money you are receiving, however, has come through many hands.

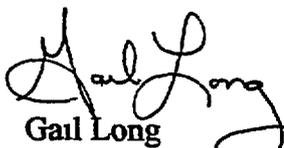
Originally, the money you are receiving has come from the US Government budget, which is funded by US taxpayers. Congress commits an amount of money to the US Agency for International Development (USAID) to implement foreign aid programs. USAID is one of many governmental agencies which receives its funds from Congress. Delphi International applied to USAID for a grant to fund the STAR Project. USAID and Delphi International signed a cooperative agreement to implement this project. Therefore, USAID is responsible for monitoring our work, as we are responsible for monitoring your work.

The information communicated to USAID by Delphi/STAR and the status of the STAR Project can effect continued funding. Your reports contribute to parts of our quarterly reports to USAID. If USAID does not feel the money is being appropriately used they can withhold additional funds.

All US Government agencies require financial audits if money is given to private organizations such as Delphi. Our funder, USAID, has the authority to audit and evaluate STAR and its subgrantees. Therefore, requirements asked of you by STAR ensure compliance by both STAR and you with USAID regulations.

Please do not hesitate to contact the STAR staff for any questions or concerns regarding your subgrant, reporting procedures or additional STAR activities.

Thank you for your understanding. We look forward to working with you.

  
 Gail Long  
 Country Coordinator

  
 Aleksandra Vladisavljevic  
 Project Assistant



## ***DELPHI INTERNATIONAL***

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1015 18th Street NW Washington DC 20036 Tel. 202/898-0950, Fax. 202/842-0885, E-mail, [ccc@delphi-int.org](mailto:ccc@delphi-int.org)

Delphi/STAR Field Offices:

FRY Nusićeva 3/II/levo, 11000 Belgrade, Tel. 381 11.3227 601 Tel./fax. 381 11.334 0404 E mail [starbg@EUnet.yu](mailto:starbg@EUnet.yu)

Drage korisnice granta,

Veoma smo srećni da možemo da vas obavestimo da će STAR Projekt Delphi International-a da finansira vas projekat

Novac dolazi iz budžeta američke vlade, koji je finansiran od strane poreskih obveznika Kongres je otvorio jedan bankovni račun za USAID (američka organizacija za međunarodni razvoj) pomoću kojeg oni učestvuju u raznim programima pomoći u inostranstvu USAID je jedna od mnogih vladinih organizacija koja je finansirana od strane Kongresa Delphi International je konkurisao u USAID-u da dobije grant za STAR projekt USAID i Delphi International potpisali su ugovor o saradnji i sprovođenju ovog projekta Stoga, USAID je odgovoran da nadgleda naš rad kao što smo mi odgovorni za nadgledanje vašeg rada

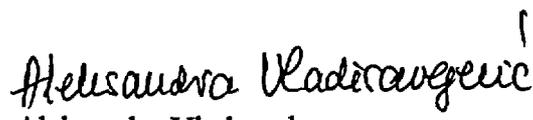
Naša organizacija u neprestanoj je razmeni informacija sa USAID-om i svi ti izveštaji imaju i imaju direktan uticaj na buduće finansiranje Vaši izveštaji su veoma važni i čine deo našeg tromesečnog izveštaja USAID-u Ako USAID proceni da novac nije bio pravilno iskoriscen mogu vrlo lako da obustave daljnje finansiranje

Sve agencije američke vlade zahtevaju finansijsku proveru ako je novac upućen privatnim organizacijama kao što je Delphi Naša fondacija, USAID, ima ovlašćenje da proverava i prati STAR i njegove korisnike grantova Stoga, razlog zbog kojeg mi tražimo izveštaje od vas je zajednička obaveza Star-a i vaše organizacije koju od nas zahteva USAID

Molimo vas, nemojte se ustrucavati da kontaktirate osoblje STAR-a za bilo koje pitanje ili bilo čega što se odnosi na vaš grant, izveštaje ili naknadne STAR aktivnosti

Hvala vam na vašem razumevanju Radujemo se zajedničkom radu

  
Gail Long  
Koordinatorica

  
Aleksandra Vladisavljevic  
Asistentkinja

U Beogradu, 16 09 98

**Delphi/STAR Field Offices**CROATIA - Kneza Mislava 11, 41000 Zagreb, Tel 385 1 4612.409, Fax 385 1 4612.428 E-mail [delphi-international@zg.tel.hr](mailto:delphi-international@zg.tel.hr)B-H - Obala Kulma Bana 4, 71000 Sarajevo, Tel/Fax 387 71.201 612 E-mail [cslote@aol.com](mailto:cslote@aol.com)MACEDONIA - Bul. VMRO 1/5-1, 91000 Skopje, Tel. 389 91.220 959, Fax 389 91 130.223 E-mail [starmk@unet.com.mk](mailto:starmk@unet.com.mk)FRY - Nusiceva 3/III/levo, 11000 Belgrade, Tel. 381 11.3227 601, Tel/Fax 381 11 334 0404 E-mail [starbg@EUnet.yu](mailto:starbg@EUnet.yu)**SUBGRANTEE AGREEMENT****A. Purpose of Grant**

The purpose of this grant from the STAR Project Delphi International to the subrecipient through the Agency for International Development (USAID) is to fund **Name of Group, Belgrade.**

**B. Period of Agreement**

B1 The effective date of this Agreement is the date of the Country Coordinator's signature on the Subgrantee Agreement. The estimated completion date is January 15, 1999. This will hereafter be referred to as "Total Project Time"

B2 Funds obligated by this subgrant are available for program expenditures for the period as stated in B1. Amendments to the completion date must be in writing, approved and signed by Delphi/STAR and the subgrantee.

**C. Amount of the Agreement and Payment**

C1 The total estimated amount of the program budget described in Attachment #1 is \$2000 (hereafter referred to as "Total Estimated Amount")

C2 Delphi/STAR hereby obligates the amount of \$2000 for program expenditures during the estimated period set forth in B1 above and as shown in the Payment Schedule below. In no event will Delphi/STAR be liable for the reimbursement of costs to subrecipient which exceed the obligated amount. In addition, subrecipient may not exceed a 10% variance by line item as described in Attachment #1 without an amendment to this agreement approved and signed by Delphi/STAR and the subgrantee.

C3 Periodic advances shall be limited to the minimum amounts needed to meet current disbursement needs. If annual interest earned exceeds \$250, it must be refunded to Delphi/STAR who will return it to the U S Treasury.

C4 Payment Schedule See Attachment "A"

**D. Audit**

In accordance with the provisions of the Office of Management and Budget (OMB) Circular A-133, "Audits of Institutions of Higher Education and Other Non-Profit Institutions," an audit of this Agreement may be required as part of the Delphi International audit.

**E. Reporting Requirements**

E1 Reports on programmatic and financial project status shall be submitted each quarter to the Country Coordinator, Delphi/STAR Belgrade Office, Nusiceva 3, 2nd Floor, 11000 Belgrade, FR Yugoslavia.

E2 All quarterly reports are due within 21 (twenty-one) days of the end of the quarter. See Attachment "B" for exact reporting dates.

E3 Quarterly Reports will include the following

E3a. Financial report See Attachment "Overview of Reporting Format"

E3b Program report See Attachment "Overview of Reporting Format"

E4 The Agreement will be monitored and evaluated on an ongoing basis by the Delphi/STAR Project Manager

F Delphi Liability

Although USAID funds support this activity, this agreement is between Delphi International and the subawardee Delphi/STAR will NOT assume any liability for the use of commodities procured under this Agreement in carrying out the purposes of the Agreement Delphi/STAR will not assume liability for any claims for damages arising from any form of injury, death, to third parties through use of commodities procured, held or made available under this grant Delphi/STAR recommends the subgrantees consider adequate insurance if the circumstances require such action.

G Termination Clauses

Termination for Convenience Either Delphi/STAR or the subgrantee may terminate this Agreement for convenience if both parties agree that the continuation of the Agreement would not produce benefits in proportion to financial expenditures Both parties shall agree in writing to termination conditions, including effective date, portion to be terminated and specific termination conditions and procedures

H. U S Government Provisions

The U S Standard Provisions relevant to this agreement are marked on the Provision List in Attachment and are hereby part of this Agreement

I. Order of Precedence

In the event of any inconsistencies in this Agreement, they shall be resolved by applying the following descending order of precedence

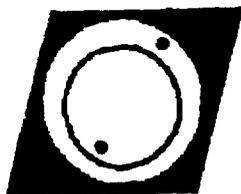
- Subgrantee Agreement
- Cover Letter
- Standard Provisions
- Program Description (incorporated by reference from subgrantee proposal)

\_\_\_\_\_  
Signature of Subgrantee

\_\_\_\_\_  
Accepted for Delphi/STAR

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**Delphi/STAR Field Offices**CROATIA - Kneza Mislava 11, 41000 Zagreb, Tel 385 1 4612 409, Fax 385 1 4612.428 E-mail [delphi-international@zg.tel.hr](mailto:delphi-international@zg.tel.hr)B-H - Obala Kulina Bana 4, 71000 Sarajevo, Tel/Fax 387 71.201 612 E-mail [cslote@aol.com](mailto:cslote@aol.com)MACEDONIA - Bul. VMRO 1/5-1, 91000 Skopje, Tel 389 91.220 959, Fax 389 91 130.223 E-mail [starmk@unet.com.mk](mailto:starmk@unet.com.mk)FRY - Nusiceva 3/II/levo, 11000 Belgrade, Tel. 381 11 3227 601, Tel/Fax 381 11.334 0404 E-mail [starbg@EUnet.vu](mailto:starbg@EUnet.vu)**KORISNICKI UGOVOR****A Namena podrške**

Namena ove podrške korisniku od strane STAR Projekta Delphi International, a preko USAID-a je finansiranje grupe **Ime grupe, Beograd.**

**B Trajanje ugovora**

B1 Datum stupanja na snagu ovog Ugovora je datum stavljanja potpisa od strane koordinatorke Delphi/Stara za SRJ na Korisnicki Ugovor Predvidjeni datum zavrsetka Ugovora jeste 15 januar 1999, u daljnjem tekstu „Celokupno vreme projekta,„

B2 Fond koji je određen ovim Ugovorom dostupan je za troškove programa u periodu koji je utvrđen u B1 Predlozi za izmenu datuma završetka Ugovora moraju biti u pismenoj formi, odobreni i potpisani od Delphi/STAR-a i korisnice

**C Iznos ugovora i način plaćanja**

C1 Celokupni procenjeni iznos programa budžeta opisanog u Prilogu # 1 iznosi **\$2000** (u daljnjem tekstu „Celokupni procenjeni iznos,„)

C2 Delphi/STAR ovim određuje iznos od **\$2000** za troškove programa tokom procenjenog perioda , kako je dato u B1 iznad i prikazano u rasporedu isplate ispod. Ni u kom slučaju Delphi/STAR neće biti odgovoran za naknadu onih troškova korisnice koji prelaze ovaj određeni iznos. Zatim, korisnica ne sme da prekorači 10%-tnu razliku po stavci kako je opisano u Prilogu #1 bez dobijene izmene ugovora, odobrene i potpisane od Delphi/STAR-a i korisnice

C3 Periodicne prevmemene isplate bice ogranicene na minimalne iznose neophodne za potrebe tekucih izdataka. U slucaju da novac bude orocen u banci, a dobijene kamate vece od \$250, novac mora biti vracen Delphi/STAR-u koji ce novac proslediti United States fondu.

C4 Redosled plaćanja, vidi Prilog „A,„

**D Finansijska provera**

U saglasnosti sa odredbama Office Management-a i budžeta (OMB) dodatak A-133, „Obracunske kontrole institucija visokog obrazovanja i drugih ne-profitnih organizacija,„, moguca je finansijska provera projekta iz ovog Ugovora kao deo provere Delphi International-a.

**E Izvestaji**

E1 Programski i finansijski izvestaji bice predoceni svakog kvartala koordinatorke Delphi/STAR-a, Nusiceva 3/II, 11000 Beograd, SRJ

E2 Svi kvartalni izveštaji moraju biti dostavljeni najkasnije u roku od 21 dan od kraja kvartala  
Vidi Prilog #3 za tacan datum izveštaja

E3 Kvartalni izveštaji sadrze sledece

E3a Finansijski izveštaj vidi Prilog Overview of Reporting Format

E3b Programski izveštaj vidi Prilog Overview of Reporting Format

E4 Ugovor ce sve ovo vreme nadgledati i ocenivati menadzerka projekta Delphi/STAR-a

## F Osiguranje od odgovornosti Delphi Internationala

Iako USAID podstice ovu aktivnost ovaj ugovor je sklopljen izmedju Delphi International-a i korisnika Delphi/STAR nece preuzeti nikakvu odgovornost za koriscenje dobara pribavljenih ovim Ugovorom u ostvarivanju samih namena Ugovora

Delphi/STAR nece preuzeti na sebe nikakvu odgovornost za bilo kakve zahteve za naknadu stete usled bilo kakvog oblika povrede smrti prema trecjoj strani koriscenjem dobara koja su putem ove podrške stecena zadržana ili ucinjena dostupnim Delphi/STAR preporucuje korisnicama da razmotre mogucnosti adekvatnog osiguranja ukoliko okolnosti to traze

## G Prekid Ugovora

Prekid Ugovora na sporazumnoj osnovi, bilo Delphi/STAR bilo korisnice mogu raskinuti ugovor na sporazumnoj osnovi ukoliko se obe strane sloze da nastavljanje Ugovora ne bi donelo dobrobit proporcionalnu finansijskim izdacima Obe strane ce se pismeno sloziti o uslovima prekida ukljucujuci efektivni datum, deo programa koji se mora dovršiti i specificne uslove i procedure raskida Ugovora

## H Vladine odredbe SAD-a

Standardne odredbe SAD-a postavljene u ovom ugovoru oznacene su na listi odredaba u Prilogu i samim tim su sastavni deo ovog Ugovora

## I Redosled vaznosti

U slucaju bilo kakvih nedoslednosti u ovom Ugovoru, one ce se resavati po sledecem silaznom redosledu vaznosti,

- Korisnicki Ugovor
- Uvodno pismo
- Standardne odredbe
- Opis Programa (uključen referencom iz korisnickog predloga)

\_\_\_\_\_  
Potpis korisnice

\_\_\_\_\_  
Za Delphi/Star prihvatila

\_\_\_\_\_  
Datum

\_\_\_\_\_  
Datum

**Delphi/STAR  
OVERVIEW OF SUBGRANT REPORTING FORMAT**

**I. ORGANIZATIONAL INFORMATION**

- A Name \_\_\_\_\_
- B Project title \_\_\_\_\_
- C Grant number \_\_\_\_\_
- D Report number \_\_\_\_\_
- E Date of report \_\_\_\_\_
- F Total project funding by STAR \_\_\_\_\_
- G Expended to date \_\_\_\_\_
- H Project dates \_\_\_\_\_

**II. PROGRAM REPORT – please answer on a separate sheet**

- A Accomplishments
  - 1 Performance reporting – activities listed and discussed in direct conjunction with project goals
- B Adjustments/innovations/highlights
- C Planned activities
- D Any additional comments

**III. FINANCIAL REPORT**

- A Grantee budget/financial report (Attachment #1)
- B Grantee expense form - with receipts (Attachment #2)
- C Grantee cost-share budget and volunteer/in-kind report (Attachments #3 & 3a)

## Delphi/STAR

### OVERVIEW OF SUBGRANT REPORTING FORMAT

#### I. Informacije o organizaciji

- A Naziv \_\_\_\_\_
- B Naziv projekta \_\_\_\_\_
- C Broj granta \_\_\_\_\_
- D Broj izvestaja \_\_\_\_\_
- E Datum izvestaja \_\_\_\_\_
- F Iznos dobijen od strane Stara \_\_\_\_\_
- G Iznos potrosen do datuma izvestaja \_\_\_\_\_

#### II. Izvestaj o programu - odgovorite na posebnom listu

- A Uspesi
  - 1 Izvestaj o radu – lista aktivnosti i diskusija istih u direktnom poredjenju sa ciljevima projekta
- B Male izmene/novi dogadjaji/najvazniji dogadjaji
- C Planirane aktivnosti
- D Naknadni komentar

#### III Finansijski izvestaj

- A Budzet granta/ finansijski izvestaj (dodatak #1)
- B Formular o troskovima granta sa svim racunima (dodatak #2)
- C Cost-share - budzet i volonterski rad – izvestaj (dodatak #3 & 3a)

**ATTACHMENT #1**  
**Delphi/STAR Subgrantee Financial Report**

Organization \_\_\_\_\_  
 Project Title \_\_\_\_\_  
 Subgrant # \_\_\_\_\_  
 Date \_\_\_\_\_

Line Item Description	Original Budget	Quarter 1	Quarter 2	Subtotal	Cost-Share	Total
<b>A Salaries and Benefits</b>						
1 Salaries						
2 Benefits						
<b>subtotal</b>						
<b>B Travel</b>						
1 Travel						
<b>subtotal</b>						
<b>C Programming Cost</b>						
1 Communications (Tel , Fax)						
2 Postage						
3 Rent						
4 Utilities						
5 Supplies						
6 Other						
<b>subtotal</b>						
<b>TOTAL COST</b>						







**ATTACHMENT A**  
**Delphi/STAR Grantee Installment Plan**

Organization  
Project Title  
Grant #

Installment #	Date	Amount
Installment #1		
Installment #2		
TOTAL FUNDING		

**ATTACHMENT B**  
**Delphi/STAR Grantee Quarterly Report Schedule**

Quarterly Report	Date Due
Report #1	
Report #2 - FINAL REPORT	



# ***DELPHI INTERNATIONAL***

**STAR Project**

## ***Strategies, Training and Advocacy for Reconciliation***

1015 18th Street NW Washington DC 20036 Tel.. 202/898-0950 Fax. 202/842-0885 E mail ccc@delphi int org

### **Delphi/STAR Field Offices:**

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B H Obala Kulina Bana 4, 71000 Sarajevo Tel./fax. 387 71 201 612 E mail csloze@aol com

MACEDONIA Bul VMRO 1/5-1 91000 Skopje Tel.. 389 91 220 959 Fax 389 91 130 223 E mail starmk@unet com mk

FRY Nusiceva 3/11/levo 11000 Belgrade Tel.. 381 113227 601 Tel./fax 381 11 334 0404 E mail starbg@EUnet yu

## **RECEIPT FOR STAR PROJECT SUBGRANT**

**ORGANIZATION:**

\_\_\_\_\_

**ADDRESS:**

\_\_\_\_\_

\_\_\_\_\_

**TEL:**

\_\_\_\_\_

**FAX:**

\_\_\_\_\_

**DATE:**

\_\_\_\_\_

**AMOUNT FC:**

\_\_\_\_\_

**AMOUNT US \$:**

\_\_\_\_\_

**SIGNATURE:**

\_\_\_\_\_

**ACCOUNT CODE**

629

**PROJECT CODE:**

AR7YU4

**DESCRIPTION OF PROJECT FOR WHICH SUBGRANT WAS AWARDED:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## **Women's NGO Needs Survey**

Belgrade, September 21, 1998

Dear friends,

Hope those of you who have been on vacation had a wonderful and relaxing time! Those of you who were stuck here in Belgrade or elsewhere sorry, better luck next year

The survey that follows is the result of a long thought-process by Gail from STAR and Aleksandra from the Women's Center Our idea was to find out what you think is necessary for your work, as well as what you think about cooperation and strengthened networking among women's groups We believe that based on your ideas, suggestions and thoughts, projects could be initiated which would attempt to overcome some of the things which you consider to be obstacles

Please do not answer how you would "like things to be" rather how they really are Your answers will be input for STAR's plans for its time in FRY. activities, trainings, workshops, seminars, etc

Therefore, we ask (implore) you to take some time and look over the next few pages, not just for us, but so that we can better tailor our program to fit the needs of your groups We certainly can't promise that everything you suggest will actually happen but we will certainly take everything very seriously and into consideration

So go ahead all you need is a pen, about 30 minutes, a few active brain cells and, ideally, a few other members of your group Please help us prove a well-known Belgrade activist (who shall remain nameless) wrong when she said, "No one will respond to your survey!" If you only want to answer part of it, that's OK too!

We ask that you please return the survey by October 5, 1998

Thanks in advance!

Sincerely,

Aleksandra & Gail

Group name \_\_\_\_\_  
 Mail Address \_\_\_\_\_  
 Telephone \_\_\_\_\_  
 Fax \_\_\_\_\_  
 E-mail \_\_\_\_\_

This questionnaire was completed by (please check one)

Group member(s) \_\_\_\_\_  
 Group leader(s) \_\_\_\_\_  
 Some combination of the first 2 \_\_\_\_\_  
 Anonymous MUP inspector who intercepts mail \_\_\_\_\_

1 In terms of the groups goals and main activities, how would you best describe the profile of your group (check all that apply)

violence prevention or SOS	_____	women's studies	_____
human rights	_____	artistic	_____
humanitarian	_____	media	_____
work with girls	_____	refugees	_____
income generating	_____	marginalized women	_____
women's econ empowerment	_____	political	_____
pacifist	_____	other	_____

2 Is your organization registered?

Yes \_\_\_\_\_ No \_\_\_\_\_ Currently in process \_\_\_\_\_

3 How many active core members does your group include? These include people who regularly attend meetings, participate in decision-making, organize and participate in activities on a regular basis

Less than 5 \_\_\_\_\_ 5 - 10 \_\_\_\_\_ 11 - 20 \_\_\_\_\_ More than 20 \_\_\_\_\_

4 Other than core members, how many people occasionally attend meetings, participate in activities or otherwise actively support your work?

Less than 10 \_\_\_\_\_ 10 - 20 \_\_\_\_\_ More than 20 \_\_\_\_\_

5 Is the group considered a "women's" group?

Yes \_\_\_\_\_ No \_\_\_\_\_

5a If yes, are there men actively involved in any of the group's activities?

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, which activities? \_\_\_\_\_

6 Is the group considered a "feminist" group by its members?

Yes \_\_\_\_\_ No \_\_\_\_\_

7 Please list the 3 most significant activities of your organization

- a \_\_\_\_\_
- b \_\_\_\_\_
- c \_\_\_\_\_

8 Do you feel that more concrete collaboration is needed among women's groups in FR Yugoslavia?

Yes \_\_\_\_\_ No \_\_\_\_\_

8a If yes, what type? Check all those that apply

- better exchange of information \_\_\_\_\_
- collaboration on specific projects \_\_\_\_\_
- more frequent meetings \_\_\_\_\_
- joint actions (petitions, press releases, etc ) \_\_\_\_\_
- other (please explain) \_\_\_\_\_

\_\_\_\_\_

9 What sort of information do you find is most lacking?

- information on which groups exist \_\_\_\_\_
- activities of like-minded groups \_\_\_\_\_
- information on donors \_\_\_\_\_
- information on groups/events outside of FRY on similar issues \_\_\_\_\_
- seminars which are held outside of FRY \_\_\_\_\_
- other (please explain) \_\_\_\_\_

\_\_\_\_\_

10 Are there areas where your group can offer support to other groups (through trainings, etc )? Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please explain \_\_\_\_\_

\_\_\_\_\_

11 If there were a resource center for women's groups, in your opinion what should this center include?

- technical support (proposal writing, e-mail, computer training, etc ) \_\_\_\_\_
- library on women's issues \_\_\_\_\_
- organizing of seminars on various themes \_\_\_\_\_
- library on funders \_\_\_\_\_
- publication of information on women's groups \_\_\_\_\_
- promotion of women's groups \_\_\_\_\_
- other (please explain) \_\_\_\_\_

\_\_\_\_\_

## ORGANIZATIONAL DEVELOPMENT & LEADERSHIP

1 Who determines the activities of your group? \_\_\_\_\_

2 Does your group have

one leader \_\_\_\_\_

a team of leaders \_\_\_\_\_

rotating leadership \_\_\_\_\_

no leader \_\_\_\_\_

2a If there is one leader, how did she become the leader? (ex she started the group, she was elected, etc ) \_\_\_\_\_

3 Is there clear division of labor/responsibility within the group? For example, is there someone to deal specifically with media/institutions/bookkeeping-financials/report writing?

\_\_\_\_\_  
\_\_\_\_\_

4 When a training/seminar/event is held how is the participant from your group chosen?

same person(s) from the group is(are) usually invited to all events \_\_\_\_\_

group decision on who is the most appropriate person \_\_\_\_\_

the leader of the group decides who will go \_\_\_\_\_

different people are invited to different events \_\_\_\_\_

other (please explain) \_\_\_\_\_

5 How often does the group hold meetings? \_\_\_\_\_

6 Are the meetings always led by the same person? \_\_\_\_\_ If not, is there a rotating system? \_\_\_\_\_ Other system \_\_\_\_\_

7 What model of decision-making is used within the group? (i.e. consensus, majority voting, other) \_\_\_\_\_

8 Has anyone in your group participated in an organizational development or leadership training?

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please tell when/where/organizers \_\_\_\_\_

9 If such a training/workshop were to be held here would your group be interested in participating?

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, are there any specific topics which you would like to see addressed? Please explain. \_\_\_\_\_

10 Does your group feel that it needs support/training in any of the following? Check all those that apply

- |  |       |             |       |
|--|-------|-------------|-------|
| counseling women survivors of violence | _____ | promotion   | _____ |
| collaboration with the community       | _____ | change      | _____ |
| structures/roles/responsibilities      | _____ | networking  | _____ |
| recruiting new volunteers              | _____ | reporting   | _____ |
| work with children                     | _____ | team work   | _____ |
| needs assessment                       | _____ | evaluation  | _____ |
| strategic planning                     | _____ | leadership  | _____ |
| fundraising                            | _____ | negotiating | _____ |
| other (please explain)                 | _____ |             |       |
- 
-

**FUNDING**

1 From how many different sources is your group currently being funded? \_\_\_\_\_

2 Fundraising is handled by

the coordinator \_\_\_\_\_ small group of core members \_\_\_\_\_ whole group \_\_\_\_\_ one person (not the coordinator) \_\_\_\_\_

3 How did you establish a relationship with your current funder(s)?

funder heard about and approached the group \_\_\_\_\_ an open call for proposals \_\_\_\_\_  
group heard about and approached the funder \_\_\_\_\_ private contacts abroad \_\_\_\_\_  
funding guide \_\_\_\_\_ referral from other groups \_\_\_\_\_  
other (please explain) \_\_\_\_\_

4 Do you find that other NGOs (women's groups and other) are willing to share information on funders?

Yes \_\_\_\_\_ No \_\_\_\_\_ If not, to what do you contribute this? \_\_\_\_\_

5 Do you think there are any steps that either funders or groups themselves can take to encourage sharing of information? \_\_\_\_\_

6 With the funding you are now receiving are you able to cover all activities and general running of the group?

Yes \_\_\_\_\_ No \_\_\_\_\_ If not, have you suspended activities or are members of the group contributing their private money/services? \_\_\_\_\_

7 Do any of your funders fund only women's projects?

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, which funder? \_\_\_\_\_

8 To what extent do you have contact with your funder(s)?

minimal contact (only to receive money, submit reports) \_\_\_\_\_  
average amount of contact \_\_\_\_\_  
a lot of contact (the funder is involved in activities/planning) \_\_\_\_\_  
other (please explain) \_\_\_\_\_

8a Do you feel that this contact is  
not enough \_\_\_\_\_ the right amount \_\_\_\_\_ too much \_\_\_\_\_  
comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

9 Does your group make an active effort to seek out new funders or do you rely on the same funders? \_\_\_\_\_

10 Has your group received training on fundraising or proposal writing?  
Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, from whom? \_\_\_\_\_

11 Would you be interested in additional fundraising/proposal writing training?  
Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, is there anything specific you would like to have  
addressed? \_\_\_\_\_  
\_\_\_\_\_

12 Has your group ever received training on financial or narrative reporting?  
Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, from whom? \_\_\_\_\_

13 Would you be interested in additional training in financial or narrative reporting?  
Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, is there anything specific you would like to have  
addressed? \_\_\_\_\_  
\_\_\_\_\_

14 What do you consider the major problems with funders in general or with your specific funder? You do not need to name the funder \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

14a Do you feel that you can discuss these problems openly with the funder?  
Yes \_\_\_\_\_ No \_\_\_\_\_  
Please explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## MEDIA

1 Do you consider the media to be an important aspect of your work (for promotion of services, activities, campaigns, etc )?

Yes \_\_\_\_\_ No \_\_\_\_\_

2 In what capacity does your group use the media for your work?

press releases	_____	call-in shows	_____
press conferences	_____	thematic articles	_____
advertising	_____	other (please explain)	_____

3 Is there a specific individual in the group who is responsible for contacts with the media?

Yes \_\_\_\_\_ No \_\_\_\_\_

3a If yes, why was this particular person chosen? \_\_\_\_\_  
\_\_\_\_\_

3b If not, do you see a need to train such a person? Yes \_\_\_\_\_ No \_\_\_\_\_

4 Does your group regularly inform the media of your events?

Yes \_\_\_\_\_ No \_\_\_\_\_

4a If yes, do they attend? Yes \_\_\_\_\_ No \_\_\_\_\_

5 Which media does your group use?

radio	_____	electronic (Internet/e-mail newsgroups)	_____
TV	_____	other (specify)	_____
print	_____		

6 Do you have an active relationship with media outside of FRY?

Yes \_\_\_\_\_ No \_\_\_\_\_

6a If yes, in which countries? \_\_\_\_\_  
\_\_\_\_\_

6b How was this relationship established? (ex. from personal relationships of group members/media abroad heard about activities of our group from our friends abroad, etc )  
\_\_\_\_\_  
\_\_\_\_\_

7 Do you specifically seek out women journalists or publications aimed at women?

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, which ones? \_\_\_\_\_  
\_\_\_\_\_

8 Do you feel that there is sensitivity within the media toward women's issues?

Yes \_\_\_\_\_ No \_\_\_\_\_

9 Do you feel that there is a need for increased dialogue and more active collaboration between women's groups and the media?

Yes \_\_\_\_\_ No \_\_\_\_\_

9a If yes, how could collaboration between the media and women's groups/women's projects be better improved? \_\_\_\_\_

10 Would your group be interested in participating in such a seminar aimed bringing together women's NGOs and members of the media?

Yes \_\_\_\_\_ No \_\_\_\_\_ If so, are there any specific topics you would like to be addressed?

10a Are there any specific journalists you would like to attend or publications/emissions you would like to have represented?

## ADVOCACY

1 Has your group ever carried out an advocacy campaign?

Yes \_\_\_\_\_ No \_\_\_\_\_

1a If yes, what issue did the campaign address? \_\_\_\_\_  
\_\_\_\_\_

1b Who was the target group of the campaign? \_\_\_\_\_

1c How was the campaign carried out? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

1d Has your group used the media to carry out an advocacy campaign?

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please describe \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

1e If so, do you consider the campaign successful? \_\_\_\_\_  
\_\_\_\_\_

1f Is there anything you would do differently next time? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

1g How did you measure the success of your campaign? \_\_\_\_\_  
\_\_\_\_\_

2 What, if any, do you consider to be the major obstacles in carrying out an advocacy campaign? (ex. authorities, lack of media interest, public apathy, funding, etc )  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3 Has anyone in your group ever participated in an advocacy training?

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, from whom? \_\_\_\_\_

4 Would you be interested in additional advocacy training?

Yes \_\_\_\_\_ No \_\_\_\_\_ If so, are there any specific topics you would like to be addressed? \_\_\_\_\_  
\_\_\_\_\_

## WOMEN'S ECONOMIC EMPOWERMENT & INCOME GENERATING PROJECTS

1 Is your group actively engaged in promoting women's economic empowerment?

Yes \_\_\_\_\_ No \_\_\_\_\_ If so, how?

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1a In your view, what is the biggest obstacle in this?

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### Income Generating Projects

2 Does your group consider itself to be (or have as one part) an income generating project?

Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, what is the project? \_\_\_\_\_

2a How long has the project been active? \_\_\_\_\_

2b Does the project actually generate income? Yes \_\_\_\_\_ No \_\_\_\_\_

2c How much (in %) of what is invested in the project is actually returned through income generated? \_\_\_\_\_

2d Are you able to continue to cover the materials/service of the project with the income generated? Yes \_\_\_\_\_ No \_\_\_\_\_ Partially (how much) \_\_\_\_\_

2e Are you able to pay people's salaries with the income generated? Yes \_\_\_\_\_ No \_\_\_\_\_ If so, how many people/hours? \_\_\_\_\_

2f Does the project actually generate profit? (i.e. return is greater than the original investment) Yes \_\_\_\_\_ No \_\_\_\_\_ Too early to tell \_\_\_\_\_

2g How did the group finance the original project? \_\_\_\_\_

2h How do you continue to finance the project? \_\_\_\_\_

2i If the project is not generating income, what do you see as the reasons for this? \_\_\_\_\_

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2j Do you anticipate that the project will realistically become self-sustainable? \_\_\_\_\_

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**FOR SOS HOTLINES ONLY**

1 What is the main target audience of your work? \_\_\_\_\_

2 In addition to the hotline, does your group have additional activities which compliment the work of the hotline? Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please explain \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3 How do you promote your services/activities? \_\_\_\_\_

4 Does your SOS include professional lawyers/psychologists/other?  
Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please explain \_\_\_\_\_

5 How are new volunteers recruited? \_\_\_\_\_

6 How are new volunteers trained? \_\_\_\_\_

7 Does the SOS collaborate with other NGOs (for referrals, etc )?  
Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, please explain \_\_\_\_\_  
\_\_\_\_\_

7a Is this collaboration satisfactory? \_\_\_\_\_

8 Does your SOS collaborate with state/other institutions?  
Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, which ones? \_\_\_\_\_

9 Is this collaboration satisfactory?  
Yes \_\_\_\_\_ No \_\_\_\_\_ If no, please explain. \_\_\_\_\_  
\_\_\_\_\_

10 How is the work of your group supervised? \_\_\_\_\_

11 Do you feel that there is a solid network among all SOSs in FRY?  
Yes \_\_\_\_\_ No \_\_\_\_\_ If no, please explain \_\_\_\_\_  
\_\_\_\_\_

11a How do you feel that this network could be improved? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

12 STAR is considering organizing a 4-day Advanced Training for SOS (*not* a training of trainers) with trainers from the SOS in Ljubljana This would be for women who have some experience working on the SOS but feel that they could benefit from more training Is this something that 1-2 women from your SOS would be interested in attending?  
Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, do you have any suggestions for specific themes which you would like to be addressed? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## WOMEN'S NGO NEEDS SURVEY RESPONSE SUMMARY

Before beginning the programmatic portion of our activities we sent a questionnaire to all women's NGOs (and other NGOs with women's projects) in order to get as much useful feedback as possible. Together, Sandra Vesic from the Autonomous Women's Center in Belgrade and Gail Long, coordinator of the Star Project in Belgrade, compiled the questionnaire. Aleksandra Vladisavljevic, Program Assistant for the STAR Project, analyzed the data and summarized the results into a global picture.

We first assumed that few groups would fill out the questionnaire, or that the final number of returned questionnaires would be so small that we would not be able to get a general picture. While compiling the questionnaire we were told by an activist that "no one would respond" to the questionnaire so we included this in the introductory letter and, as we discovered later, this inspired many of the groups (about 20%) to fill it out and return it. Another motive for returning the questionnaire was that we had mentioned that we were planning to organize trainings and seminars and that we considered the information from the questionnaire to be very useful for this. A large number of questionnaires were returned due to this reason while the remaining questionnaires were simply motivated by a sense of "responsibility". The reasons which motivated the groups to return the questionnaire were not as important to us as the fact that we received 38 – 60% of the total number which were distributed. This number is able to show a general picture of where women's groups in FRY are today, which issues they are tackling, what they are planning for the future and what their needs are.

The questionnaire was divided into seven sections:

- 1 General information on the group
- 2 Organizational development and leadership
- 3 Fundraising
- 4 Media
- 5 Advocacy
- 6 Women's economic empowerment
- 7 SOS Hotlines

Chronological list of programmatic activities which were initiated based on responses found within the questionnaire:

- September 21-25, 1998 - Fundraising & Resource Mobilization Workshops, Belgrade (Belgrade groups) & Kikinda (Vojvodina groups)
- November 13-15, 1998 - Module #1 of Tim TRI's "A Step Toward Success – NGO Management", Novi Sad (Vojvodina groups)
- November 19-21, 1998 - Advocacy Training, Belgrade
- November 28-29, 1998 - Fundraising & Resource Mobilization Workshop, Uzice
- December 18-20, 1998 - Module #2 of Tim TRI's "A Step Toward Success – NGO Management", Novi Sad (Vojvodina groups)
- December 25-27, 1998 - Seminar on Evaluation, Palic-Subotica
- January 15-18, 1999 - Training for SOS Hotlines, Kikinda
- January 22-24, 1999 - Module #1 of Tim TRI's "A Step Toward Success – NGO Management", Belgrade (Belgrade and Montenegro groups)
- January 22-24, 1999 - Module #1 of Tim TRI's "A Step Toward Success – NGO Management", Vrnjacka Banja (central and southern Serbia groups)
- February 5-7, 1999 - Media Workshop, Belgrade
- February 11-14, 1999 - Module #2 of Tim TRI's "A Step Toward Success – NGO Management", Belgrade (Belgrade and Montenegro groups)
- February 11-14, 1999 - Module #2 of Tim TRI's "A Step Toward Success – NGO Management", Vrnjacka Banja (central and southern Serbia groups)

## THE SURVEY

Group name \_\_\_\_\_  
 Mail Address \_\_\_\_\_  
 Telephone \_\_\_\_\_  
 Fax \_\_\_\_\_  
 E-mail \_\_\_\_\_

This questionnaire was completed by (please check one)

Group member(s) 8  
 Group leader(s) 9  
 Some combination of the first 2 21  
 Anonymous MUP inspector who intercepts mail 0

1 In terms of the groups goals and main activities, how would you best describe the profile of your group (check all that apply)

violence prevention or SOS	19	women's studies	11
human rights	29	artistic	9
humanitarian	21	media	7
work with girls	16	refugees	21
income generating	11	marginalized women	19
women's econ Empowerment	16	political	5
pacifist	11		
other			
work with parents	1	Roma women	1
orphans	1	theology	1
women entrepreneurs	1	publishing	1
handicapped children	1		

2 Is your organization registered? Yes **30** No **2** Currently in process **6**

3 How many active core members does your group include? These include people who regularly attend meetings, participate in decision-making, organize and participate in activities on a regular basis

Less than 5 **5**  
 5 - 10 **14**  
 11 - 20 **16**  
 More than 20 **3**

4 Other than core members, how many people occasionally attend meetings, participate in activities or otherwise actively support your work?

Less than 10 **13**  
 10 - 20 **16**  
 More than 20 **9**

5 Is the group considered a "women's" group? Yes **36** No **2**

5a If yes, are there men actively involved in any of the group's activities?

Yes **22** No **14** If yes, which activities? \_\_\_\_\_

6 Is the group considered a "feminist" group by its members? Yes **24** No **11**

7 Please list the 3 most significant activities of your organization

- lobbying of the municipality for an office and phone line
- care packages for children
- organizing new women's groups in Yugoslavia
- help to existing groups

- education and networking among groups
- public promotion of women's rights
- development of women's entrepreneurship
- humanitarian aid and work with refugees
- promotion of a business incubator for women
- protection and advancement of mental health
- empowering of girls
- worked with neglected and abused children
- violence against women
- pro bono legal advice
- violence prevention
- work on SOS hotline
- encounters with victims of violence
- women's economic empowerment
- workshops
- library, archives
- the start of self-organizing
- lectures
- campaign for acquitting women who have committed crimes after long-term domestic violence
- women's human rights in prison
- organizing panel discussions on women's human rights and lobbying for changes in the law
- public policy advocacy
- women's club
- psycho-social help
- marginalized women
- experience in widening the network, trainings
- individual discussions with women
- work with disabled refugee women
- database on businesswomen in Yugoslavia
- networking
- publishing activity
- protests against war and violence
- income generating projects
- shelters for 18 refugee women
- organizing roundtable discussions with various themes related to the private and social domain of women
- publishing of a bilingual magazine on women's human rights
- sex education
- propaganda of feminism
- women's creativity

8 Do you feel that more concrete collaboration is needed among women's groups in FR Yugoslavia? Yes **37** No **1**

8a If yes, what type? Check all those that apply

better exchange of information	36
collaboration on specific projects	27
more frequent meetings	16
joint actions (petitions, press releases, etc )	27
other (please explain)	
help in literature	1

9 What sort of information do you find is most lacking?

information on which groups exist	14
activities of like-minded groups	25
information on donors	25
information on groups/events outside of FRY on similar issues	24
seminars which are held outside of FRY	20
other (please explain)	
seminars	5

10 Are there areas where your group can offer support to other groups (through trainings, etc )?

Yes **32** No **6** If yes, please explain

- specifics of working in smaller towns
- experience in widening the network and in training
- free legal protection
- education for organizing similar organizations
- repairing rugs
- organizing panel discussions on women's human rights and lobbying for change in the law
- feminist research
- video art, montage, analysis of computer data, filming, preparation for the press
- non-violent conflict resolution

- feminist counseling
- education from the field of sexual violence
- work with parents
- useful information for starting and running one's own business
- forming shelters for women
- organizing and running income generating projects
- forming documentation
- training program in NGO management
- women's human rights
- organizational development
- work with adolescents
- women's studies
- women in the university
- language and women

11 If there were a resource center for women's groups, in your opinion what should this center include?

technical support (proposal writing, e-mail, computer training, etc )	23
library on women's issues	23
organizing or seminars on various themes	24
library on funders	21
publication of information on women's groups	19
promotion of women's groups	21
a joint newsletter of all women's groups	4
international summer schools on women's issues	3
foreign languages for volunteers	4

#### ORGANIZATIONAL DEVELOPMENT & LEADERSHIP

1 Who determines the activities of your group?

• all members together	20
• managerial board	7
• leader/coordinator	2
• a team of leaders	5
• project team	2
• all employees	1
• random	1

2 Does your group have

one leader	18	a team of leaders	10
rotating leadership	3	no leader	6

2a If there is one leader, how did she become the leader? (ex she started the group, she was elected, etc)

• she founded the group	11
• she elected herself spontaneously	1
• because of her work and reputation	2
• she was chosen	6
• she is older and a university professor	1
• she managed to maintain the project with credit	1

3 Is there clear division of labor/responsibility within the group? For example, is there someone to deal specifically with media/institutions/bookkeeping-financial/report writing?

Yes	12
No	6
in part	10
according to skill	1

4 When a training/seminar/event is held how is the participant from your group chosen?

- same person(s) from the group is(are) usually invited to all events 3
  - group decision on who is the most appropriate person 17
  - the leader of the group decides who will go 5
  - different people are invited to different events 15
  - other (please explain)
- we try to have all members participate in trainings 4  
 an interested member signs up 2

5 How often does the group hold meetings?

- once per week 12
- we have no need for meetings, we see each other regularly 2
- occasionally 2
- once or twice monthly 10
- when needed 6
- several times per week 3

6 Are the meetings always led by the same person?

Yes 9 If not, is there a rotating system? 4 Other system 6

- according to need 5
- no system 5

7 What model of decision-making is used within the group? (i.e. consensus, majority voting, other)

- consensus 13
- majority voting 10
- by agreement 1

8 Has anyone in your group participated in an organizational development or leadership training? Yes 16 No 13 If yes, please tell when/where/organizers

- Autonomous Women's Center Against Sexual Violence, Belgrade
- MOR (Mentoring of Resource Women)
- STAR, Niska Banja
- Oxfam and Civic Initiatives
- MOST - NGO Management
- Center for Women's Studies
- CES and Oxfam
- EYFA

9 If such a training/workshop were to be held here would your group be interested in participating? Yes 36 No 1 If yes, are there any

specific topics which you would like to see addressed? Please explain

- Fundraising
- Leadership
- non-violent conflict resolution
- contacts with media
- strategic planning
- evaluation
- training of trainers
- budget writing
- reporting
- internal group communications
- exchange of experience with countries in transition
- organizational development
- advocacy
- needs assessment
- team-work
- self-awareness
- placing a value on women's work

10 Does your group feel that it needs support/training in any of the following? Check all those that apply

counseling women survivors of violence	19	promotion	14
collaboration with the community	20	change	9
structures/roles/responsibilities	20	networking	15
recruiting new volunteers	16	reporting	14
work with children	15	team work	19
needs assessment	23	evaluation	22
strategic planning	22	leadership	13
fundraising	22	negotiating	21
other (please explain)			
health	4		
sexuality	1		

## FUNDING

1 From how many different sources is your group currently being funded?

none	<b>3</b>
one	<b>1</b>
2 - 4	<b>17</b>
more than 4	<b>7</b>

2 Fundraising is handled by  
 the coordinator **16** small group of core members **11** whole group **9**  
 one person (not the coordinator) **2**

3 How did you establish a relationship with your current funder(s)?

funder heard about and approached the group	11	an open call for proposals	18
group heard about and approached the funder	16	private contacts abroad	6
funding guide	9	referral from other groups	7
other (please explain)			
funder established the group	4		

4 Do you find that other NGOs (women's groups and other) are willing to share information on funders? Yes **16** No **16** If not, to what do you contribute this?

- lack of solidarity 2
- limited means 2
- everyone lacks money 2

5 Do you think there are any steps that either funders or groups themselves can take to encourage sharing of information?

- |  |   |
|--|---|
| • to recommend those of us from smaller towns to funders       | • they should publish reports   |
| • better linking between groups and funders                    | • seminars in FRY   |
| • new information about funders                                | • transparent show of deadlines and conditions                                |
| • more objectivity   | • directory of funders for the region   |
| • funders should visit us and see the conditions we work under | • developing awareness that the general is more important than the individual |
| • they should inform us of successful projects                 |   |

6 With the funding you are now receiving are you able to cover all activities and general running of the group? Yes **6** No **26** If not, have you suspended activities or are members of the group contributing their private

money/services?

- suspended activities 6
- members of the group contribute their private money/services 26

7 Do any of your funders fund only women's projects? Yes 19 No 5

If yes, which funder?

- STAR 12
- Kvinna till kvinna 4
- SOROS 3
- Mama Cash 3
- Global Fund for Women 3
- USAID 3

8 To what extent do you have contact with your funder(s)?

minimal contact (only to receive money, submit reports) 13

average amount of contact 14

a lot of contact (the funder is involved in activities/planning) 7

other (please explain)

8a Do you feel that this contact is

not enough 13 the right amount 12 too much \_\_\_\_\_

9 Does your group make an active effort to seek out new funders or do you rely on the same funders?

- we attempt to find new funders 22
- we contribute our own resources 2
- few funders support women's groups so we address the same ones out of necessity 2

10 Has your group received training on fundraising or proposal writing?

Yes 19 No 9 If yes, from whom?

- Autonomous Women's Center Against Sexual Violence 1
- STAR 7
- Oxfam and Civic Initiatives 5
- Women's Network Budapest 3
- Frauen Anstiftung 1
- seminar in Kraljevo 1

11 Would you be interested in additional fundraising/proposal writing training?

Yes 23 No 1 If yes, is there anything specific you would like to have addressed?

- best way of putting ideas into a project
- strategic planning
- fundraising
- project evaluation
- communication skills
- reporting
- whom to address, how to choose a funder
- which funders support which projects
- the institution of funding
- scope of a project
- needs assessment
- establishing contact with funders
- long-term projects which last 2-5 years
- team-work
- funding guide

12 Has your group ever received training on financial or narrative reporting? Yes 7 No 20 If yes, from whom?

- STAR
- Oxfam and Civic Initiatives
- Heinrich Bell

13 Would you be interested in additional training in financial or narrative reporting?

Yes 20 No 2 If yes, is there anything specific you would like to have addressed?

- evaluation methods
- financial responsibilities of NGOs toward the state
- reporting
- long term projects

14 What do you consider the major problems with funders in general or with your specific funder? You do not need to name the funder

- no problem
- imposing criteria and a system of values
- dominance
- insufficient number of funders which support women's projects
- reducing the budget requested
- more objectivity
- they pay us in local currency on our account and we have problems withdrawing this
- they do not clearly state what they are funding
- communication among funders and organizations
- too much paper work
- they do not consider the problem of the Roma population
- they most often refuse us
- lack of willingness to cover running costs (electricity, rent)
- inadequate clarity when giving the funds
- long process and procedure
- uncertainty of long-term cooperation with one funder
- misuse of mediation between groups and funders
- inflation
- getting acquainted with and establishing interpersonal trust

14a Do you feel that you can discuss these problems openly with the funder?

Yes 15 No 6

Please explain

- the wishes of the funders and the needs of the project differ
- with some yes, with some no
- if a problem were to arise we would discuss it openly
- yes, our work is public and our intentions are sincere
- we make the budget together

## ADVOCACY

1 Has your group ever carried out an advocacy campaign?

Yes 12 No 11

1a If yes, what issue did the campaign address?

- sex trafficking
- violence against women
- campaign for acquitting women who have been convicted of crimes after years of domestic violence
- organizing panel discussions on women's human rights
- lobbying for change in the law
- receiving a space from the community
- single mothers/refugees
- advocating the legal issues of refugees
- reproductive rights of women
- discrimination of women

1b Who was the target group of the campaign?

- women
- legal institutions
- disabled women
- refugee women
- refugee women and children
- citizens of Belgrade

1c How was the campaign carried out?

- through media
- newspapers
- writing of proposals for change in the law
- through meetings, acquaintances, through funders
- organizing sales exhibits with media presentation
- press conference and interview

1d Has your group used the media to carry out an advocacy campaign?

Yes 8 No 4 If yes, please describe

- tv
- newspaper
- invitation to journalists to attend trials and to talk with convicted women
- using the local newspaper
- advertising
- cooperation with journalists
- sending press release

1e If so, do you consider the campaign successful?

Yes 11 No 6 Not especially 6

1f Is there anything you would do differently next time?

- better preparation
- no
- organizing campaigns with more rationale and less emotion
- we would authorize the text before publication

1g How did you measure the success of your campaign?

- gradual informing of women
- change in the law
- acquittal of women
- lighter sentencing of women
- impact on the public
- by receiving the office space we sought
- quantitatively

2 What, if any, do you consider to be the major obstacles in carrying out an advocacy campaign? (ex authorities, lack of media interest, public apathy, funding, etc )

authorities

- lack of media interest
- public apathy
- funding
- lack of training of those who would carry out the campaign
- prejudice
- lack of interest for women's issues

3 Has anyone in your group ever participated in an advocacy training?

Yes 9 No 17 If yes, from whom?

- STAR-Hvar

4 Would you be interested in additional advocacy training?

Yes 24 No 4 If so, are there any specific topics you would like to be addressed?

- how to measure the success of a campaign
- lobbying to change the law
- needs and strategies
- forming advocacy groups
- contact with state organs
- ways to communicate with the media
- professional women and discrimination at the workplace
- all the steps of an action, problems and how to overcome them

## MEDIA

1 Do you consider the media to be an important aspect of your work (for promotion of services, activities, campaigns, etc )? Yes 35 No 3

2 In what capacity does your group use the media for your work?

press releases	12	call-in shows	9
press conferences	5	thematic articles	19
advertising	12	other (please explain)	0

3 Is there a specific individual in the group who is responsible for contacts with the media?

Yes 11 No 16

3a If yes, why was this particular person chosen?

- she worked in journalism
- she has experience with media
- that person is the least afraid

3b If not, do you see a need to train such a person? Yes 13 No 3

4 Does your group regularly inform the media of your events? Yes 19 No 5 Sometimes 2

4a If yes, does the media attend? Yes 17 No 2 Sometimes 2

5 Which media does your group use?

Radio	18	electronic (Internet/e-mail newsgroups)	21
TV	13	other (specify)	0
print	14		

6 Do you have an active relationship with media outside of FRY?

Yes 4 No 22

6a If yes, in which countries?

- Spain
- Italy
- United Kingdom

6b How was this relationship established? (ex from personal relationships of group members/media abroad heard about activities of our group from our friends abroad, etc )

- personal relationships

7 Do you specifically seek out women journalists or publications aimed at women?

Yes 13 No 7 If yes, which ones?

8 Do you feel that there is sensitivity within the media toward women's issues?

Yes 13 No 12 Some 2

9 Do you feel that there is a need for increased dialogue and more active collaboration between women's groups and the media? Yes 22 No 2

9a If yes, how could collaboration between the media and women's groups/women's projects be better improved?

- by organizing women's media
- better communication with media
- active participation of women journalists in some projects
- if the media followed the activities of women's groups
- find media willing to work with women's groups
- seminars
- help of funders which would finance campaigns
- better activities of groups
- a presentation in the media
- public panel discussions
- actions which attract attention
- public lobbying
- training group members to address the media and writing statements
- publication of educational texts, polemics

10 Would your group be interested in participating in such a seminar aimed at bringing together women's NGOs and members of the media? Yes 31 No 7

If so, are there any specific topics you would like to be addressed?

- advertising and promotion
- representing NGOs in the media
- violence against women
- globalism and women's role in globalism
- feminist theory
- public promotion of women's rights
- contact with institutions
- women's issues in the media
- significance of NGOs in the democratization of society
- higher quality presentation of women's groups in the media
- activities of women in business
- internet
- language & women - media
- how to prepare for addressing the media

10a Are there any specific journalists you would like to attend or publications/emissions you would like to have represented? Yes 7 No 31

- ANEM (Association of Independent Journalists)
- feminist and non-feminist journalists
- representatives of local media
- women journalists from women's publications
- journalists who are members of women's groups

#### WOMEN'S ECONOMIC EMPOWERMENT & INCOME GENERATING PROJECTS

1 Is your group actively engaged in promoting women's economic empowerment?

Yes 14 No 24 If so, how?

- education
- development and promotion of entrepreneurship
- vegetable production and handicrafts
- information flow
- small fairs and partnership with Oxfam
- IGP

1a In your view, what is the biggest obstacle in this?

- the global political and economic situation in FRY
- lack of understanding from the community
- lack of means
- lack of knowledge about the market
- inability to cover the real cost of the product
- the attitude that women cannot lead a project, handle money
- lack of knowledge in the team
- lack of initiative

#### Income Generating Projects

2 Does your group consider itself to be (or have as one part) an income generating project?

Yes 5 No 11 If yes, what is the project?

- handicrafts
- chicken and egg production

2a How long has the project been active?

- four years 1
- six months 1

2b Does the project actually generate income? Yes 1 No 1

2c How much (in %) of what is invested in the project is actually returned through income generated?

- 50% 1
- 20% 1

2d Are you able to continue to cover the materials/service of the project with the income generated? Yes 0 No 12 Partially 2

2e Are you able to pay people's salaries with the income generated?

Yes 2 No 12

2f Does the project actually generate profit? (i.e. return is greater than the original investment) Yes 0 No 11 Too early to tell 3

2g How did the group finance the original project?

- with our own resources
- help from a funder
- through credit

2h How do you continue to finance the project?

- with our own resources
- donations
- sale of the product

2i If the project is not generating income, what do you see as the reasons for this?

- high taxes on production
- bad market situation, low standard
- discrepancy between helping the most vulnerable women and managing market value

2j Do you anticipate that the project will realistically become self-sustainable?

Yes 1 No 1

#### FOR SOS HOTLINES ONLY

1 What is the main target audience of your work?

- women
- children
- disabled women and children
- girls

2 In addition to the hotline, does your group have additional activities which compliment the work of the hotline? Yes 8 No 0 If yes, please explain

- |   |                                |
|---|--------------------------------|
| • self-help group and workshops on various themes               | • peace actions                |
| • help to refugees and vulnerable women (food, clothes, shoes)  | • sexual education             |
| • information on where women can turn after calling the hotline | • creative workshops           |
| • psychological counseling                                      | • English and computer courses |
| • education   | • tutoring                     |
|   | • lectures                     |

3 How do you promote your services/activities?

- promotional material
- through the media

4 Does your SOS include professional lawyers/psychologists/other?

Yes 6 No 2 If yes, please explain

- free legal assistance
- psychologist

5 How are new volunteers recruited?

- |                     |                          |
|---------------------|--------------------------|
| • through the media | • through the training   |
| • they approach us  | • personal acquaintances |
| •                   |                          |

6 How are new volunteers trained?

- through the training 8

7 Does the SOS collaborate with other NGOs (for referrals, etc )?

Yes 8 No 0 If yes, please explain

- exchange of experience
- panel discussions
- joint actions

7a Is this collaboration satisfactory? Yes 1 No 1 Not especially 6

8 Does your SOS collaborate with state/other institutions?

Yes 6 No 2 If yes, which ones?

- municipality
- Ministry of Internal Affairs
- Center for Social Work
- schools
- court
- medical institutions
- Post office

9 Is this collaboration satisfactory?

Yes 4 No 2 If no, please explain

- individual workers do not want to have contact with us

10 How is the work of your group supervised?

- we do not have supervision 8

11 Do you feel that there is a solid network among all SOSs in FRY?

Yes 3 No 5 If no, please explain

- there is no exchange of information

11a How do you feel that this network could be improved?

- information flow
- if bigger/older groups helped smaller/newer groups
- seminars and courses at the local and regional level
- better and more frequent communication
- meetings

12 STAR is considering organizing a 4-day Advanced Training for SOS (not a training of trainers) with trainers from the SOS in Ljubljana This would be for women who have some experience working on the SOS but feel that they could benefit from more training Is this something that 1-2 women from your SOS would be interested in attending?

Yes 8 No 0 If yes, do you have any suggestions for specific themes which you would like to be addressed?

- how to speak with clients with suicidal tendencies
- violence against disabled women
- sociological and medical approach to disability
- violence against children
- cooperation with state institutions
- alcoholism

## Training Workshops and Participant Lists

APPENDIX N

### Participant List

#### Fundraising Workshop for Nis & Leskovac

20-May-98

Facilitators Lael Stegall, Wenny Kusuma & Milica Minic

	Name	Group
1	Nevena Petrusic	Women's Research Center for Educ. & Communic
2	Aleksandra Djikic	Center for Girls
3	Nela Nikolic	Center for Non-violent Conflict Resolution, Nis
4	Danica Pavlovic	Center for Non-violent Conflict Resolution, Leskovac
5	Tanja Nikolic	Center for Girls
6	Svetlana Saric	SOS Vlasotince

There were a few other participants but we don't have the names. All were representatives of the groups mentioned above.

# BUSINESS WOMEN'S LUNCHEON

## GUEST LIST

### Lunch

July 4, 1998

2 00 p m

#### Host

Sharon Miles

#### Star

Jill Benderly, Regional Coordinator

Gail Long, Belgrade Office

Aleksandra Vladisavljevic, Belgrade Office

#### SOVUS

Grace Kennan Warneke, President

#### Belgrade Businesswomen

Aleksandra Todorovic Grebovic, Todorovic M&A Company

Sanja Nikolin, IOCC

Radmila Trifunovic, TH Group

Mirjana Stevanovski, Todorovic M&A Company

Ljiljana Madjarovic, Forma M&M

Sanja Popovic, economist, Pupin Institute

Vera Zakovski Doksan, accountant, Protehna

Sanja Denda, advertising

Snezana Paranosic, designer

Elena Terzleva Pajovic, marketing, Elgot

Vesna Lango, owner of restaurant Reka

Tatjana Popovic

Veritsa Planic, owner of Betra, Sirogoyno sweaters

#### Zena na Delu

Laurence Hovde, consultant

#### Kikinda Businesswomen

Dusanka Agbaba, flower grower

Snezana Djuraskovic, owner of café Nena & cookiemaker

Zora Avdalovic, assists in family workshop making metal belt buckles

Darinka Rankovic, Taski, office cleaner

Miomirka Melank, designer

Svetlana Jugin, bookshop owner

#### Vrsac Businesswomen

Jelena Mojsijev, coffee shop owner

Nada Milinkovic, MBV

Zorica Pavlov, partner in small restaurant

Divna Djuric, boutique owner

Vidoslava Kanurski, salesclerk

Novi Sad  
Fuada Stankovic - Pravni Fakultet

## Participant List

### Fundraising Workshop for Belgrade Groups

22-Sep-98

Facilitators Lael Stegall & Milica Mimic

	Name	Group
1	Cica Marjanovic	Women in Black
2	Marija	Center for Girls
3	Lidija	SOS Belgrade
4	Vida	Counselling center
5	Mirijana Wagner	Incest Center
6	Lepojka Mitanovski	Iz Kruga
7	Vera Knezevic	Handicap International
8	Sonja Kecmanovic	Beosupport
9	Zorica Mrševic	Yugoslav Lawyers Committee
10	Maja	Labris
11	Sanja Stanisic	Lastavica
12	Dusica Babic	ZENA
13	Ana Simic	GEA
14	Marija Lukic	Group for Women's Rights
15	Natasa Markovic	?
16	Jelena Coko	TERA
17	Spomenka Zarkovic	TERA
18	Natasa Popivoda	Women's Studies

**Participant List**

**Fundraising Workshop for Vojvodina Groups**  
Kikinda Vojvodina

Facilitators Lael Stegall & Milica Minic

9/24/98

	Name	Group	Address	Phone
1	Marja Perkovic	Osmeh Vrbas	M Tita 141, Vrbas	021 707 297
2	Dragana Hajduk	Osmeh, Vrbas	M Tita 141, Vrbas	021 707 297
3	Milana Zrnic	Center for Girls, Novi Sad	Sekspirova 34/150 Novi Sad	021 365 202
4	Sanja Bozic	Center for Girls Novi Sad	Mileticeva 6/1, Novi Sad	021 612 097
5	Gordana Fijat	ZAR Kikinda	Nemanjina 24, Kikinda	0230 32 334
6	Slavica Serbula	Alternative Women's Club, ZR	B Ristic B1L5/25, Zrenjanin	023 60 023
7	Milka Sevic	Business Women's Club	Kralja Petra I 48, Kikinda	0230 21 457
8	Zora Ardalovic	Business Women's Club	Trg Srp Dobrov 15, Kikinda	0230 22 772
9	Jelena Mojsjevic	UPMSPP Vrsac	Z Zrenjanina 20, Vrsac	013 816 575
10	Vidosava Kamurski	UPMSPP, Vrsac	Z Zrenjanina 20, Vrsac	013 816 575
11	Darinka Tankosic	Club - Business Women	M Velikog 56, Kikinda	0230 32 568
12	Vesna Matijaca	Women's Studies, Subotica	Djure Djakovica 23, Subotica	024 25 566
13	Slavica Mamuzic	Women's Studies Subotica	Djure Djakovica 23, Subotica	024 25 566
14	Laurence Hovde	Zene na delu	Tirsova 5a, Belgrade	011 446 0829
15	Zorica Trifunovic	Women in Black	Jug Bogdanova 18, Belgrade	011 623 225
16	Mila Melank	Business Women's Club	Trg Srp Dobrov 17, Kikinda	0230 22 948
17	Branko Komadin	Distnkt 0230	Trg Srp Dobrov 23 Kikinda	0230 26 573

**FRY Participant List**  
**MEET Conference – “Women’s Economic Status in B-H”**  
**Sarajevo, B-H**  
**November 10-11, 1998**

- 1 Darinka Tankosic, Association of Independent Enterprise – Kikinda  
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fax 0230/21 453
  
- 2 Fuada Stankovic, Centre for Entrepreneurship - Novi Sad  
Bulevar Cara Lazara 45/197  
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- 3 Ana Simic, GEA - Belgrade  
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**List of participants on Team Tri training for Womens' Initiatives form Vojvodina  
Hotel Petrovaradin, Novi Sad 13-15 November '98**

Name	Organization	Town	Home Phone	Org. Address	Org. Phone	E-mail
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**Trainers**

1	Sladjana Mandić	Tim Tri	Beograd	011/8485-932	Gospodar Jevremova 25 Beogard	011/ 621-620 622-393	Artanis@EUnet.yu
2	Slavica Penškić		25000 Sombor	025/23-909			Fabijan@EUnet.yu

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3	Aranka Međesi	"OSMEH"	Vrbas	021/703-275	Maršala Tita 141	021/707-297	Osmehvrb@EUnet.yu
4	Gordana Božić						
5	Gordana Fiat- Perunovic	ŽAR	Kikinda	0230/32-334	0230/22-544 fax 26-240		
6	Marica Cvetković			0230/22-056- škola			
7	Radoslava Andrić	Alternativni ženski klub	Zrenjanin	023/34-886	Brigadira Ristica B1 L5	023/60-023	
8	Senka Jankov			023/66-564			
9	Jelena Mojsijev	UPMSPP	23600	013/819-200	Ž Zrenjanina 20	013/816-575	Urban@fondš open net.org
10	Tatjana Ivkovic		Vršac	013/812-014			
11	Nera Legac	Ženske studije	21000	021/25-678	Bul Vojvode Stepe 107	021/397-469	Frogz@unsff ns ac yu
12	Ružica Boršev		Novi Sad	021/371-978			
13	Svetlana Jugin	Mali ženski biznis klub	Kikinda	0230/27-693	Trg srpskih dobrov 23 Dom omladine	0230/26-573	
14	Milanka Basarić Koćic	Ženske studije	Subotica	024/554-959	Đure Đakovica 47		

**List of participants on Team Tri training for Womens' Initiatives form Vojvodina  
Hotel Varadin, Novi Sad 18-20 December '98**

Name	Organization	Town	Home Phone	Org. Address	Org. Phone	E-mail
------	--------------	------	------------	--------------	------------	--------

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3	Marica Cvetković	ZAR	Kikinda	0230/22-056-škola	0230/22-544 fax 26-240		
4	Radoslava Andrić	Alternativni zenski klub	Zrenjanin	023/34-886	Brigadira Ristić a B1 L5	023/60-023	
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9	Ružica Borišev		Novi Sad	021/371-978			
10	Svetlana Jugin	Mali zenski biznis klub	Kikinda	0230/27-693	Trg srpskih dobrov 23 Dom omladine	0230/26-573	
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Belgrade, 19 – 21 November

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**Regionalni seminar Ženske Mreže 28,29 . Novembar 1998.**  
**Hotel Zlatibor**  
**Užice**

Spisak učesnica na radionici "Mobilizacija izvora prihoda"  
 PARTICIPANT LIST - "RESOURCE MOBILIZATION"  
 11/28-29/98 IN UŽICE  
 FACILITATOR - MILICA MINIC

• Ljilja Dačovic	Čačak
• Jelena Tejlor	Čačak
• Dragana Petrovic	Čačak
• Nataša Božović	Čačak
• Olivera Bešlić	Čačak
• Slađana Radulović	Trstenik
• Slavica Isailović	Trstenik
• Dragana Marić	Čačak
• Snežana Marinković	Požega
• Dejanka Nestorović	Prijepolje
• Sonja Drljević	Beograd
• Milica Minić	Beograd
• Slavica Simić	Sevojno
• Desanka Drobac	Beograd
• Hazema Kapidžić	Prijepolje
• Biljana Maric	Gorjan
• Rada Gujančić	Kačer
• Lidiya Zlatić	Užice
• Rada Mitrović	Užice

Milica Minić

Participants for the first networking and planning meeting of the  
"Vojvodina Women's Initiative for Self-Employment",  
November 27<sup>th</sup>- November 29<sup>th</sup>, Hotel Varadin, Novi Sad

Kikinda:

Darinka Tankosic - started a specialized home cleaning service  
Gordana Perunovic Fijat - coordinator for Women's Alternative  
Workshop/

Single Mothers Association

Mirjana Vlasic - started a dental supplies firm, also does a  
multi-level marketing

Vrsac:

Jelena Mojsijev - restaurant owner and coordinator of Women's  
Business Incubator  
Divna Djuric - owner of baby and children's clothing boutique  
Jovanka Markov - self-employed book-keeper/accountant

Novi Sad:

Marina Eufrozina - previous owner of knitwear manufacture, now  
boutique owner  
Teodora Vlahovic - lawyer who started a legal counselling  
service for private firms  
Zagorka Bubalo - a coordinator in Center for Tolerance and  
Integration, a refugee NGO  
Dr. Enike Vegh - lawyer  
Dr. Agnes Kartag-Odri - legal counsellor  
Marija Vanjur - self-employed in California Fitness, multi-  
level marketing firm  
Dusanka Saveljic - finishing undergraduate studies in  
communication and business  
Ana Bu{ - involved in manufacturing and marketing, law  
background  
Violeta Zubanov- works in marketing, coordinator for Novi Sad  
Zene na delu Directory  
Gordana Stojakovic- tourist agent, coordinator for N S. @ene na  
delu Directory  
Svetlana Zejak- linguist, coordinator for N.S. @ene na delu  
Directory  
Dr. Slobodanka Markov- sociologist, a coordinator in CPPM  
Smiljana Jovovic - teaching sociology in Technical Design  
Faculty, a coordinator in CPPM

Fuada Stankovi}- coordinator for CPPM/ Centre for the  
Firm, Entrepreneurship & Mgmt

Belgrade:

Sanja Stanisic - coordinator for Lastavica. Krajina Women  
Houses  
Laurence Hovde - coordinator for @ene na delu/Women at Work

Participant List  
 Evaluation Seminar  
 Palic  
 December 25-27

Name	Group	Phone	Address	E mail
------	-------	-------	---------	--------

Facilitators

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13	Jelena Mojsijev	UPMSPP, Vrsac	(g) 013 816 575	(g) Z Zrenjanina 20, 26300 Vrsac	
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15	Brankica Grupkovic	Grupa za zenska prava, Beograd	(g) 011 328 2294	(g) Đure Jaksica 5/1, BG	bgrupkovic@sezampro.yu
16	Sanja Stanisic	Lastavica, Pancevo & Surcin	(g) 013 353 613/844 0054	(g) Đure Đakovica 127, 26000 Pancevo	lastavic@Unet.yu
17	Rajna Bozic	Centar za devojke, Novi Sad	(g) 021 612 097	(g) Mileteceva 6/1, 21000 Novi Sad	
18	Ana Zorbic	Zenski prostor, Nis	(g) 018 360 009	(g) D Tucovica 24/6, 18000 Nis	wom-space@hotmail.com
19	Jasmina Savic	SOS Leskovac	(g) 016 213 513	(g) Mesna Zajednica, "Stojan Ljubic", 16000 Leskovac	
20	Milica Gudovic	Zene na delu, Beograd	(g) 011 687 190/446 0829	(g) Tirsova 5a, BG	znanclur@Unet.yu
21	Tatjana Nikolic	Centar za devojke, Nis	(g) 018 351 288	(g) Dusanov bazar 54-72/Piramida/1 sprat/lok 120, Nis	
22	Mira Jolovic	SOS/Zenski klub, Niksic	(k) 083 51 610	(k) Trebjeska 3/6, 81400 Niksic	
23	Sandra Vesic	Autonomni zenski centar, Beograd	(g) 011 645 328	(g) Tirsova 5a, BG	
24	Aleksandra Vladislavljevic	STAR, Beograd	(p) 011 3227 601/334 0404	(p) Nusiceva 3, BG	staralva@Unet.yu
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(g) group (k) home (p) work

Participant List  
 Training for Volunteers of SOS Hotlines  
 Kikinda  
 15 - 18 January 1999

Name	Group	Phone/fax	Address	E mail
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Training Facilitators

1	Mojca Dobnikar	SOS Telefon Ljubljana	386 61 441 993	PP 2726, 1001 Ljubljana	mojca.dobnikar@guest.arnes.si
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Organizer

1	Nataša Milenkovic	STAR Project	tel 011/3227 601 fax 011/334 04 04	Nušiceva 3/II, 11 000 Beograd	nata.scha@iunet.yu
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Participants

1	Aleksandra Milošević	SOS Podgorica	081/625 250	Vasa Raičkovića 40, 81 000 Podgorica	
2	Svetlana Kalezić	SOS Podgorica	081/625 250	Vasa Raičkovića 40, 81 000 Podgorica	
3	Aleksandra Žikić	Center for Girls, Nis	018/ 351 288	Dušanov bazar, Piramida, lokal 120, 18 000 Niš	
4	Biljana Nedeljković	SOS Belgrade	011/645 798	Tiršova 5a, za SOS telefon, 11 000 Beograd	
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16	Svetlana Šarić	SOS Vlasotince	016/ 874 744	Lole Ribara 2/8, 16 210 Vlasotince	
17	Jasmina Savić	SOS Leskovac	016/ 213 513	Ilije Strelje 12/2, 16 000 Leskovac	
18	Ivana Jovanović	SOS Leskovac	016/ 213 513	Ilije Strelje 12/2, 16 000 Leskovac	
19	Vesna Stanojević	Counseling Center, Belgrade	011/ 787 615	Dalmatinska 47a, 11 000 Beograd	
20	Vida Celebić	Counseling Center, Belgrade	011/ 787 615	Dalmatinska 47a, 11 000 Beograd	
21	Sonja Drljević	Zenski pokret, Belgrade	011/628 002 011/624 295	Kralja Petra 87, 11 000 Beograd	

***NGO Development Seminar, 1<sup>st</sup> Module***  
***A STEP TO SUCCESS***  
***Vrnjačka Banja, 22<sup>nd</sup> to 24<sup>th</sup> January 1999***

## **I INTRODUCTION**

This is the report of a three-day seminar for a group of 18 representatives of women NGOs from central Serbia. This was the first of two modules of training for the same group of participants. The seminar was organized by *The STAR Project - Belgrade Office and Team TRI, within Civic Initiatives*, and took place in Hotel Fontana Vrnjačka Banja, from 22<sup>nd</sup> to 24<sup>th</sup> January 1999.

The trainers on the seminar were

Ms Anna Bu  
Ms Sladjana Mandic

The participants were representatives of 18 women NGOs from Serbia. The list of participants is given in *Annex 1*.

The costs of the trainers (fee, accommodation), the organizational costs and costs for participants (travel, accommodation, meals, and other) were covered by The STAR Project - Belgrade Office.

## **II LEARNING OBJECTIVES**

This seminar was designed so that by the end of it the participants should

- 1 *Understand the role of NGO in the community*
- 2 *Gain knowledge about strategic planning and evaluation*
- 3 *Gain confidence in applying knowledge*
- 4 *Encourage exchange of experiences and cooperation*

## **III DESCRIPTION OF THE TRAINING**

### **3.1 Preparation for the training**

Preparation consisted of several phases. Seminar was designed on one-day meeting of the trainer and series of consultants. The topics and content of this module was planned in advance due to standards and conclusions from needs assessment of participants' organizations.

The title of the seminar was *A Step to Success*. The flow of the topics was following: The Role of NGO in Civil Society, Assessing the Needs of Stakeholders, Strategic Planning (basic), SWOT Analysis, Developing Mission, Aims and Objectives and Evaluation. Design of the training is given in *Annex 2*.

All exercises, case studies and examples that were used during the training were selected and shaped according to participants' needs and their organizations' activities.

### **3.2 Training Implementation**

Before the training started, participants received the Program of the training. The program of this module is attached to this report as *Annex 3*.

Each day of the training had its own title which was followed by the flip-chart drawings inspired by the topics for that day. The guiding idea was to visualize the learning of the day, and at the same time to link the content and point the logic flow of the training.

### **3.3 Methods and Techniques**

Techniques and methods applied during the training were group discussion, brainstorming, input, case studies, small group exercise, individual work, participants presentations, work in pairs, avalanche and icebreakers/games.

Involvement of participants, as well as practicing everything that was learned was the main task of the trainers. *All topics (excluding Evaluation) were designed in 4-mat system.*

Changes of the trainers while delivering and use of appropriate and various methods was one of ways for keeping participants' full attention and involvement.

#### *3.3.1 Specific Approach (in leading and organizing of this course)*

Here are the characteristics of this approach:

**1 Participant-led** Instead of leading the course according to a predetermined program, it was important to work on issues and problems that participants raised themselves. During the selection process a number of needs (at a personal and organizational level) were identified. We designed this program to address those needs.

**2 Stimulating networking and peer support** Trainers encouraged members to use each other as sources of knowledge and expertise in such a way that a problem shared could very often become a problem solved. This led to an improvement in the relationships between the participants as most of them hadn't known each other before this course.

**3 Informality** Trainers made a special effort to make learning fun. There was a relaxed and activity-based atmosphere and the participants worked on difficult topics through different kinds of exercises. Each day was finished in a good mood.

**4 Information Resource** A lot of training materials and handouts in Serbian language were distributed during the course. Participants were encouraged to use them as a resource within their own organizations and in their future work.

**5 Flexible framework** In solving concrete problems the trainers helped participants by stimulating and offering assistance towards possible solutions.

**6 Continuity** It was stressed that participants should be in contact, cooperate and work on issues of common concern. Also trainers accepted the commitment to assist whenever they received a request for help from the participants (i.e. advice and suggestions about needs assessment, writing project proposal, exchanging info).

### **3.4 Content of the seminar**

#### *3.4.1 Day 1<sup>st</sup> Friday 22<sup>nd</sup> January 1999*

##### *Who are we and why are we here?*

At the beginning of the course trainers welcomed participants and introduced the overall design of the whole seminar (two modules, assignments and certificates) established credibility of the trainers as Team TRI and acknowledged the participants' qualities and proceeded to the schedule of the first module and its learning objectives. The participants were asked to introduce themselves and their pair which they gladly did. Then, participants agreed about common ways of working (WOW) for the whole seminar (like no smoking, participate, show respect, don't seat on your needs, come on).

time fun listen to others etc ) After general remarks were given and participants expectations of the seminar were put on the FC (in a game called 'Expectation flower') the main topic of this afternoon was introduced ***Role of NGO in a Civil Society***

The session started with a Mapping game The participants were asked to present the organizations they are representing and write the names of the organizations on a sticker and post it on the map of Yugoslavia The next step in presentation was to make groups (acc the places they came from) and to add to the map stickers with the names of other NGOs in their surrounding

A group exercise followed, where the participants had to list the local problems on the left side of a FC and the activities of the local NGOs on the right side of the FC Thereafter, a short input was given in order to understand the connection between local problems and NGO activities and then about the development of NGO sector in general Using the method of brainstorming we established the differences between NGOs and governmental organizations, explained the legal situation of NGOs in FRY and created a list of main characteristics of NGOs Six conditions for the existence of civil society were discusses and the importance of NGOs for the civil society was emphasized How to improve my relations to the local community? and What strategies should I apply? was the last assignment that was done in small groups A lot of suggestions were given in response to these questions and in the final statement we stressed the importance of the cooperation between NGOs and the local community

Evaluation of the first day was done through the method Thermometer High "temperatures " between 80 -100 degrees (maximum 100) were given to all elements of the session (content presentation, and methods)

The day finished in a good mood with the game "Bingo"

3 4 2 Day 2<sup>nd</sup> Saturday, 23<sup>rd</sup> January 1999

***What are we going to do?***

### Morning Session

The session about ***Needs Assessment*** started with a plane game and with the question "What does your NGO need the most?" These needs were discussed and the statement from the previous day that NGOs are founded to satisfy the needs of the local community was a good connection to the new topic After stakeholders' analysis and the definition of N/A, the participants filled in a questionnaire about important job factors The aim of this exercise was to assess their sensitivity to others' needs

Key questions to be answered before starting the process of N/A were discussed and the use of methods of N/A was explained Questionnaire and Venn diagram were explained in more detail and demonstrated on a few examples The participants did the following group exercise (case study) very well needs assessment of two different stakeholders - the users and the volunteers of a women organization

After the break morning session continued with the exercise Building the Tower which was an introduction and led participants to the topic ***Strategic Planning*** (SP) which was the overall theme for the whole day The importance and benefits of good planning process were stressed and we proceeded to the theme ***Mission Statement***. This session started with participants writing the title and summary for a virtual newspaper article about their organization, that might be published in January 2009 This helped participants to see the effects of their every-day work in long time and also to feel the 'real nature' of changes we are about to make After input about mission statement (importance of defining good mission values of organization, criteria that might help for defining mission etc ) participants were involved in evaluating and analyzing mission statements that were given as examples Then participants tried to define their organizations' mission statements

(individually) what was followed by group discussion about common problems and difficulties they found and by presentation of few examples 'fresh made' missions The work on mission development continued in three small groups and after in bigger (avalanche)

#### Afternoon Session

The energizer for the start was the game "Flowers and Trees"

The definition of SP with the explanation of the key words was used to introduce one of the best methods of SP and prioritizing the *SWOT Analysis* SWOT analysis was explained in the context of SP process, as a method for analysis and understanding the existing situation in order to prioritize and plan the best ways of further action Then an example (Red Cross) was done through a group discussion, and participants were asked to make SWOT for their organizations, and present it to the others The participants showed great interest in this method and took active part in the actual analysis that was a part of the presentation (how to avoid threats using strengths etc )

The session on *Aims and Objectives* followed and it started with a small game of Associations which presented the relevance of aims to mission, and of objectives to aims After, there was the input on Aims and Objectives and the flow of issues was How to define aims, why is it important to set aims what are SMART objectives and why it's important to set them smart The analysis of some good aims and objectives was used as an introduction leading to the exercise, when participants were expected to define one aim and two objectives that will contribute the most to their missions Participants did this individually, and after participants presented their mission, aims and objectives, written on the FC papers in-groups of six

The method Evaluation questionnaire with faces was used to evaluate the first two days The filled in questionnaires are added to this report

The day ended with the game To which song do I belong?

3 4 3 Day 3<sup>rd</sup>, Sunday, 24<sup>th</sup> January 1999

#### *How to Maintain and Improve Our Work?*

The energizer of this morning was Who am I? This was followed with the main topic of that day *Evaluation*. The session started with an evaluation method -The evaluation tree This was followed with brainstorming about the benefits and importance of evaluation (Why do we need evaluation?) The session continued with input about the evaluation process and the seven steps of evaluation Putting the evaluation in the project cycle connecting it with the evaluation phases was the next step

The session continued with an input and presentation of an example (case study) of Indicators for Aims and Objectives (Outputs and Outcomes) After that participant were asked to use their aims and objectives developed the day before and to determine the indicators for outputs and outcomes This exercise was done successfully what shown that participants are able to define and distinguish indicators for outputs from indicators for outcomes This indicates that the whole process of SP from defining mission statement to evaluation was clear and understood by participants At the end participants were asked to place themselves on the evaluation tree, which has shown the progress in their knowledge

A short summary of the course was done with the help of a drawing showing a boat (NGO) sailing across the sea (working environment) in a fixed direction (MAO), using paddles to change it if necessary (evaluation) etc

Then the participants filled in two questionnaires Evaluation of the Course *Annex 4* and Needs Assessment of their organizations (*Annex 6*) The results of both questionnaires are given in *Annex 4 and Annex 6* The next stage was to draw their attention to the design and topics of the second module of the course, the criteria for the certificates and the assignments Also assignments that

should be accomplished by participants in-between modules were set. These assignments are the way of practicing gained knowledge in their organizations. Each participant chose one of the four offered assignments for the next module: 'SWOT of my organization', 'Planning evaluation of a concrete project', 'Workout of MAO with members of my organization' and 'Needs Assessment of one stakeholder'.

The Closing game for the seminar was "Your five minutes".

### **3.5 Topics for the Second Module**

Participants were asked to contribute in designing of the second module, expressing their needs and interests. So, they were given a list of topics from which they were supposed to choose two. Each woman had two votes to spend if she chooses to vote. The results are following: Structures, Roles and Responsibilities in an NGO (4), Teamwork (9), Volunteers (4), Promotional Activities and PR of an NGO (6), Fundraising and Writing the Project Proposals (11) and Writing Reports (5).

## **IV EVALUATION**

### **4.1 Participants' Evaluation**

The training was evaluated using different methods of evaluation. Each day of the training was evaluated at the end of the day, using the methods Evaluation Thermometer and Evaluation Questionnaire Tree with Faces. Standard questionnaire developed and used by Team TRI trainers was given to all participants at the end of the training. This questionnaire was referring to all three days of training.

Each of the small evaluation methods showed that the participants were satisfied by the content, process and the work of trainers, methods, atmosphere in the group, also satisfied with improvement in their knowledge.

18 participants filled out the evaluation questionnaire. Questions and answers (the results) are given in *Annex 4*.

### **4.2 Trainers Evaluation and Self-reflection**

#### **4.2.1 *Anna***

I enjoyed the work with women's group and it was a challenge for me to go the first time "out of Vojvodina". My experience and work with the "Women's Studies and Research" (WS&R) helped me a lot to establish good contact with the group and to gain their confidence. A recent evaluation of the work of WS&R and analysis of the results of this evaluation prepared me to the variety of women's interest, needs, affinities, criteria, etc. and helped me to accept and understand the differences within this women's group. It was an interesting experience for me to learn more about and from women from central Serbia. There are existing cultural differences and I think that beside education and training our task should be to change something ("to make a difference") in the attitude, mentality, etc. of this women. The other reason why they should be our target group is without changes in central and south Serbia there is no hope that the situation in Serbia could be changed.

It was a great experience to hear about the work of these women; they are the real pioneers of the NGO sector and I admire their courage and persistence - it is not easy to be a women's activist or feminist in their patriarchal environment. On the other hand - a lack of knowledge about project management is obvious - they need more training on writing project proposal, fundraising, etc. more information, consultation, literature, money support, women's solidarity, etc.

I was satisfied with the exercises and case studies which I have prepared but I have still to work on some topics (Evaluation SP) to understand them better to make them more interesting and to involve more the participants. The use of printed, prepared text (instead of writing it on the FC in front of the participants) means considerable time-reduction and I have to think about it, when I am planning the next time my session (evaluation was done in a very short time because all the inscriptions were prepared so that Sladjana had to start with her presentation earlier as it was planned)

It was nice again to work with Sladjana she is very conscientious creative and she insists always on high standards of our work, having always in mind the interests and needs of our participants (which prevents me to simplify things or to take the easier way)

#### 4 2 2 Sladjana

I felt extremely well with Anna as my **co-trainers**. Anna's approach, especially to preparation is more thorough than mine what makes me more confident during seminar (I always feel I should be more prepared even when I'm over prepared). We managed to have things under control to decrease and/or avoid unnecessary stresses. At this point I have to stress how much I admire Anna's positive attitude toward world (everyday things) that makes me enjoy very much working and spending time with her. That could be very helpful especially if there are heavy group of participants organizational problems and similar problems and stresses.

About the **participants**. There were significant cultural differences that I didn't expect (in such extent). Over all the group was slow not responding to interactive way of working not so opened hard in creating 'common' feelings and spirit of belonging, etc in few words different than any groups I worked with, so far. As I delivered seminar in NGO Development for women groups from Vojvodina and now having experiences in working with women group from Central and South Serbia, I could say that a lot of our attention and support should be focused to the all NGOs in the Southern part of country.

#### 4 2 3 Anna and Sladjana

We had again problems with the training room this time significant that seriously endangered the seminar and we recommend that future arrangements with 'Miross' should be reconsidered. It was good that Alexandra from STAR was there and solved the problem - but stresses like this can be avoided!

Ms Anna Bu  
Ms Sladjana Mandic

January 1999

Attached

- 1 List of participants
- 2 Training design
- 3 Program of the course
- 4 Results of evaluation questionnaire
- 5 Evaluation sheet
- 6 Results of needs assessment

Photos will be available after the second module

Course title	NGO Development in FRY – A Step To Success (Korak ka uspehu) 1 <sup>st</sup> Module
Trainers	Ms Anna Bu and Ms Sladjana Mandić (AS)
Date	January 22 <sup>nd</sup> -24 <sup>th</sup> , 1999
Venue	Vrnjačka Banja, Hotel "Fontana"
No of particip	18
Type of org	Women Groups
Organized by	STAR Project - Belgrade & Team TRI

**Learning objectives of the course:**

- 1 To understand the role of NGO in the community
- 2 To gain knowledge about strategic planing and evaluation
- 3 To gain confidence in applying knowledge
- 4 To encourage exchange of experiences and cooperation

<i>Day one Friday, January 22<sup>nd</sup></i>		<i>WHO ARE WE &amp; AND WHY ARE WE HERE?</i>					
Time	Len	Title of the session	Key learning points	Methods	Audio Visuals	Resources needed	Lead Resp
17 00 - 17 10	10	Welcome & Introduction	- intro to the program, - credibility, acknowledgment - 1 <sup>st</sup> and 2 <sup>nd</sup> seminar, assignments		FC + Welcome picture	Program of the seminar Badge/stick	Sladjana
17 10 - 17 15	5	Information	- learning objectives - program of the seminar	Input	FC		Anna
17 15 - 17 25	10	Introduce your Pair	- getting to know each other	Icebreaker	FC		Sladjana
17 25 - 17 30	5	Expectation flower	Participants expectation	Game	FC	Colorful paper - petals, glue	Anna
17 30 - 17 40	10	Ways of working General remarks	- establishing WOW - setting up working atmosphere	Group discussion	FC		Sladjana
17 40 - 17 45	5	Where am I coming from?	Gathering the picture (map) of NGO sector and presentation	Mapping game		map of FRY post-it	Anna
17 45 - 18 10	25	My NGO-My Community	to understand the connection between local needs and the activities of NGOs	Group exercise	FC	PC, pens	Anna
18 10 - 18 15	5	Why do we need an NGO?	to understanding the importance of the NGO sector	Input	FC	Handouts	Anna
18 15 - 18 20	5	Is there any difference?	to understand the difference between NGOs and governmental organizations	Brainstorming	FC		Anna
18 20 - 18 25	5	NGOs in FRY	to understand the legal situation of NGOs in FRY	Input	FC	Handouts	Anna
18 25 - 18 30	5	Charactrestistics of NGOs	to learn about the main features of NGOs	Brainstorming	FC		Anna
18 30 - 18 35	5	Civil society	to find out which are the conditions for the existence of civil society	Brainstorming	FC		Anna
18 35 - 18 50	15	My strategies	to identify the best strategies for the relations with local community	Small groups	FC	FC, pens	Anna
18 50 18 55	5	Evaluation	Participants evaluation of the first day	Thermometer	FC		Sladjana
18 55 - 19 05	10	Ending game Bingo	Finishing the day in the good mood Get to know each other better	Game			Sladjana

<i>Day two Saturday, November 14<sup>th</sup></i>		<b>WHAT ARE WE GOING TO DO?</b>						
<b>Time</b>	<b>Len</b>	<b>Title of the session</b>	<b>Key learning points</b>	<b>Methods</b>	<b>Audio Visuals</b>	<b>Resources needed</b>	<b>Lead Resp</b>	
9 00 - 9 10	10	Expectation plane	Introduction into the topic	Game		stick-on	Anna	
9 10 - 9 20	10	Why do we need to assess needs - what is N/A	Stakeholders analysis importance of N/A, understand needs	Brainstorming, group discussion, input	FC		Anna	
9 20 - 9 25	5	Needs of stakeholders and needs of NGO's	identifying needs and interests of stakeholders toward NGO's	Input	FC		Anna	
9 25 - 9 40	15	Awareness of others' needs	to encourage participants to understand the needs of others	Individual exercise		Job factors and Key	Anna	
9 40 - 9 45	5	Key questions in planning N/A	to understand the key questions we have to answer before we start N/A	Input	FC		Anna	
9 45 - 10 10	25	Methods of NA	Different methods that we can use for N/A( Question and Venn diagram)	Input, Group discussion	FC	Handouts Venn - circles	Anna	
10 10 - 10 45	15+20	Exercise -to assess the needs of two stakeholders	Participants are practicing two methods N/A of two stakeholders (volunteers and users) - presentation	Case study Work in 4 groups		Case study	Anna	
10 45- 11 00	15	<b>Coffee Break</b>						A&S
11 00 - 11 10	10	Building a tower	importance of planning	Game Group discussion		Material	Sladjana	
11 10- 11 20	10	Strategic Planing (SP)/ Importance and benefits	understanding importance and benefits of planning	Gfrou discussion Input/brainstorming	FC	Handouts	Sladjana	
11 20 - 11 30	10	Newspaper title about my org , from the 2009	Fitting into wider picture, understanding the 'change'	Individual work		FC papers	Sladjana	
11 30- 12 00	30	Mission	understanding what is good mission, importance, characteristics examples	Input/group discussion	FC	Handouts	Sladjana	
12 00 - 12 15	15	Defining mission statement	practicing mission defining for their own organizations	Individual work Avalanche I			Sladjana	
12 15 - 12 30	15	Analyzing missions together	- exchange of experience - showing different views	Group discussion	FC		Sladjana	
12 30 - 13 15	35+10	Analyzing mission in Groups	- further developing of the mission statements	Avalanche II		FC papers	Sladjana	
		Lunch						

Time	Len	Title of the session	Key learning points	Methods	Audio Visuals	Resources needed	Lead Resp	
16 00 - 16 10	10	Game Flowers and trees	- encouraging participants	Energizer			Sladjana	
16 10 - 16 20	10	SP definition	Understanding definition and key words	Input	FC	Handouts	Anna	
16 20 - 16 45	25	SWOT analysis + Example	Understanding a method for analyzing and planning the best use of self potential and overcoming W of an NGO	input/case study/group discussion/ brainstorming	FC	Handouts	Anna	
16 45 - 17 05	20	Practice of SWOT	participants SWOT their NGO's	Individual work	FC		Anna	
17 05 - 17 45	40	Presentations	explanation of SWOT and analysis how to overcome threats and use opportun	Group discussion	FC		Anna	
17 45 - 18 00	15	<i>Coffee Break</i>						A&S
18 00 - 18 10	10	Association Game	Introducing concept of MAO structure	Brainstorming Group discussion			Sladjana	
18 10 - 18 30	20	Aims & Objectives	What are the aims and objectives and how to develop them	input/group discussion	FC	Handouts	Sladjana	
18 30 - 18 50	20	Aims & Objectives- Exercise	practicing - setting aims and objectives	Individual work		Markers, papers	Sladjana/ Anna	
18 50 - 19 10	20	Aims & Objectives - Reflection & Presentation	Sharing experiences and achievements on setting aims and objectives	Group discussion 3 X 6	FC		Sladjana	
19 10 - 19 20	10	Presenting MAO's	Presentation of participants' M & A & O and group discussion	Group discussion	FC	Blue tack	Sladjana	
19 20 - 19 25	5	SP summary	Summary of the day Consolidate the knowledge	Input			Sladjana	
19 25 - 19 30	5	Evaluation	Participants evaluate last two days	Evaluation form		Form(faces)	Anna	
19 30 - 19 40	10	Game To which song I belong?	Relaxing game	Game			Anna	

<i>Day three Sunday, November 15<sup>th</sup></i>		<i>HOW TO MAINTAIN AND IMPROVE OUR WORK?</i>						
<b>Time</b>	<b>Len</b>	<b>Title of the session</b>	<b>Key learning points</b>	<b>Methods</b>	<b>Audio Visuals</b>	<b>Resources needed</b>	<b>Lead Resp</b>	
9 10 - 9 20	10	Who am I?	Energizer	Game		Stickers with names	Sladjana	
9 20- 9 25	5	Evaluation tree	introduction into the topic	Exercise			Anna	
9 25 - 9 35	10	Why do we need evaluation?	benefits of evaluation	Brainstorming	FC		Anna	
9 35 - 9 50	15	The evaluation process and the 7 steps of evaluation	three stages of the evaluation process, methods and information	Input, brainstorming	FC		Anna	
9 50 - 10 00	10	The place of evaluation in the project cycle	putting evaluation in the context	Input	FC	Handouts	Anna	
10 00 - 10 30	30	Planning of evaluation Indicators	Planning evaluation, Differences in indicators for A and O	Brainstorming, input	FC		Sladjana	
10 30 - 10 45	15	<i>Coffee Break</i>						A&S
10 45- 11 15	40	Indicators from different perspectives	Understanding indicators through practice = setting indicators for ind AOs	Individual work		FC papers	Sladjana	
11 15 - 11 25	10	Summary of the course	consolidate the knowledge reviewing LO	Input	FC	FC pap (1 day)	Anna	
11 25 - 11 35	10	Evaluation of the course	to evaluate the course	Questionnaire 1, 2	FC		Anna	
11 35 - 11 45	10	Designing the next course	-criteria for certificates -topics for the next course -assignments,	Group discussion	FC	Postcards of Vrnjacka Banja	Sladjana	
11 45 - 12 05	20	Closing game Five minutes is yours	- to end seminar in good mood	Game	FC		Sladjana	

Program of the seminar

***A STEP TO SUCCESS***

Vrnjačka Banja, 22<sup>nd</sup> -24<sup>th</sup> January 1999

Friday, 22<sup>nd</sup> January 1999, 17 00-19 30

Welcoming and Introduction

The Role of NGO in Civil Society

Saturday, 23<sup>rd</sup> January 1999, 9 00-19 00

Assessing the Needs of Stakeholders

Strategic Planning

Mission

*Lunch (13 00-16 00)*

SWOT

Aims and Objectives

Sunday, 24<sup>th</sup> January 1999, 9 00-13 00

Evaluation

## RESULTS OF EVALUATION QUESTIONNAIRE

Title of the course	A Step To Success
Trainers	Ms Anna Bu Ms Sladjana Mandic (AS)
Date	January 22-24,1999
Venue	Vrnjačka Banja, Hotel "Fontana"
No of participants	18

### 1 Have the learning objectives of the seminar been met and in what extent?

Entirely -- 16 answers

Partially met -- 2 answers

(Possible answers were entirely partially and not met)

They also commented it *It was really useful for me because I got very concrete knowledge, All topics were covered and all learning objectives have been met, We have got all needed information, I am satisfied with everything, The seminar helped me a lot because I missed the knowledge about the work of NGO Exchange of experience & additional education, This is the first time that I attended a seminar like this and I am fascinated by the knowledge of trainers, We have been overcrowded with information and I feel a little confused, Nothing has been omitted, all topics have been covered and everything was understandable I came to the seminar without previous knowledge about the role and work of NGO's and it helped me a lot*

### 2 Are there any learning objectives or aims that have not been met and why?

None of the women said that there are aims or learning objectives that had not been met and added following comments *In essence I think that everything that was planned had been accomplished My aim was to start to speak and come out in front of women*

### 3 Please name two topics from the seminar that you feel will contribute the most to the work and development of your organization

The most frequently mentioned topics were

- Strategic planning (14 times)
- Needs assessment (12 times)
- Evaluation (9 times)
- The role of NGO's in civil society (6 times)

Comments *All this is very important and makes an entirety Everything I heard is very useful for my future work As our NGO is the only one in our community it is very important to assess the needs of the community We need information and other help -- consultations I think that all topics are important How to involve more persons in planning activities We need all this knowledge to survive*

### 4 Would you please name the topics that need improvement and suggest ways to do it?

No such topics 9 answers

There were some comments like *Role of NGO (by including foreign lecturers who could speak about their experience) Needs assessment (2 times) Strategic planning-by including more examples More time for strategic planning*

Participants mentioned some topics which were not included in this module and stated that they need more information about writing project proposals (3 times) Info on conflicts within the group Networking and connecting NGOs

#### **5 How can you evaluate trainers work?**

**excellent -- 13 answers**

**very good -- 5 answers**

(Possible answers were excellent, very good, average and bad)

Participants also commented trainers work *It was dynamic and interesting -- at the same time I have learned a lot Well organized, Good co-training, Good energy level, Open minded Dynamic various interesting, I would like if the trainers could have a training in Niš with the women's groups, The trainers have been working hard, and they had a lot of understanding and wish to transfer knowledge They master the whole subject, They don't need improvement in their work but they need more time for training delivery,*

#### **6 In what aspects could or should the trainer's work be improved?**

**Nine women did not give any answer to this question**

Other women commented *Nothing -- the trainers were fantastic, attentive, creative, clear and interesting, I have no objections- they are communicative natural and accessible Their work is O K but they need more time for presentation More constant tension was needed, They should not create tension They should simplify some of the things It is not necessary to explain the same thing three times*

#### **7 What did you like the most at the seminar?**

The participants commented *Input & lectures (two times) Systematic work Way of communication Presentation of the topics, The handouts A lot of exercises Useful information and the atmosphere Presentation skills of the trainers Active involvement of participants, Efficiency Way of work Candies, Exchange of experience The possibility to learn something new The complete training The understanding of all the topics Creativity Group exercises and group presentations The methods used during the training Topics Meeting with other women and having a nice time together (three times), New information Fair relations between trainers and participant*

#### **8 What is it that you liked the least at the seminar?**

Three women had no comment The others commented *Problems with the hotel and the training room Games Working conditions The second day the work was really strenuous (three times) Very different participants Training room Accommodation and organization The use of unknown words Moving from the hotel to the training room Selection of participants,*

#### **9 Please write your suggestions, opinions and ideas in connection with further seminars**

Five women had no comment Others said *Find better training rooms Simplify and adapt the materials More short breaks (5-10 minutes) and some short recreation The second day should be easier Less working hours Something about leadership The seminar should last one day more so that we have more time for exchange of experience More free time More breaks for exchange of experience More seminars with more free time You should invite more young girls Other members of our NGO should also attend a training like this, We need more information on project management You are doing a great job- just go on like this!*

## **RESULTS OF NEEDS ASSESSMENT**

Participants were given the standard form NVO2/99, with the question (No5)

*What kind of training, specific knowledge and skills does your NGO or you need?*

Here are the results of participants training needs assessment

- development of local community 3 times
  - the role of NGO in civil society 2 times
  - needs assessment 5 times
  - structures roles and responsibilities 6 times
  - strategic planning 4 times
  - budgeting and managing finances 6 times
  - **writing project proposals 12 times**
  - team work/leadership 6 times
  - communication skills 7 times
  - negotiations 6 times
  - cooperation with authorities and private enterprises 6 times
  - fundraising 7 times
  - situation of women 5 times
  - situation of handicapped once
  - income generation projects 7 times
  - recruiting volunteers and staff 3 times
  - marketing and promotion of NGOs PR 4 times
  - monitoring and evaluation 4 times
- 
- Result the most demanded topic was **writing project proposals (12 times)**

*NGO Development Seminar, 2nd Module -  
A STEP TO SUCCESS  
Vrnjačka Banja, 11<sup>th</sup> to 14<sup>th</sup> February 1999*

APPENDIX P

## I INTRODUCTION

This is the report of a three-day seminar for a group of 15 representatives of women NGOs from central Serbia. This was the first of two modules of training for the same group of participants. The seminar was organized by *The STAR Project - Belgrade Office and Team TRI, within Civic Initiatives*, and took place in Hotel "Jezero", Vrnjačka Banja, from 11<sup>th</sup> to 14<sup>th</sup> February 1999.

The trainers on the seminar were

Ms Milica Minić, Center for Girls, Belgrade, exclusively for delivering the Fundraising

Ms Sladjana Mandić, Team TRI, Belgrade

Ms Branka Pavlović, Team TRI, Belgrade

The participants were representatives of 11 women NGOs from Serbia. The list of participants is given in *Annex I*.

The costs of the trainers, (fee, accommodation), the organizational costs and costs for participants (travel, accommodation, meals, and other) were covered by The STAR Project - Belgrade Office.

## II LEARNING OBJECTIVES

This seminar was designed so that by the end of it, the participants should

- 1 Gain further knowledge and skills in NGO management*
- 2 Be Ready for Efficient Fundraising*
- 3 Enhance knowledge and skills in PR*
- 4 Be encouraged for building and developing good relations and communication within organizations*

## III DESCRIPTION OF THE TRAINING

### 3.1 Preparation for the training

Preparation consisted of several phases. Seminar was designed through consultants. The topics and content of this module was planned in advance due to standards and conclusions from needs assessment of participants' organizations.

The title of the seminar was *A Step to Success*. The flow of the topics was following: The Culture of Feedback, Reporting, Roles in the team, Fundraising, Writing Project Proposal,

Human Resources Teamwork Leadership, Volunteers and Public Relations Design of the training is given in *Annex 2*

All exercises case studies and examples that were used during the training were selected and shaped according to participants needs and their organizations' activities

## 3 2 Training Implementation

Before the second module of the training, participants received a letter with the Program of the training and their own picture postcard reminding them of the homework. The program of this module is attached to this report as *Annex 3*.

Each day of the training had its own title, which was written on the flip chart together with drawings inspired by the topics for that day. The guiding idea was to visualize the learning of the day, and at the same time to link the content and point to the logic flow of the training.

## 3 3 Methods and Techniques

Techniques and methods applied during the training were group discussion, brainstorming, input, case studies, small group exercise, individual work, role play, gallery walk and icebreakers/games.

The main task of the trainers was creating such an atmosphere for free and active involvement of participants, as well as practicing everything that was learned. We also paid attention to balanced flow and exchange of trainers' lead responsibilities and techniques. The use of appropriate and various methods, was one of ways for keeping participants' full attention and involvement.

### 3 1 1 Specific Approach (in leading and organizing of this course)

Here are the characteristics of this approach:

**1 Participant-led** Instead of leading the course according to a predetermined program, it was important to work on issues and problems that participants raised themselves both on the first module as during the sessions and breaks on the second module of the seminar.

**2 Stimulating networking and peer support** Trainers encouraged members to use each other as sources of knowledge and expertise in such a way that a problem shared could very often become a problem solved. Also shared experiences and support is crucial for these kinds of training as well as for strengthening further work and contacts of participants.

**3 Informality** Trainers made a special effort to make learning fun. There was a relaxed and activity based atmosphere. The participants worked on difficult topics through different kinds of exercises. Each day was finished in a good mood.

**4 Information Resource** Training materials and handouts in Serbian language were distributed during the course. For each delivered topic appropriate written materials were given to participants. Participants were encouraged to use them as a resource within their own organizations and in their future work.

**5 Flexible framework** In solving concrete problems the trainers helped participants by stimulating and offering assistance towards possible solutions.

**6 Continuity** It was stressed that participants should be in contact, cooperate and work on issues of common concern. Also participants could refer to Team TRI for further information on literature or advanced training.

## 3 4 Content of the seminar

### 3 4 1 Day 1<sup>st</sup> Friday 12<sup>th</sup> February 1999 *About resources*

At the beginning of the course, trainers welcomed participants and introduced the program of the second module of the course, re-established credibility of the trainers and Team TRI and

acknowledged the participants' qualities and proceeded to the schedule of the second module and its learning objectives. After icebreaker, participants agreed about common ways of working (WOW) for the whole seminar (like no smoking, participate, show respect, don't seat on your needs, come on time, fun, listen to others, etc) and some general remarks about seminar and criteria for diplomas were given. The criteria for diplomas are to participate on both modules, to accomplish the assignment between modules and to participate in workshops and group works.

In order to find out what happened to the participants between the two modules, we asked them to draw a bag, which would contain all the events that happened, both private and work-related (of the interim period) that they wanted to share with us. Then the "bags" were opened and the owners commented on their content.

This was followed with presentations of participant's assignments. The participants worked in three groups, everyone in the group had to present her homework (max 5 minutes each) and to give feedback on the homework of other group members. After one woman was delegate from each group to report to the whole group about assignments.

This led to the first topic of the seminar **Reporting**. It started with group discussion on importance and benefits of reporting and different types of reports were presented. Session continued with input on report structure and tips e.g. 10 important questions for evaluation reports followed.

Belbin Test was presented and given to the participants, as one of methods used for determination of the ones role in a team. This test introduced the topic **Roles in the Team and Belbin test**. After testing, recollecting and reviewing results of participants testing, trainer gave a short review of each role in the team (about the role, typical qualities, weaknesses and behaviors). It was interesting seeing participants more and less successfully identifying their role(s).

Morning session finished with the game "Cool as a cucumber"

### Afternoon Session

The afternoon session started with the game Market of the Names, which was an introduction to the topic **Fundraising (FR)**.

Through brainstorming, group discussion and trainers' input different aspects and issues within Fundraising were covered, like fears and myths of FR, relationship to the donor, exploring background and guidelines of the donor, what does make NGO successful in resources mobilization, negative aspects of FR and alternative ways of raising money. Also, construction of the budget was presented, basic tools and principles for writing good project proposal and general form of project proposal. The participants were given introductory instructions and advice how to write a project proposal and then they were divided in three groups, and asked to write a project proposal for the project they agree on. The culmination was the presentation of each group's project proposal. Feedback on what was done well and should be improved followed. This session finished with acknowledgment to the groups for well done job.

The first day finished in a good mood with the game "Do you love me, dear?"

Evaluation of the first day was done through the method Evaluation Wall.

3 + 2 Day 2<sup>nd</sup> Saturday 13<sup>th</sup> February 1999

### *Working with people*

### Morning Session

The morning session started with the game "Clap your hands on 3". In order to combine theory and practice and advance our ways in **working with people**, we introduced the topic **Culture of Feedback** and feedback skills. A short input was given on the importance of feedback, what is feedback and what it is for, how to give skilled feedback and how to receive feedback. In a small exercise participants had a chance to give each other feedback. This was an introduction to following topic **TeamWork and Leadership**. The session of **TeamWork** started with the game "Train" which was aimed to introduce participants in the topic. After that, through brainstorming and group discussion, we worked on differences between group and team and characteristics of team. For further and deeper experience of teamwork we used small-group exercise – "Rounds" and then summarized that experiences through group-discussion – participants had made a list of advantages of teamwork. Through short input and group-discussion we considered stages in team-development and every participant got diagram to fill it with graphic of development of her team. In wrapping-up we stressed the most important points of teamwork. The last topic of this morning was about one of the most common problems of teams or any groups of people working together, about **Leadership**. We talked about problems with leaders, what should be essence of leadership, about authority and power and what successful leadership means. In groups of threes' participants were asked to negotiate on three characteristics of their 'Dream leader', with outcomes of this group work we listed out the list of characteristics of a good leader. The morning session finished with the game **Follow your leader**.

#### Afternoon Session

Afternoon session was devoted to **Volunteers** started with opening game "The Magic Gift" (participants were asked to give and to accept imagined gifts showed through nonverbal communication). Then through group-discussion we considered who is volunteer and which are the characteristics of his status, why an NGO needs volunteers and why volunteers want to work in NGO (mutual needs). Small-group exercise "Recruiting Volunteers" was designed to give participants opportunity for experiential learning. 3 participants were potential volunteers who go through interviews with members of 3 NGOs working on different women's issues: women's human rights, prevention of women's health and psycho-social needs of women. Then in the whole group we discussed choices of volunteers and NGOs and criteria they had used. Through brainstorming in whole group we listed the most important points for introducing a new volunteer in NGO and ways for attracting potential volunteers. As logical continuing, we discussed the question of **Staff** – differences between volunteers and staff, NGO-staff in our conditions (we stressed semi-professionalization), job description and personal specification. We summarized by pointing importance of the people, their motivation and needs in NGO-work. To pack the team bag' was our next exercise. Sitting in a circle, we asked the participants to identify the most common problems in teamwork and human resources in general and write them on pieces of paper. The following stage was to try to find solutions together. The participants enjoyed this kind of work (see evaluation) and demonstrated mature and understanding attitude to the all-day's theme. After this session we asked the participants to evaluate the day by writing their comments on pieces of paper and putting them in two different bags: one with a smiley (What we liked) and the other with a sad face (What we disliked).

3 4 3 Day 3<sup>rd</sup> Sunday 14<sup>th</sup> February 1999  
**How to Promote our Work?**

The last day was about *PR* and presenting the work of NGOs in community and through media. As an introduction to the topic session started with the exercise *Story Telling*, which offered lot of examples for 'good' and 'bad' communication, and showed how a story changes with retelling and the importance of careful listening.

Also, through short input and brainstorming we worked on importance of communication with environment (with different stakeholders), target group in communication and mediators (media), characteristics of media and their need for "news".

After, we reviewed different levels of PR, elements, differences and importance of those levels due to activities of an NGO. The session continued with instructions about writing press releases. Then participants were split in four small groups, by the different pre-knowledge, with different assignments for the same case study: to write a press release, to make a leaflet, to make a poster and to prepare an interview. After presentation of group assignments, the story about PR finished with a small summary. During this session some posters and other PR material was presented.

After this session trainers gave feedback to participants on their assignments gone between two modules.

At this point, they started the ending of the seminar. A short summary of both modules was given to help participants to overview the "whole journey we took together".

Then the participants filled in evaluation questionnaire given in *Annex 4*. The results of evaluation questionnaire are given in *Annex 6*.

Finally, according to the schedule and well timed, we started the "big event". Participants received their diplomas. One participant did not satisfy the criteria for getting diploma, trainers informed this participant about their decision off session and before the event for the whole group. This participant will have a chance to accomplish an extra assignment and that way fulfills criteria for receiving diploma.

The Closing game for the seminar was "Draw your impression on this seminar".

## **IV EVALUATION**

### **4.1 Participants' Evaluation**

The training was evaluated using different methods of evaluation. Each day of the training was evaluated at the end of the day, using the methods Evaluation Wall, Bags and Evaluation Questionnaire, standard questionnaire developed and used by Team TRI trainers was given to all participants at the end of the training. This questionnaire was referring to all three days of training.

Each of the small evaluation methods showed that the participants were satisfied by the content, process and the work of trainers, methods, atmosphere in the group, also satisfied with improvement in their knowledge. The usual negative remarks were about food or warmth of the working room, and about tempo of work or lack of time.

The 15 participants filled out the evaluation questionnaire. Questions and answers (the results) are given in *Annex 4*.

### **4.2 Trainers Evaluation and Self-reflection**

#### **4.2.1 Branka**

**Personal experience** during this training was very positive – I felt relaxed in contact with participants, even I hadn't worked first module also I was satisfied communication between participants and myself For me this was first time to work with 'clear" women's group and I believe I succeeded to accommodate my way of delivering training to their experiences

**Cotrainer's cooperation** was on high level with a lot of tolerance, freedom and support for one's own responsibility in topics which each of us was leading For first time working together, we created and delivered good seminar, with logical flow and good dynamics

**Participants** were on different levels of knowledge and understanding of NGO work and it was good basis for exchanging the experiences I think that this seminar could be a very good frame for structuring their further work and, maybe, for networking

#### 4 2 2 Milica

About the **participants** The course was basic and simplified, which applied to the pre-knowledge of the group Therefore the response of the group was good, and the bottom line they understood what is important and applied it in exercises

About **cotrainers** Cotrainers work was very supportive, which refers mostly to Sladjana with whom I was mostly in contact, through preparations and on the first day of seminar when Fundraising was delivered

In general It is always worthwhile delivering basic courses, because of the high interest and good response of the group

#### 4 2 3 Sladjana

About **myself** I satisfied with outcome of this seminar and with the fact that I managed to regain the groups' thrust and to work much better with them (at the first module this was extremely hard group) I think I should prepare more detailed. I feel more confident in some topics and especially in handling group dynamic Generally I feel better working on the second module

About my **cotrainer** This was the first time for me to work with Branka, and with that circumstance (we have no cotraining experience) I think we did a good job There was some common preparation missing, and cotrainers' communication while delivery, and we should make some additional effort in this direction next time I would like to have a chance to work with all other trainers for Team TRI, because I think is crucial for all of us to get to know each others from cotrainers perspective, as soon as possible

About the **participants** This group dynamics changed, probably because they were more familiar among each other and with trainers, so they become more opened and easier to work with I can say there was good energy within the group Still this is a difficult group over all There was very different levels of pre-knowledge within the group, so what was too much for some, for others was too little I could say that a lot of our attention and support should be focused to the all NGOs in the Southern part of country

About organization and logistic this time everything was much better, we had appropriate working and very good lodging conditions This is something that makes the work easier and less exhausting Also, some participants ware addressing traimer stressing this

Ms Branka Petrovic  
Ms Milica Mimic  
Ms Sladjana Mandic

February 1999

**DRAFT DESIGN on seminar FOR WOMEN GROUPS II module in Vrnjacka Banja**

<b>FRIDAY - 12 02 9 00--20 00</b>	<b>SATURDAY - 13 02 9.00 -- 20 00</b>	<b>SUNDAY - 14 02 9 00 -- 12 30</b>
Welcoming What have we done in between modules Participants assignments <p align="right"><b>Sladjana</b></p>	Feedback Team Work <p align="right"><b>Sladjana</b> <b>Branka</b></p>	PR
Reporting Roles in the team -Belbin test <p align="right"><b>Sladjana</b></p>	Leadership <p align="right"><b>Sladjana</b></p>	PR Feedback on assignments Diplomas & The end
Fundraising <p align="right"><b>Milica</b></p>	Recruiting Volunteers <p align="right"><b>Branka</b></p>	
Writing Project Proposals <p align="right"><b>Milica</b></p>	Stuffing Summary Big group discussion <p align="right"><b>Branka</b> <b>BS</b></p>	

## RESULTS OF EVALUATION QUESTIONNAIRE

Title of the course	A Step to Success - II module
Trainers	Ms Branka Pavlovic, Ms Sladjana Mandic and Ms Milica Minic
Date	February 12 <sup>th</sup> -14 <sup>th</sup> , 1999
Venue	Vrnjačka Banja, Hotel "Fontana"
No of participants	15

### 1 Have the learning objectives of the seminar been met and in what extent?

#### Entirely – 15 answers

(Possible answers were entirely, partially and not met)

They also commented it *Whole seminar was good, all my expectations were fulfilled Now after hearing II module a lot of things from the first one are clear to me Everything was clear correct punctual presented in right moment -Clear at the first place A lot of information, instructions and strategies for further work, I am fascinated with the knowledge of the trainers, We were hearing about topics that supplemented the picture about our NGOs I am very satisfied with this seminar I gained more knowledge then I expected Seminar was concrete, and the bottom line is that I supplemented my previous knowledge Time spent on the seminar was very useful*

### 2 Are there any learning objectives or aims that have not been met and why?

None of the women said that there were aims or learning objectives that had not been met  
There were no comments additional comments

### 3 Please name two topics from the seminar that you feel will contribute the most to the work and development of your organization

The most frequently mentioned topics were

- Fundraising (12 times)
- Reporting (10 times)
- Roles in the team (9 times)
- Leadership (9 times)
- Teamwork (8 times)
- PR (8 times)
- Volunteers (4 times)

Comments *It is hard to pick the most important topics All this is very important and makes an entirety Everything I heard is very useful for my future work We are an young NGO having a lot of problems with local media and we need a lot of tips about PR Good teamwork is essence for any work in a NGO Topic leadership idealized leaders I think that all topics are important*

### 4 Would you please name the topics that need improvement and suggest ways to do it?

No such topics 4 answers

*There were some comments like More time for levels of PR Relations with the funder (campaigning (this topic wasn't included in this design), Volunteers were boring, Something about how to build a team -team Building Reporting, More tips about leadership Team work and PR, This was only basic things, all topics could be more detailed PR and FR - more examples and theory FR - with tips advances and possibilities General lack of time*

#### **5 How can you evaluate trainers work?**

**Excellent – 14 answers**

**Very good – 1 answers**

(Possible answers were excellent, very good, average and bad)

*Participants also commented trainers work Interesting way of presentation and work occupies participants' attention for a long time, Trainers are great (two times) Trainers were clear smiling and with a lot of understanding for us Good input of information I liked interactively and participatory approach to the learning Great job Sladjana keep up with good spirit!*

#### **6 In what aspects could or should the trainer's work be improved?**

**Nine women did not give any answer to this question**

*Other women commented Nothing, We should thank them for everything, More possibilities for informal conversations with trainers Sladjana should improve handwriting You are great - clear and understanding, Almost everything was ideal*

#### **7 What did you like the most at the seminar?**

*The participants commented Dynamic way of working (3 times) Interesting topics Balance of theoretical and practical work and problem-solving approach Topics games length of seminar (day longer than last time) New information and knowledge Session about Leadership - clarity and energy of the trainer Energizers and lectures, Participation of all, good games relaxed atmosphere and having good time Trainers' understanding for participants being late Ways of communication Organization and punctuality of trainers Presentations topics workshops Stressing important facts Lectures and exercises*

#### **8 What is it that you liked the least at the seminar?**

*Three women had no comment The others commented Participants' being late A bit tiring sessions - maybe lasting long Food and group division - I was almost all the time with the same women in the group Lack of free time Everything was all right A bad biorhythm of some participants Personnel in hotel was rude*

#### **9 Please write your suggestions, opinions and ideas in connection with further seminars**

*Six women had no comment Others said There should be more seminars with more free time for participants The STAR seminar on media should be repeated or combined with this one and or materials from that seminar should be distributed to all NGOs More seminars like this one Keep on! More media attention more topics and time for exercises Maybe more seminars should be organized during the summer when we have more time and then*

\*      \*

*make it more advanced Seminars should last longer so we would have more time for learning and socializing Education like this one should be conducted more often for all interested women from a different groups*

## SOS TRAINING REPORT AND EVALUATION

### VIOLENCE AGAINST WOMEN AND ADVOCACY

Training for volunteers of the SOS-help-lines for women and children - victims of violence

Mojca Dobnikar  
 Natalija Gregori  
 SOS telefon Ljubljana  
 P p 2726, 1001 Ljubljana, SLO  
 Tel , Fax + 386 61 441 993

The training was organized for volunteers from women's groups in the field violence against women, especially for those of them who already have some experience in trainings of new volunteers or at least some experience in the work against violence against women. The training offered the basic knowledge necessary for the education of the new volunteers - in the form of lectures as well as in the form of practical exercises.

The training started with the personal starting points and goals of participants' cooperation in women's groups. In the education of new volunteers it is very important to be aware of their different goals, reasons, motives, etc., for the co-operation in the group, their goals and motives can be more or less harmonious with the goals and motives of the group itself. It is important that new volunteers know and understand their own goals and motives as well as goals and motives of the group. To assure that, the goals of the project, as well as expectations towards new volunteers have to be clearly defined.

Usually women's groups have different goals and visions. Sometimes they are clearly defined and all members know them very well. But often they are not articulated enough and they change without being discussed properly among members. When the goals are not defined, or when they are too general, or too distant, etc., this is a very good base for growing up of misunderstandings, disappointments, conflicts, etc. Therefore it is important to articulate and to define the goals and the visions, but in the process of the articulation and definition it is also important to give place for the personal goals and motives of the members.

In the next phase the training dealt with the question of the dialogue, of the communication between two persons, the topics were active listening and prejudices. Active listening and being free of prejudices are important elements of the advocacy that women's groups are carrying out in the work against violence against women. For active advocacy it is important to hear what the other person is telling us, to receive the message as it was meant - or at least close to it, the big barrier here are different prejudices, rigid, inflexible opinions. Through practical exercises the participants could find out how much they are able to carry out a conversation that is not influenced by their opinions and experiences. The topics were abortion, homosexuality, the question of victim's guilt in sexual and physical violence, etc. The participants could also explore how much they are able to understand the opinions that are opposite to their own. In the context of training for new volunteers the goal of this (or similar) exercise is to find out if the new volunteers have some prejudices, if so, it is necessary to do some further work on this topic.

In the next part of the training the participants simulated counseling on the SOS-help-lines. The simulations are a very important part of the trainings for new volunteers. The volunteers can experience the situation that is very similar to the real situation of talking to women survivors of violence. It is an opportunity to explore one's qualities and weaknesses in counseling. In the practical exercises of this part of the training the participants played different roles - the role of the new volunteer as well as the role of the trainer, that gave them the insight to different situations during the training for new volunteers.

In two lectures that followed we presented the system of trainings for new volunteers in SOS-Help-line in Ljubljana (how to find new volunteers, criteria and terms for co-operation in the project, how to motivate

and follow up the process of the education) and the way of carrying out the simulations of counseling in the SOS-Help-line Ljubljana

In the last part of the training the participants planned trainings for their own groups, they started with identification of the topics, continued with articulation of the goals and with adjustment of different ideas about the planned training, finally they worked out a fictitious programme of training and presented this programme to the public (TV) The whole part was designed as a team-work, so the goal was not only to use the knowledge about education gained on this training but also to explore the possibilities and weaknesses of the team-work

Considering the situation of women's groups in FRY we think that the training offered an appropriate combination of basic knowledge for the work against violence against women and basic knowledge necessary for carrying out trainings for new volunteers Because some participants had only little experience in work against violence against women the basic knowledge necessary for this work (active listening, prejudices, simulations of counseling - the first level of the training) were very useful for them

For those who already had more experience the knowledge necessary in trainings for new volunteers were more important, they were more interested in lectures on the system of education in the SOS-Help-line Ljubljana, use of different education methods, etc (the second level of the training)

We evaluate these two levels of the training as very successful The third level - getting knowledge and skills in adjustment of different goals and working methods of trainings for new volunteers - was less successful Considering the situation in women's groups in FRY it would be necessary to include into the training the elements of non-violent conflict resolution The process of practical exercises with the purpose of designing the programme and adjustment of the goals of the training made clear that the participants lack of skills that would enable them for effective team-work (taking into consideration all ideas coming from different members of the group who communicate very differently, evaluation of purposes of the "traditional" goals of the project from the actual point of view, adjustment of new ideas with "traditional" goals, finding out what are the actual priorities of the group, etc )

In spite of that we evaluate that the training as a whole was very useful to the participants, we also think that in the future planning of common trainings for women's groups in FRY the priority should have the topics of team-work and non-violent conflict resolution

The organisation of the training was perfect and we would like to thank for that again to the members of the STAR-team in Belgrade

**FRY EXCHANGES - COMPLETED**

	Name	Group	Place of exchange	Group or event	Date	Country
1	Marija Vidic	Women in Black Belgrade	Porec	Miramida	Jun-98	CRO
2	Nora Visoka	Media Project, Prishtina	Porec	Miramida	Jun-98	CRO
3	Slobodanka Macanovic	SOS Belgrade	Becici	SOS Network	Jun-98	FRY
4	Rajna Bozic	Center for Girls, Novi Sad	Becici	SOS Network	Jun-98	FRY
5	Srbijanka Djordjevic	SOS Krusevac	Becici	SOS Network	Jun-98	FRY
6	Dragana Milenkovic	Iz kruga, Belgrade	Becici	SOS Network	Jun-98	FRY
7	Ljiljana Zivkovic	Labris, Belgrade	Ljubljana	Kasandra	Jul-98	SLO
8	Marija Vidovic	Living Waters, Pancevo	Split	Women's Group	Sep-98	CRO
9	Danijela Petrovic	Group MOST, Belgrade	Porec	WRI Triennial	Sep-98	CRO
10	Andjelija Vucurevic	Women's Studies, Novi Sad	Porec	WRI Triennial	Sep-98	CRO
11	Zibija Sarenkapic	DAMAD Novi Pazar	Palic	Women in Black	Aug-98	FRY
12	Trandelina Cakaj	Aureolia, Kosovo	Palic	Women in Black	Aug-98	FRY
13	Nela Nikolic	Center for Non-violent CR Nis	Palic	Women in Black	Aug-98	FRY
14	Aida Petrovic	SOS Podgorica	Palic	Women in Black	Aug-98	FRY
15	Nada Radovic	SOS, Podgorica	Palic	Women in Black	Aug-98	FRY
16	Nazlie Bala	Elena, Prishtina	Palic	Women in Black	Aug-98	FRY
17	Vesna Tokin	Luna, Vrsac	Ljubljana	various groups	Sep-98	SLO
18	Vesna Drazenovic	Iz kruga, Belgrade	Banja Luka	disabled group	Sep-98	B-H
19	Sonja Drjevic	Zenski pokret, Belgrade	Ljubljana	City of Women fest	Oct-98	SLO
20	Marija Gajicki	Zenski pokret, Belgrade	Ljubljana	City of Women fest	Oct-98	SLO

**FRY EXCHANGES - APPLICATIONS**

	Name	Group	Place requested	Group or interest	Date	Country
1	Svenka Savic	Women's Studies, Novi Sad	Zagreb	Women's Studies	fall-98	CRO
2	Marija Lukic	Group for Women's Rights, BG	Porec	family violence	Oct-98	CRO
3	Verica Kurtic	Women's Space, Nis	Kumanovo	Daja, Esmā	fall-98	MAK
4	Mira Jolovic	SOS, Niksic	Zagreb	women & violence	fall-98	CRO
5	Ana Simic	Lastavica & GEA Belgrade	Velika Gorica	Kuca Rosa	fall-98	CRO
6	Nela Nikolic	Center for Non-violent CR, Nis	Zagreb	ARK BABE Center	fall-98	CRO
7	Svetlana Saric	SOS, Vlasotince	Podgorica	SOS, Podgorica	fall-98	FRY
8	Ljiljana Raicevic	SOS Podgorica	Sarajevo	Zene zenama	fall-98	B-H
9	Ana Zorbic	Women's Space, Nis	Ljubljana	Kasandra	fall-98	SLO
<b>NEED TO FIND MATCH</b>						
10	Zorica Raskovic	Osmeh, Vrbas	Split	single mothers refug	Nov-98	CRO
11	Nevenka Djordjevic	SOS Krusevac	open	SOS children	fall-98	open
12	Olivera Djudic	SOS Kraljevo	open	family violence	fall-98	SLO
13	Rajna Bozic	Center for Girls, Novi Sad	open	advice, legal, girls	fall-98	SLO/MAK

FRY OFFERS TO HOST

	Name	Host group	Request	Field of interest	Date	Country
1	Svenka Savic	Women's Studies, Novi Sad	Biljana Kasic	Women's Studies	open	CRO
2	Marja Lukic	Group for Women's Rights, BG	open	legal, family violence	open	open
3	Vesna Drazenovic	Iz kruga Belgrade	open	special needs, violence	open	open
4	Mira Jolovic	SOS, Niksic	open	violence against women	open	open
5	Ana Simic	Lastavica & GEA, Belgrade	open	refugees, IGPs	open	open
6	Svetlana Saric	SOS Vlasotince	open	violence against women	open	open
7	Ljiljana Raicevic	SOS, Podgorica	open	family violence	open	open
8	Nevenka Djordjevic	SOS, Krusevac	open	family violence	open	open
9	Rajna Bozic	Center for Girls, Novi Sad	open	advice, legal girls	open	open

## FRY Regional Exchanges Program

*These are brief excerpts from the reports (which are all in Serbian)*

1 Marija Vidic – Miramida Seminar in Porec, Croatia

There were 18 workshops from the fields of non-violent conflict resolution, feminism, understanding power and other fields related to civil society which is also closely linked to the work of Women in Black. I will use the knowledge and experience I gained in the seminar in the traveling women's peace workshops which Women in Black organizes

2 Nora Visoka – Miramida Seminar in Porec, Croatia

No report

3 – 6 Slobodanka Macanovic, Rajna Bozic, Srbijanka Djordjevic, Dragana Milenkovic – SOS Network in Becici, Montenegro

This seminar was organized by SOS Podgorica and themes discussed included support to women in Kosovo, violence against women.

7 Ljiljana Zivkovic – Ljubljana, Slovenia

I visited the groups Kasandra and L L from Ljubljana. In former Yugoslavia there are only 4 lesbian groups: Labris in Belgrade, Kasandra, L L and Kontra projekt. After seven years these groups met in Ljubljana and continued collaboration and one of the results is the newsletter "Lesbian Rights are Human Rights". On this exchange I exchanged information, saw the work of the group, literature and video material with the team of lesbianism. There are plans for organizing the second Lesbian Meeting in ex-YU and organizing a training for a lesbian counseling center.

8 Marija Vidovic – Women's Group Split, Croatia

Both groups are involved in work with women who have survived violence, through workshops, psychotherapy, etc. These two groups make up an information network, they disseminate information among groups and therefore avoid having only Zagreb as the center. My general impression is excellent, both about the work of the groups and the projects they are doing in Croatia. I consider the exchanges program great for exchanging experiences and interethnic and regional cooperation.

9 Danijela Petrovic – War Resisters International Triennial, Porec, Croatia

This was a meaningful experience for me, the exchange of information was very useful since I work at the MOST (non-violent conflict resolution) Group and the Center for Anti-war Action.

10 Andjelija Vucurevic - War Resisters International Triennial, Porec, Croatia

No report

11 Zibija Sarenkapić – Network of Women’s Solidarity Against War/Women in Black, Subotica, FRY

This was a chance for exchanging experiences, expressing needs and education which will help me to encourage women in my region (Sandzak)

12 Trandelina Cakaj - Network of Women’s Solidarity Against War/Women in Black, Subotica, FRY

I participated in panel discussions, workshops and discussions I got to meet other participants and it was a chance for me to say something more about the situation in Kosovo

13 Nela Nikolic - Network of Women’s Solidarity Against War/Women in Black, Subotica, FRY

There were Albanian women at the meeting and I had the chance to speak with them, and also with women from Israel

14 Aida Petrovic - Network of Women’s Solidarity Against War/Women in Black, Subotica, FRY

What was important and what I supported was the clear message against hate, nationalism, war in Kosovo and war in general

15 Nada Radovic - Network of Women’s Solidarity Against War/Women in Black, Subotica, FRY

I got to know the group Women in Black and their work

16 Nazlie Bala - Network of Women’s Solidarity Against War/Women in Black, Subotica, FRY

No report

17 Vesna Tokin – Ljubljana, Slovenia

I participated in a multi-media festival in the gallery of the women’s center and collaborated on a video project During my exchange I participated in film montage and meetings with women from a creative workshop from Zagreb

18 Vesna Drazenovic – Dystrophy Association, Banja Luka, B-H

I held two workshops on discrimination of women invalids

19 Sonja Drljevic – City of Women Festival, Ljubljana, Slovenia

The experience in Ljubljana will help me in my work organizing women in the field of culture We also met Frenchwomen with whom we will collaborate in the future I participated because the chance to collaborate with Slovenian groups and we are planning a similar event in Belgrade, where we would also invite the Slovenian women as guests

20 Marija Gajicki - City of Women Festival, Ljubljana, Slovenia

Because this program affirms contemporary art the method of organizing and the program will affect the program my group in Belgrade is organizing We agreed to collaborate on three concrete programs

21 Milica Mimic – Zene zenama, Sarajevo, B-H

I learned new strategies and alternative methods in the fight against all forms of discrimination against women (especially if offering medical-therapeutic help) I also gained knowledge about the reintegration of returnee women.

22 Vesna Nikolic - War Crimes Roundtable, Washington, DC

Report attached

23 Aleksandra Haravan – various women’s groups in Ljubljana, Slovenia

The model of work in women’s groups is very similar, however, different educational-media, informative content can be adapted to this region

**DELPHI INTERNATIONAL****STAR Project***Strategies, Training, and Advocacy for Reconciliation*

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**REGIONAL EXCHANGES REPORT FORM**IME  
Name \_\_\_\_\_NGO  
group \_\_\_\_\_Dogadjaj na kojem ucestvujete.  
Event you are attending \_\_\_\_\_Mesto i datum odrzavanja.  
Place & date \_\_\_\_\_

*Molimo vas da nam po povratku odgovorite na sledeca pitanja*  
*Please answer the following questions when you return:*

- 1 Ukratko o dogadjaju (moze i materijal o dogadjaju)? *Something about the event (material)?*  
 \_\_\_\_\_  
 \_\_\_\_\_
- 2 Razlog zbog kojeg ucestvujete? *Why are you participating?*  
 \_\_\_\_\_  
 \_\_\_\_\_
- 3 Kako i na koji nacin je bilo organizovano vreme koje ste provele? *How was your time organized?*  
 \_\_\_\_\_  
 \_\_\_\_\_
- 4 Da li ste spoznali nesto novo i kako bi to moglo da pomogne vasoj grupi? *Did you learn anything new & how could this help you group?*  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

### THE DELPHI/STAR 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"

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 60 exchanges and internships with more than 80 women participating were supported.

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 18 women who had participated in exchanges and to 10 groups who had hosted exchanges in Croatia, Macedonia, FRY and BiH. 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 woman 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 group 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.
- A Serbian woman participated in a conference that generated ideas and support for a similar conference to be held in Belgrade.
- 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.