

USAID/Bosnia  
Democracy Network Program  
(DemNet)

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**FINAL REPORT**

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**JULY 2001**

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# ***USAID – ORT***

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# USAID / ORT – Bosnia DemNet Program

## List of Acronyms

DAG	Development Activity Grant
DemNet	Democracy Network
EC	European Community
IDG	Institutional Development Grant
MG	Micro-grant
NGO	Non-governmental Organization
OSCE	Organization for Security and Cooperation in Europe
PA	Program Advisor
PAC	Public Awareness Campaign
RS	Republika Srpska
TA	Technical Assistance
TOT	Training of Trainers
UNDP	United Nations Development Program
UNHCR	United Nations High Commission for Refugees
USAID	United States Agency for International Development

# **Executive Summary**

## **Introduction and Overview**

ORT designed and delivered a dynamic two-year democracy program to develop and strengthen 28 Bosnian NGOs based on our preliminary assessment of NGO capacity in 1999 to undertake civic action functions, and to demand effective governance from state and local institutions. A key component of ORT's strategy was to develop and deliver customized support packages, i.e., a comprehensive package of training and technical assistance (TA) targeted at strengthening democratic self-governance and civic action and advocacy. Financial grants were provided as a means to build long-term institutional capacity and to support public policy advocacy initiatives and coalition-building programs.

The results of ORT's NGO Development and Sustainability Program have been impressive. All 28 DemNet partners have met or exceeded USAID contract benchmarks 1-5 including: improved operational capacity to execute stated objectives, clear and complete financial control systems, diversified sources of funding and defined governance structures. The NGO partners have significantly strengthened their capacity to operate according to higher standards of transparency and accountability resulting in improved services in their sectors.

All 28 NGO partners have used either print, television, or radio to promote their activities. Many DemNet partners from both rounds have achieved cooperation with and support from local and cantonal authorities in support of their activities. Many organizations, perhaps for the first time, have begun consultations with local authorities and most have received strong support of their activities. The majority of DemNet partners incorporated coalition-building activities in their programs which is a direct result of ORT's training related to the importance of collaboration in order to achieve common goals. Benchmarks 6 – 10, which focus on the above activities, have all been met or exceeded.

## **ORT Program Approach**

A key component of ORT's strategy was to develop and strengthen a local team of trainers to provide customized TA and training for each NGO partner. The ORT training team was recruited from diverse backgrounds, and received intensive training of trainers (TOT) through numerous training retreats, workshops, and in-house ongoing training to ensure a shared baseline of knowledge. Training was provided through relevant, participatory and innovative models, including Open Space Technology.

ORT's management team incorporated diversity upon formation to maximize creative dialogue and participatory decision-making within the DemNet team, as well as to provide an in-house guide to the local customs, concerns and political considerations. The ORT trainers quickly learned to work as a team due to ORT's participatory approach. During the two-year period, the trainers provided an extensive array of training and TA to the local NGO partners which reinforced their knowledge and skills as NGO specialists. The DemNet trainers are now well prepared to continue supporting the development and sustainability of the Bosnian NGO sector.

## **NGO Partner Selection**

In cooperation with USAID, ORT developed a schedule for soliciting grant applications within 45 days of project startup. Introductory workshops were held in 20 cities (12 Federation locations and 8 Republika Srpska locations) in June 1999 to brief the NGO community on the DemNet program. ORT was praised for holding workshops in small cities and towns to reach NGOs beyond Sarajevo and in Republika Srpska. Participants also praised the ORT design when they learned of customized support packages for partner NGOs with on-going TA and training rather than the standard NGO workshops and conferences offered thus far by European donors. The eligibility criteria and applications were distributed to local NGOs during the introductory workshops. ORT solicited the direct participation and input of Bosnians into its grant selection process through the creation of a review panel.

## **DemNet Grants**

ORT offered three types of grants to eligible Bosnian NGOs: microgrants, institutional development grants (IDGs) and civic action development activity grants (DAGs). Bosnian NGOs submitted 113 IDG partner applications and 96 microgrant applications in July 1999. ORT and the grant panel reviewed the applications and selected 20 NGOs to be visited by teams of ORT trainers to conduct detailed organizational assessments on-site in order to select 10 local partners. IDGs were awarded to the first group of 10 NGOs in September 1999 during an ORT press conference attended by the American Ambassador and USAID Mission Director. A second grant round was held to accept NGO applications, and 19 additional local partners were selected in February 2000. ORT's microgrant program was designed to strengthen the role of NGOs in new areas of civic education, policy advocacy and coalition-building activities. A total of 18 MGs were awarded over the two-year period (see Attachment 1 for a list of grantees).

## **Training and Technical Assistance**

Twenty-eight of the 29 partners successfully completed the IDG phase of the ORT NGO development and sustainability program which included: board development and training, leadership retreats and training, organizational structuring in accordance with international standards, staff training and ongoing TA. An ORT trainer was assigned to each NGO partner. During the leadership retreats, board and staff members received TA and training in developing mission statements relevant to its activities and services, strategic planning, personnel and financial management systems, governance issues, strategic fundraising and public relations/media and marketing. The ORT trainers continued to work with their respective NGO board and staff throughout the 20 month partnership period with Round I NGOs and 15 month partnership period with Round II NGOs.

NGO board presidents and executive directors participated in a three-part Leadership Development Certificate Program which focused on different models of decision-making; leadership styles, qualities and attributes; the principles and practices of staff development; and the joint preparation of leadership/management action plans.

Upon completion of the IDG phase, all 28 partners submitted applications and subsequently received USAID funding for civic action development activity grants (DAGs). Proposal writing workshops were conducted by the ORT team to develop DAGs, and it was necessary to provide intensive training and technical assistance to the DemNet partners in the development of advocacy, coalition-building, public awareness and partnership initiatives due to their inexperience.

All NGOs found both IDG and DAG phases beneficial, with results being evident in new structures and level of development of their respective organizations and in the impact, and in many cases sustainability of the projects developed during the DAGs. It was clear the NGOs considered the DemNet program as having been significantly different from previous donor programs or projects in which they had participated.

### **DemNet Outputs & Activities**

NGOs reported feeling a sense of responsibility to DemNet that they had not previously felt toward other donors – described as having being obtained through DemNet’s rigorous accountability and reporting measures. The consistent and on-going contact with DemNet staff and other DemNet NGOs throughout the program was a new experience for them, and facilitated working relationships with a donor and other partner NGOs not previously experienced during a grant program. The significant difference between DemNet and other previous grant programs seems to be the actual “partnerships” that were developed, with DemNet and the NGOs working together to accomplish the goals of the program. This method served to increase operating and programming capacity of the organizations, enhance relationships with other sectors such as government and media, and increase community awareness of the NGOs and their activities. The innovative and intensive design of the program allowed NGOs a high level of participation in their own development, thus increasing their confidence and enthusiasm in the program.

DemNet partners actively promoted citizen participation in democratic processes through the implementation of the DAGs. An impressive number of NGOs employed various techniques for obtaining community input and volunteer participation. With surveys and other public opinion polls, roundtable discussions consisting of cross-sector participation, and informal associations, citizens increased awareness of the partner NGOs as well as NGOs in general and their roles in the community. Public awareness of the NGO issues has been significantly increased through their efforts and through the DemNet public awareness campaign. The fact that one organization has increased its membership base by 300 members is highly encouraging for the future of civil society in BiH.

A high level of interest and support for the NGOs’ issues was provided from all levels of government, parliament, media, and other sector representatives – as indicated by their participation in activities and approval of requests. Groups and individuals from the community, which would not normally associate came together informally and formally – such as parents and teachers, municipal government authorities and parliamentarians, ministry representatives and NGOs, etc. Perhaps most interesting was the fact that these relationships appeared to have not been constrained by political affiliation. With these types of results, it is highly likely that community input will result in policy improvements that will positively affect the community.

All NGOs established contact with, and in most cases, nurtured relationships with representatives from all levels of government throughout their DAGs. More than mere meetings and requests for assistance, they obtained the active participation of government representatives in their activities, which directly supported their project goals.

Many NGOs demonstrated impressive levels of sophistication in their advocacy campaigns and lobbying efforts. Cantonal and municipal officials regularly worked in collaboration with the NGOs and others – either in a working group format or by expressing their approval and/or support of campaign issues to the general public – such as through television broadcasts. Mayors, Municipal Councilors, Ministers and their representatives, and representatives from other government departments and institutions, as well as judges, police, university and school officials, political party representatives, and parliamentarians were active partners of the NGOs in regions throughout BiH. ORT's continued training and technical assistance in policy advocacy and lobbying offered support and encouragement to the NGOs in order to establish and nurture these effective relationships.

Perhaps the most profound successes are reflected in the number of projects that were implemented with direct support from local government and/or private businesses subsequent to successful lobbying efforts on behalf of the NGOs. Financial support for projects was provided by three municipal governments in the amount of KM 100,000 for priority issues for the handicapped, KM 15,000 for university stipends, and DM 1,000 towards a television program for the deaf and hearing impaired. Material support in the form of office space, electricity, and technical facilities were provided to several NGOs by municipal governments as well. Generous support was provided to Vidra by state television in the form of a permanent weekly television program that will provide information to the deaf and hearing impaired. In addition, municipal licenses and permits were provided to an NGO in order to proceed with a construction project at a public building.

Private businesses also supported NGO activities in the form of financial and material support and lobbying assistance. One bank funded the cost of a professional interpreter for the television program for the deaf and hearing impaired, while other banks worked in coalition with NGOs on advocacy and lobbying efforts. Businesses contributed free Internet connection, donations of food and beverages for training programs, and worked in coalition with NGOs on several projects either providing specific technical assistance in their sector or lobbying assistance.

Cross-sector collaboration was demonstrated by several informal and formal groups, including one that is responsible for approving new construction in the area in accordance with UN Standard Rules on handicapped accessibility. One municipality mayor appointed a liaison from his office to be available to local NGOs in the region – offering support in whatever issues brought forth. The NGOs have learned much about obtaining local government and business support and intend to continue promoting such supportive relationships.

Numerous short-term coalitions were established and/or strengthened during the DemNet project. In addition to NGOs now working together to address common goals, several coalitions consist of representatives from various sectors. Local government and other government

institutions and departments are represented in issue-based coalitions dealing with community issues. Representatives from private business, the media, and other sectors are actively participating in NGO-lead coalitions in various regions of BiH. Most of these coalitions have already been successful in obtaining their project goal of an advocacy campaign or lobbying, while some are continuing their work to ensure successful implementation and follow-up of the project. Others are continuing and are expected to address related issues in their community.

In addition to an impressive membership composition, these coalitions are working with a professional level of collaboration and enthusiasm. Most are meeting regularly with continued high participation. Such a sizable number of NGOs forming and participating in coalitions – especially with cross-sector representation – is highly encouraging. It has not been common in BiH to form informal or formal partnerships or associations, but these successes demonstrate the ability of NGOs to work together, and in most cases, the increased level of effectiveness when this occurs. Furthermore, the joint training activities designed by ORT contributed to the formation of “The DemNet 28”, an informal network among the 28 local NGO partners. The group came together to form an NGO law working group to support the draft law initiative and they formed a public awareness campaign working group to promote the sector, and have expressed an interest to continue working together to develop coalition-building initiatives and cross-sectoral partnerships.

### **Graduation Ceremony**

ORT organized a highly successful graduation ceremony held on March 29, 2001 in Sarajevo. Ambassador Thomas Miller recognized the significant contribution of the 28 local partners in his keynote address, and distributed the 28 ORT/USAID DemNet plaques of distinction. USAID Mission Director Edward Kadunc also participated in the ceremony along with Celeste S. Angus, Director of ORT, and distributed the 56 Leadership Certificates of Achievement to board presidents and executive directors. Two representatives of the NGO partners, Goran Bubić of International Lex and Fadil Sero of Civil Society Promotion Center, also spoke and thanked ORT and USAID for their support and for the well-designed and implemented program over the past two years. The ceremony received extensive media coverage. All beneficiaries expressed a very high degree of satisfaction for the services and training received from the ORT team, and described the graduation ceremony as one of the best events organized for the NGO sector in BiH.

### **Final Evaluation**

ORT conducted an external final evaluation in June 2001 to measure the impact of DemNet over the two-year period. The evaluation consisted of a combination of standardized and non-standardized measures administered in-country. The DemNet program, which had the goal of strengthening the capacity of a core group of Bosnian NGOs to participate more actively and effectively in political and economic life, was designed as an intensive initiative combining a wide range of institutional development services and advocacy project support.

It was clear from the evaluation that the DemNet program had significant and long-term impact on the development of the NGO sector in Bosnia and Herzegovina. All NGOs reported significant satisfaction with both the design and implementation program, with most noting that it was one of the best experiences they have had. All benchmarks were met and in most cases, exceeded, resulting in a core group of Bosnian NGOs with increased institutional capacity, transparency, and accountability; improved relationships with government, media, business, and the local community; and knowledge and skills for continued policy advocacy. All NGOs have increased the number of NGO relationships and in most cases are actively working in coalition with NGOs and other sector representatives to increase community awareness and promote change on important issues and reforms. The NGOs are proud of having implemented international NGO standards in their organizations and are prepared to serve as mentors to other less developed NGOs.

The highly trained and experienced ORT trainers and staff were effective in establishing trusting relationships with the NGOs, which allowed for well-received training and technical assistance. The design and implementation of the DemNet program proved to be on target and timely as far as the NGOs' needs. The NGOs were receptive and even enthusiastic regarding implementation of international standards in their organizations, and realize the impact it has had on their operations and programming capacity. The DAG projects were highly successful, resulting in a significant increase in public awareness and citizen participation, cross-sector relationships (NGO-government, NGO-business, NGO-media), coalition building, and overall policy advocacy and legal reform. The NGOs are continuing their work on issues important to them and their communities, and with the increased capacity and level of sustainability – both in their organizations and their programs – results of the DemNet program will continue to be seen in the future. The 28 DemNet NGOs are well prepared to serve as mentors to other NGOs, which will ensure solid transfer of knowledge, skills, and experience obtained from the program, and should be encouraged.

## DemNet Benchmarks

The USAID benchmarks determined for this contract were all met, and in most cases exceeded, with one exception detailed below. The NGO partner examples provided below are highlights only, and should not be considered comprehensive.

### Component One

#### Organizational Development

*Benchmark 1) All assisted NGOs improve their operational capacity to execute stated objectives, as indicated by clear and understood mission statements consistent with their activity portfolios; development of personnel systems including job descriptions, performance appraisal systems and recruitment and dismissal policies; and decentralization of decision-making authority to appropriate management levels*

Through a series of strategic planning facilitated by the ORT trainers, all DemNet partners either revised or created clear and understood mission statements which are consistent with the organizations' overall objectives. For example, although Land of Children already had a mission statement prior to becoming a grantee, the organization revised it to read as follows:

*"Humanitarian Association of Citizens "Zemlja djece" is a voluntary, independent, non-political and non-religious organization, created to warn society on the suffering of children, within Bosnia and Herzegovina and throughout the Balkans, and to offer them organized assistance with the means most appropriate to their needs"*

Their revised mission statement is consistent with their activities as they are responsible for running the Banovici Youth Center, among other projects focusing on youth.

As part of the Institutional Development Grant, all NGOs developed personnel systems which have included: job descriptions, performance appraisal systems, recruitment and dismissal policies as well as the decentralization of decision-making authority to appropriate levels.

- Women BiH, an NGO in Mostar, had a moderately strong internal structure in place and through training have revised and internalised new procedures for operating systems. As a result of DemNet assistance, Women BiH now has a functioning multi-ethnic board and a clear separation of job roles within the organization. For the first time the organization publicly announced an opening for the Executive Director position and their current ED was hired through this open competition.
- Vidra, is an example of an NGO which was more experienced and had a strong organizational structure in place. Through DemNet training and assistance, they have strengthened their organizational capacity by creating "Procedure rules" with full staff participation before they were adopted.

***Benchmark 2) All assisted NGOs implement clear and complete financial control systems and follow standard financial management procedures as defined in their individual work plans***

All DemNet NGOs have put in place clear and complete financial control systems which follow standard management procedures and have met or exceeded this benchmark. Based on needs assessments conducted, some NGOs already had strong financial management systems in place while others had weak or no systems in place. Through DemNet assistance, all partners have improved their capacity in this area. Financial management systems, as well as accounting systems are now in accordance with International Accounting Standards and local laws.

For example, prior to becoming a Grantee, Forma F did not recognize the weaknesses of their financial management systems. Initially they did not maintain an overall operating budget, but had fragments of a financial system in place. Through DemNet training and technical assistance, Forma F now has a standard financial management system in place. Women BiH had a solid financial management system before becoming a Grantee and continued to improve its accounting system through DemNet technical assistance and training. Prior to becoming a Grantee, the NGO Krajina's financial management plan was based around specific projects and had a low-level of professionalism due to lack of solid knowledge on accounting procedures. After a restructuring of roles within the organization, NGO Krajina employed a financial manager on a half-time basis. Through DemNet training and assistance, NGO Krajina now has a solid financial management plan.

***Benchmark 3) All assisted NGOs have at least two reliable sources of funding, and Benchmark 4) All assisted NGOs diversify their financial portfolios during the period of assistance***

DemNet partners were successful in obtaining reliable sources of funding as well as diversifying their financial portfolios during the IDG period. Although most funding has been received from international sources, many organizations have been successful in obtaining funding and support from local municipal authorities and local businesses as well as securing alternative sources of funding such as: service for fees, magazine subscriptions and printing presses. All organizations actively wrote proposals with DemNet assistance to obtain additional funding and to diversify sources. One challenge DemNet partners continue to face is obtaining funding for projects which are long-term in nature.

- Under the Same Sun received funds from UNHCR to create an Aerobic Center which currently provides 15% of their total income. In addition, they receive funds from English and Computer classes which are offered. Several projects are pending which were submitted to international donors such as: Hewlett Packard, UNDP and Pax Christi for activities targeting youth.
- Forma F has recently implemented projects financed by UNHCR, Premiere Urgence, OSCE, and CRS for activities which include education and counseling of returnees, and activities focusing on women and employment. Currently, Forma F is implementing a project funded by the EU/EHRF to support the education of returnees and the local population of Stolac. Additional projects pending include: Women's Self-Employment (EC) and Business Training for returnees and local women from several different municipalities (EC/MPDL). Forma F has also received assistance and support from local and state governments.

- Women from BiH has diversified their financial portfolio and is managing the “House of the Open Heart”, a center which cares for the elderly. In addition, the organization has received funds from Barrow Cadbury Trust to produce a magazine.
- The Center for Protection of Minority Rights has enjoyed huge success in securing reliable funding and in diversifying their financial portfolio. Among the many projects currently being implemented by the Center is the project “Minorities in Local Self-Government as an Element of Enforcement of the Stability Pact”. This project has received funding from Freedom House and NOVIB. In order to implement this project, the Center is cooperating with regional NGOs such as the Dalmatian Solidarity Board from Split, Croatia and the Agency for Local Democracy in Subotica, FRY. Other sources of funding include: Olaf Palme, ISCOMET and the Norwegian Embassy for projects covering human rights, the protection of persons of national and religious minorities and the education of Roma.
- The Agency for Local Development Initiatives (ALDI) was successful in diversifying its financial portfolio resulting in reliable sources of funding. They have received funds from CORDAID to support berry production, OXFAM, UNHCR and the municipality of Gorazde to support micro-credit programs and the World Bank to support LEAP – Local Ecological Activities Planning - in cooperation with local government and other NGOs. Their portfolio is now in excess of 2 million DEM. In addition, ALDI generates revenue through services fees for micro-credit and business projects as well as charging fees for proposals which they have written for other organizations and local government.
- During the IDG period, the Civil Society Promotion Center (CSPC) started seven new projects relating to elections, care for the elderly, and analytical studies concerning local democracy and self-governance in BiH. CSPC has received funds from the Westminster Foundation for Democracy to support a project on civic education and to strengthen the local capacity of municipal authorities. In addition, they have received funds from the Netherlands Embassy for a project to assist the elderly. CSPC is also taking steps to develop alternative sources of funding such as: membership fees, fees for services and product sales from the production of a magazine containing legal advice for citizens which they plan to begin publishing in 2001.

Benchmarks 3 and 4 have both been met through funding for new projects, as well as through alternative revenue generation sources such as printing presses, magazine subscriptions, membership fees, and various fundraising activities, e.g., river rafting trip.

***Benchmark 5) At least 50% of assisted NGOs develop a defined and understood governance structure to provide targeted leadership and continuity in the areas of strategic decision-making and fundraising***

The development of a defined and understood governance structure is a natural extension of the activities addressed in benchmark 1. All DemNet partners have a defined governance structure which is understood by the organization and which has assisted them in addressing long-term strategic planning and fundraising with the assistance of the ORT trainers.

Many NGOs have created strategic planning and fundraising committees as part of their board which have been instrumental in promoting the long-term goals of the organization. For example, the Center for Protection of Minorities' Rights in Sarajevo has developed a long-term strategic plan to address the following issues over the next five years: to improve the legal treatment of persons belonging to minorities; observing minority rights as defined by the law and international obligations by state authorities; equalizing the treatment of minorities in the countries involved in the Stability Pact; educating minorities in BiH, promoting cooperation among different minorities in the region; developing a regional approach among NGOs involved in the protection of minority rights, and to strengthen the Center in functional and organizational terms. The realization of their long-term strategic plan is greatly assisted by the new rules of procedure which govern the administrative board in managing the Center.

- The Association of Persons with Muscular Dystrophy had a weak internal structure prior to becoming a Grantee, and had never engaged in strategic planning. The organization did not have a Board of Directors nor defined committee structures. As a result of strategic planning assistance provided by DemNet, the organization now has a strategic plan as well as strategic-planning and fundraising committees as part of their board. Their fundraising committee is engaged in obtaining reliable sources of funding as well as developing alternative sources of funding such as: a printing press which produced the DemNet newsletter, membership fees and cooperation with private businesses.
- ALDI is another example of a DemNet Partner who, through DemNet assistance, has refined their operational capacity, delineated authority and engaged in strategic planning. As a result, the organization has a fundraising strategy. One project undertaken by the organization was a special fundraising event "Rafting on the River Drina". Those who participated in the event included: ambassadors, representatives of local government and the international community. The purpose was to allow volunteers to clean the riverbanks and promote environmental awareness in the community. The trip was a tremendous success and facilitated additional funding sources for the organization.

## **Media Relations**

***Benchmark 6) At least 75% of assisted NGOs use a form of media to inform the public about their activities or the concerns of their constituents***

The ORT public relations (PR) specialist worked with the DemNet partners to develop individual PR action plans and media campaigns as part of the Public Awareness Campaign (PAC) initiated by ORT. A working group was formed to write an image statement, draft a message, chose promotional approaches, and to develop a group action plan. The congealing functions of the action plan were performed by the DemNet staff in conjunction with the working group – designing a logo and a poster for common usage by all DemNet partners. More than 2000 posters were distributed by DemNet partners throughout BiH. Many of the partners included the NGO logo design in their own promotional materials for marketing purposes. The ORT team provided customized TA and training and outcome monitoring which resulted in all 28 NGO partners successfully using either print, television, or radio to promote their activities.

Most NGOs achieved their self-selected goals, which include media coverage, public debates and roundtables, publishing newsletters, fact sheets and brochures, establishing networks, and creating high visibility special events. The ORT PR specialist selected several NGO partners to

interview and showcase in the first edition of the DemNet News, the project newsletter published in the fall of 2000 in both local languages and English (see Attachment Two for English version).

Below are highlights of some of the ways in which DemNet partners have utilized the media to affect change.

- Forma F improved its cooperation with the media and regularly informs the media about the events they organize. All training sessions and activities of Forma F have been covered by the media and presented free of charge. In addition to local radio and television stations, programs were broadcast on BiH TV, OBN and TV RS. Through interviews, special shows and contact shows, Forma F has had the opportunity to promote its activities, speak of the importance of civil society in BiH and to present the DemNet program as an excellent example of NGO networking and capacity building. Their activities have brought media from both the Federation and the RS together in support of their "Women in Business" training. To further facilitate the good relationship with the media, Forma F engages local experts on media relations as trainers.
- Under the Same Sun utilized the media effectively to cover all of its activities. This is due, in part, to the fact that one of the organization's board members is director of the local television station. However, one constraint for the organization is that they have not had enough opportunities to present their work to the media at the Federation and State levels.
- "Home of the Open Heart", a home for the elderly in the Mostar area, was officially opened by Women BiH in September 2000. BiH TV was instrumental in promoting not only the home, but the NGO during their show "BH Chronicle". Their activities have been covered in newspapers such as: Dnevni Avaz and Oslobodenje, as well as Federation TV and TV BiH. The Director has also given interviews for Radio Fern, an independent radio station on the state level.
- NGO Krajina and its PR team were very active in using the media to promote activities. The organization took the initiative of forming a network of radio stations that will promote the NGO sector in BiH. NGO Krajina has presented their activities through venues such as: newspaper articles, press conferences, radio & TV shows, round tables, posters, pamphlets and round table discussions.
- Women from Una developed positive relationships and cooperate closely with the media in their region. Through announcements, interviews, press conferences and round tables, the NGO has used the following venues to promote their activities: Radio and TV Bihac, Radio and TV of Una Sana Canton, local newspapers and Radio and TV Cazin. As part of their plan to utilize the media, they have engaged a Media Advisor.
- The Center for Civic Initiatives (CCI) was active in utilizing the media to promote their activities and has received customized training from the DemNet Public Relations Advisor. Topics covered in a one-day training session include: foundations of media and public relations, SWOT analysis of CCI and the CCI electoral monitoring coalition. The session concluded with the development of a successful media and PR strategy. With respect to their domestic election monitoring campaign, CCI has organized three press conferences

throughout BiH to promote the campaign. In addition, CCI has relied on meetings, presentations and printed publications to support their work. In the future, CCI will continue to use the media to promote the organization as well as civil society in BiH.

- The Center for Protection of Minority Rights established very good relations with the media and to date, all activities have been covered. One member of the Center's administrative board is tasked with promoting continued cooperation with the media. The Center has organized town meetings, open discussions and round tables to promote their activities.
- IDIS worked very closely with Radio Srpsko Sarajevo, Radio Fern and TV OBN to promote its activities. Three journalists from these media outlets are volunteers and members of the Media Relationship Group, which was established during the first strategic planning and through needs expressed during the implementation of the School for Human Rights and Freedom Plan.
- The Legal Assistance Information Center (LAIC) relied heavily on the media to promote its activities. They organized round tables to discuss such issues as: repatriation and implementation of property and housing laws in both entities. These events were covered extensively by the media in both the RS and Federation. LAIC has also taken part in radio and TV shows together with representatives of Zvornik municipality to address the problems of the community. LAIC, together with other NGO representatives have held public debates with representatives of local government, deputies of the RS Parliament, and representatives of political parties. The press conferences, interviews, and statements that ensued have assisted in making the local government representatives accountable.
- Luna was very active in utilizing the media to promote the NGOs activities. Through local TV, the organization promoted "Give Youth a Hand" which brought together hundreds of young people from regions of both entities: Gorazde, Zepce, Rudo , Banja Luka, Velika Kladusa and Belgrade, FRY. Activities included an inter-entity volleyball tournament, a masked ball and a rock concert. In addition to local TV covering the event, TV Banja Luka and Channel 99 from Sarajevo covered activities. Other activities include a talk show conducted on the local TV station titled "Post Election Chart". Its aim was to elicit responses from political party representatives on their responsibilities and power-sharing in the local municipal authority.

## **Community Development**

***Benchmark 7) At least 30% of assisted NGOs increase community liaison through, for example, soliciting community input for key decisions or increasing volunteer participation***

Almost all NGOs employed various techniques for obtaining community input for design and implementation of their DAG project goals and for increasing and utilizing volunteer participation. With surveys and other public opinion polls, roundtable discussions consisting of cross-sector participation, and informal associations being most common, citizens gained increased awareness of these NGOs and NGOs in general and their roles in the community. The average citizen provided input into community decisions and solutions and ultimately influenced policy formulation. Public awareness of the issues that the NGOs are working on in their community has been increased significantly through their efforts. The fact that one organization

has increased its membership base by 300 members is highly encouraging for the future of civil society in Bosnia and Herzegovina.

A high level of interest and support for the NGOs' issues was provided by all levels of government, parliament, media, and other sector representatives – as indicated by their participation in activities and approval of requests. Groups and individuals from the community which would not normally associate came together informally and formally – such as parents and teachers, municipal government authorities and parliamentarians, ministry representatives and NGOs, etc. Perhaps most interesting was the fact that these relationships appeared to have not been constrained by political affiliation. With these types of results, it is highly evident that community input has resulted in policy improvements that positively affect communities.

- The Association for People with Muscular Dystrophy held a roundtable with 47 representatives of local government, Department of Urban Planning, Doboinvest, six Centers for Social Work, schools, children's institutions, a municipality center, information center Lotos, organizations working with Disabled people, and deaf speech translators which raised community awareness of the need to enforce implementation of the UN Standard Rules regarding disabled persons and to ensure that new buildings constructed in Doboje are handicapped accessible.
- The Center for Civic Initiatives creates and distributes a regular newsletter titled Inicijativa as an effort to increase public awareness and promote active citizen participation in democratic processes.
- The Center for Protection of Minority Rights worked with NGOs, government representatives, and individuals from minority groups to lead an advocacy campaign involving a series of roundtables to improve the legal treatment of ethnic minorities, which resulted in a draft of suggestions for improving the legal rights of minorities in Bosnia and Herzegovina.
- Corridor promoted children's rights and improvements in the community's educational system by establishing positive working relationships with the four schools in Dobrinja, youth, parents, and teachers as well as with two schools in Srpska Sarajevo, demonstrating the organization's ability to liaison across communities. They also established a Youth Parliament, which involved rigorous volunteerism on behalf of youth, teachers, and parents, which developed a working strategy for close collaboration with government authorities and the National Assembly.
- Land of Children raised public awareness of street children by carrying out a campaign with volunteer support from street children themselves.
- Education Builds conducted a series of roundtables facilitated by a working group with participation of the Deputy of Schooling, Secretary of the Education Ministry, heads of universities, deputies, and professors in an effort to improve the educational, social, and material status of children who are war victims. As a result of the roundtables, cooperation was established between the NGO and the authorities to address implementation of Article 68 of the Law on Higher Education. In addition, the NGO

gained 300 new members who are contributing to the increased motivation of the advocacy group to expand its activities.

- Forma F conducted eight workshops to improve access to, and collaboration between community women and women local authorities resulting in voluntary participation of 207 women from eight municipalities in Western Herzegovina with participation from women municipal councilors, parliamentarians, local NGOs, and two local and foreign experts. Twenty volunteers were recruited who played a key role in further recruitment of workshop participants. Volunteer coordination bodies (working groups) consisting of community women and NGO representatives were formed in six municipalities.
- IDIS worked with 20 parents and five teachers to form parent-teacher associations at four primary schools to advocate for improvements in the educational system. IDIS Youth Group, along with volunteers from the community conducted an AIDS awareness campaign. In addition, several seminars on human rights and advocacy were held with representatives from local government and other public institutions, the community, schools, and youth.
- Luna was successful in obtaining significant community and volunteer support for a tax reduction project in which private business owners and representatives worked with the NGO on the campaign resulting in more than 70 private producers present at one meeting. They also obtained 170 signatures from local citizens who will support the upcoming Assembly's decision on the municipal tax deduction.
- NGO Krajina utilized volunteer participation of legal experts from micro-finance organizations, legal experts from local NGOs, representatives of media, representatives of MCOs, representatives of PLI-World Bank in Bosnia and Herzegovina, and other volunteers to promote economic development through the adoption of the Draft law on MCOs. A poll was conducted resulting in 1056 signatures for the support of the MCOs Draft Law campaign.
- Under the Same Sun obtained widespread volunteer support from the youth community and other community and local government representatives in an advocacy campaign to address issues facing youth. They designed and conducted a survey of 700 youth to solicit input as to their opinions on issues and concerns affecting youth in their community.
- Vidra held a highly successful advocacy campaign and conducted a public opinion poll, both supported by volunteers. They interviewed individuals with hearing disabilities to solicit their support for the campaign and proposed television program. The number of volunteers increased during the campaign, especially in lobbying the government.
- Women BiH conducted a survey on violence against women as part of its violence awareness and advocacy campaign, with more than 600 women responding. A roundtable was held, where the NGO was successful in bringing together a panel of representatives from several sectors dealing with violence – Head of the Police Department, a Judge, a Gynecologist, and the Director of the Center for Social Work who established a mutual agreement that the responsible sectors must work closer together.

- Women of Una in an effort to inform citizens and strengthen public opinion mechanisms with authorities, assessed government activities, organized four meetings of its project council, and conducted public opinion polls in eight towns in the Canton with results sent to government institutions, assembly members, political parties, media sources, and international organizations. They also utilized volunteers to assist returnees in the Prijedor region by organizing the collection of clothing, blankets, and food throughout the community.

## **Policy Advocacy and Coalitions**

### ***Benchmark 8) Increased involvement of NGOs in local government policy formulation, as indicated by 50% increase in the number of consultations between NGOs and government officials***

All NGOs established contact with, and in most cases, nurtured relationships with representatives from all levels of government. More than mere meetings and requests for assistance, they obtained the active participation of government representatives in their activities, which directly supported their project goals.

Many NGOs demonstrated impressive levels of sophistication in their advocacy campaigns and lobbying efforts. Cantonal and municipal officials regularly worked in collaboration with the NGOs and others – either in a working group format or by expressing their approval and/or support of campaign issues to the general public – such as through television broadcasts. Mayors, Municipal Councilors, Ministers and their representatives, and representatives from other government departments and institutions, as well as judges, police, university and school officials, political party representatives, and parliamentarians were active partners of the NGOs in regions throughout Bosnia and Herzegovina. DemNet's continued training and technical assistance in policy advocacy and lobbying offered support and encouragement to the NGOs in order to establish and nurture these effective relationships.

- The Agency for Local Development Initiatives worked with municipal and cantonal authorities, other NGOs, and the business sector to create a Map of Business opportunities in Gorazde. A Project Council established by the NGO comprised of representatives from the Cantonal government, municipal government, Chamber of Commerce, and ALDI lobbied the government to include the Map in its development strategy and to provide loan opportunities. Meetings were held with local NGOs and representatives of the Cantonal and municipal government, as well as a workshop with local authorities in March, and a follow-up meeting with the newly established government.
- The Center for Civic Initiatives engaged in extensive lobbying efforts in various regions of Bosnia and Herzegovina in order to raise awareness among local authorities of the need to involve citizens in the decision-making process. Staff from the NGO met with local government representatives in 15 municipalities.
- The Center for Protection of Minority Rights held meetings with several government officials and political parties in towns where roundtables would take place to obtain their

support and participation. The roundtables resulted in an analysis of the current state of legal treatment of ethnic minorities in Bosnia and Herzegovina, along with solid recommendations for constitutional improvements submitted to the state authorities, political parties, NGOs, foreign embassies, and other international organizations.

- Corridor, through the Youth Parliament they established, met with and informed local government leaders on community youth and educational issues.
- Land of Children held several meetings with government officials to raise awareness of their work with street children and engage their support. Meetings were held with Ministers and their working groups from the Ministry of Social Affairs and the Ministry of Education, Science, Sport, and Culture, and Assembly members.
- Forma F facilitated ongoing communication and collaboration between women's NGOs, women local government representatives, women parliamentarians, and community women that will influence policy formulation through monthly meetings between municipal councilors, parliamentarians, and a coordination group.
- Luna actively lobbied local authorities and assembly members through working meetings with the Mayor, Chief of Department of Economics, assembly members, Assistant Minister of Industry and Private Enterprise, Chief of Public Income, and the Chairman and Deputy Chairman of the Municipality.
- NGO Krajina influenced policy formulation by providing a legal framework for establishment and operation of micro-credit organizations in Republika Srpska by ensuring that the Draft Law on MCOs was placed on the parliamentary agenda and ultimately passed. The voluntary working group engaged in a rigorous advocacy campaign consisting of meetings, roundtable discussions, and other working meetings with various government officials and other key representatives including the Minister of Finance, banking agencies, parliamentarians, General Secretary of the National Assembly, President of the legislative commission of the National Assembly, Presidents of the clubs of the National Assembly, Vice President of Republika Srpska, Deputy of the Minister of Administration, and others.
- Under the Same Sun was invited to participate in regular municipality assembly meetings, with their ongoing participation allowing for a continued role in joint decision making with municipal institutions. The NGO received support from local authorities in all three of the issues targeted during the program with officials attending round tables, workshops, and individual meetings. Numerous contacts were made with councilors in the municipality, the Mayor, local representatives from various Ministries, police, and other local authorities.
- Vidra's intensive lobbying efforts resulted in support of local authorities and the general public for a permanent informational TV program for persons with hearing disabilities. The strategy involved a combination of meetings with and written correspondence to various officials in government and Parliament, including the Ministers of Education, Health, and Social Security, the President of Republika Srpska, President of Republika Srpska Parliament, Deputy Minister of Health and Social Affairs, Cabinet President, Republika Srpska Labor Union, local and international non-governmental organizations,

Mayor of Banja Luka, Director of Nezavisne Newspaper, Administrative Board of RTV Republika Srpska, and the General Director of RT Republika Srpska.

***Benchmark 9) At least 15 new projects undertaken by NGOs with support from local government or business in target sectors***

Perhaps the most profound successes are reflected in the number of projects that were implemented with direct support from local government and/or private businesses subsequent to successful lobbying efforts on behalf of the NGOs. Financial support for projects was provided by three municipal governments in the amount of KM 100,000 for priority issues for the handicapped, KM 15,000 for university stipends, and DM 1,000 towards a television program for the deaf and hearing impaired. Material support in the form of office space, electricity, and technical facilities were provided to several NGOs by municipal governments as well. Generous support was provided to an NGO by a state television in the form of a permanent weekly television program that will provide information to the deaf and hearing impaired. In addition, municipal licenses and permits were provided to an NGO in order to proceed with a construction project at a public building.

Private businesses also supported NGO activities in the form of financial and material support and lobbying assistance. One bank funded the cost of a professional interpreter for the television program for the deaf and hearing impaired, while other banks worked in coalition with NGOs on advocacy and lobbying efforts. Businesses contributed free Internet connection, donations of food and beverages for training programs, and worked in coalition with NGOs on several projects either providing specific technical assistance in their sector area or lobbying assistance.

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Cross-sector collaboration is demonstrated by several informal and formal groups, including one that is responsible for approving new construction in the area in accordance with UN Standard Rules on handicapped accessibility. One municipality mayor appointed a liaison from his office to be available to local NGOs in the region – offering support in whatever issues brought forth. Benchmark 9 has been met, with some of the projects having long-term sustainability, and other short-term projects having long-term impact. The NGOs have learned much about obtaining local government and business support and intend to continue promoting such supportive relationships

- The Association of People with Muscular Dystrophy held a roundtable discussion which resulted in a draft Memorandum of Understanding that was sent to the local authorities including the Department of Urban Planning. The memorandum serves as an official agreement that all future construction in Doboje will be handicapped accessible according to UN standard rules. Members of the coalition engaged in further lobbying to get the memorandum signed by the appropriate authorities. A working group was formed with representatives from the coalition, local authorities, a civil engineer, and an architect from the community, which is charged with approving all new construction. The mayor of the municipality has appointed a representative liaison from his office to be available to the NGOs of Doboje for any assistance requested, as well as for regularly scheduled meetings between the coalition and the liaison. Moreover, the local authorities organized two roundtable discussions on possibilities for financing solutions through the municipality budget.

- The Center for Protection of Minority Rights obtained government support through roundtables on improving the legal treatment of ethnic minorities in Bosnia and Herzegovina. In each of the eight cities or towns where a roundtable was held representatives from various government institutions actively participated.
- Country of Children received support for their work from the local authorities including representatives from the municipalities of Tuzla and Banovići and the Secretary of the Tuzla Canton Assembly.
- Forma F was successful in getting women councilors to make an official request for financing from the municipal budget for a Center for Children with Special Needs. The Coordinator of Head of Municipal Administration in Mostar North has, on behalf of the Head Officer, expressed the support of the Head of Municipality and his readiness to assist in solving the actual community problems presented according to his possibilities.
- Independent lobbied local authorities to advocate for more effective and efficient administrative processes regarding property rights of returnees, refugees, and domicile citizens. As a result of several meetings held with the mayor and his associates, representatives from the Department of Urban Planning, and the Legal Labor Relations Bureau, a joint television and radio presentation is broadcasted with the mayor and his associates. A public discussion was held at the municipality building with more than 60 citizens participating in the discussion with government officials. The moderator for the discussion was the Judge of the Canton Court, with the Minister of Urban Planning and the Director of Zenica Flat participating. Independent obtained additional support from local government for the organization's youth department – Independent Junior, which is active in the youth network in Bosnia and Herzegovina. As part of the Local Youth Council they successfully lobbied local government and obtained an office space at the municipality building – in addition to technical facilities such as telephone, photocopier, etc.
- Luna received significant support from the business sector through their participation in meetings and other campaign activities including distributing materials and appearing on a television program. The local government also gave their approval for a tax deduction law proposed. In addition, the Chief of Department of Economics agreed that the municipality would provide rent-free land for entrepreneurs desiring to start-up private production business that would employ citizens in the community.
- Under the Same Sun received significant support from local government on issues identified as important to youth in the community. After meetings and discussions with councilors, the Mayor, the Director of the Center for Social Work, and representatives of government and private business, as well as a media campaign, the Council approved an additional 15,000KM for stipends. The coordinating group lobbied the authorities to establish a joint school, social care, and police (SSP) institution that would help to decrease addiction. The group also lobbied and received support from the director of secondary schools, officials from the Department of Education, and many parents. The end result was that two additional career directions are being implemented in Jablanica high school. Additional support was received from local authorities and private business

for the "Internet Club". Local government provided free space and electricity for the club and PTT Mostar – a private communications company – provided free Internet access.

- Vidra obtained support from both government and private business from the Mayor of Banja Luka and the Deputy Director of Banja Luka Razvojna Bank. The amount of 1000 DM was allocated from the Banja Luka city budget as support for the introduction of the permanent program for the hearing-impaired. Razvojna Bank finances the work of the translator for the television program until the end of 2001. During one of the television broadcasts the Minister of Health and Social Security expressed his support for the campaign by giving a statement on the importance of the permanent TV program for the deaf and hearing impaired. The ultimate success was that Radio Television Republika Srpska agreed to broadcast a permanent weekly television broadcast for persons with hearing disabilities in the form of an informational program.

***Benchmark 10) Increased number of assisted NGOs participate in short-term, issued-based coalitions that publicize the concrete result of their work***

Numerous short-term coalitions were established and/or strengthened during the DemNet program. In addition to NGOs now working together to address common goals, several coalitions consist of representatives from various sectors. Local government and other government institutions and departments are represented in issue-based coalitions dealing with community issues. Representatives from private business, the media, and other sectors are actively participating in NGO-lead coalitions in various regions of Bosnia and Herzegovina. Most of these coalitions have already been successful in obtaining their project goal of an advocacy campaign or lobbying, while some are continuing their work to ensure successful implementation and follow-up of the project. Others are continuing and are expected to address additional related issues in their community. In addition to an impressive membership composition, these coalitions are working with a professional level of collaboration and enthusiasm. Most are meeting regularly with continued high participation. Such a large number of NGOs forming and participating in coalitions – especially with cross-sector representation – is highly encouraging. It has not been common in Bosnia and Herzegovina to form informal or formal partnerships or associations, but these successes demonstrate the ability of NGOs to work together, and in most cases, the increased level of effectiveness when this occurs

- The Association for Local Development Initiatives worked in coalition with three other NGOs and two banks to collect information for a map of business opportunities in Gorazde and to promote the map.
- The Association of People with Muscular Dystrophy initiated, and serves as lead organization in a coalition of eight NGOs in the Doboj region that focuses on issues of the disabled. After the NGO coalition members lobbied the community, they obtained new members including a local media representative, humanitarian organization representative, Red Cross representative, an architectural engineer, and a local government representative who will serve as coordinator for cooperation between NGOs and the local authorities.

- The Center for Civic Initiatives, with support from other NGO members of the coalition OKO, is developing and printing a comprehensive directory of elected representatives, with plans to develop and print directories for all 148 municipalities in Bosnia and Herzegovina.
- The Center for Protection of Minority Rights established a coalition of NGOs and associations working in the areas of minority rights.
- Corridor and Sara – an NGO in Srebrenica, established a coalition to replicate the model of Youth Parliament established in Dobrinja, and also jointly formed and became a member of a coalition of four NGOs with the goal of providing assistance to refugees and returnees in all of Bosnia and Herzegovina.
- Land of Children participated in a coalition on Law on Domestic Violence with six other NGOs.
- Independent worked in coalition with the NGO Forum of Zenica Citizens and a local newspaper on the organization and successful facilitation of a public discussion on “Housing Headaches”.
- Luna established a Private Producers Association (PPA) – a coalition of private business owners, to work on a tax reduction campaign. A coalition of NGOs in the Rudo region organized by Luna participated in the tax reduction campaign and through their lobbying efforts was successful in obtaining support for a television program.
- NGO Krajina established a coalition of seven member organizations and institutions involved in micro-credit in order to strengthen its advocacy campaign for the Draft Law on MCOs.
- Vidra worked in coalition with several organizations on various projects, including the Association for Muscular Dystrophy, the Republika Srpska Association of the Deaf and Hearing-Impaired of Banja Luka, the Banja Luka Center for Civilian Initiatives, ICVA Banja Luka, OSCE Banja Luka office, Association of Election Employees of the Republika Srpska, and Vidra volunteers.

### **NGO Law Advocacy Initiatives**

In February 2001, 23 representatives from DemNet partner NGOs attended a one-day workshop organized by DemNet and ICNL to review key articles in the BiH State, Federation and RS Draft Laws on Associations and Foundations, and to discuss DemNet NGO advocacy initiatives to support their adoption. DemNet NGOs elected a seven member working group comprised of executive directors and legal experts from Corridor, CCI, NGO Krajina, Independent, LAIC, Forma F and the Bureau of Human Rights. The Group developed an advocacy action plan that included lobbying, media advocacy, constituency support and coalition building with other organizations working on the same issue. The action plan was discussed, revised and approved by all DemNet partners at the end of March.

Throughout March and April, the USAID-organized NGO Law Task Force, comprised of representatives from OHR, OSCE, USAID, NGO Council, DemNet and ICNL, developed and implemented a coordinated strategy for adoption of the NGO Laws. Members of the DemNet working group, along with representatives from USAID, ICNL and OHR, participated in a series of meetings with executive and legislative officials responsible for revision, submission and passage of the law at RS, Federation and State Levels. The results of these meetings were promising, and it is expected that the revised draft laws, incorporating recommendations from ICNL, will be promulgated into law in 2001.

## **Component Two**

### **Grant Awards and Implementation**

Under DemNet, ORT developed and financed three types of grants, each of which corresponded to and targeted the capacity building needs of NGO applicants at the time of their grant applications. The three types of grants included:

- **Micro-grants (MG):** whose funding ranged between \$1,000 and \$5,000, targeted less experienced NGOs that wanted to implement a single activity that contributed to improved public policy, coalition-building activities, public awareness of the NGO sector or partnership activities with the local government or business sector. MG implementation was over a six-month period. A total of 18 MGs were awarded totalling \$49,253.
- **Institutional Development Grants (IDG):** were designed as Phase One of the ORT NGO development and sustainability program which focused on strengthening the capacity of the NGO partner to operate according to standards of transparency and accountability, to improved financial management systems, to provide improved services in their sector, and to complement the customized training and TA provided by the ORT team for board and staff development. IDG grant amounts ranged between \$10,000 - \$15,000 over a six-month period. A total of 29 IDGs were awarded totalling \$354,181.
- **Development Activity Grants (DAG):** This category of grant was targeted to all DemNet partners that successfully completed their IDG activities. All but one of the 29 partners complied with phase one, and received funding for DAGs. Similar to the IDGs, the DAGs complemented and supported ORT training and technical assistance program to build capacity and promote citizen involvement in issue-based coalitions, encouraging local government-citizen partnerships, increasing citizen and volunteer participation in key local decisions and increasing NGO involvement in local government policy formulation. DAG grant amounts were up to \$10,000 over an eight-ten month period. A total of 28 DAGs were awarded totalling \$279,695.

*1) Development, in cooperation with USAID, of a schedule for advertising and soliciting grant applications within the first month of the program*

*2) Grant application designed and finalized, with USAID approval, within the first two months of the program*

In cooperation with USAID, ORT developed a schedule for soliciting grant applications within 45 days of project startup. The eligibility criteria and applications, which were approved by

USAID, were distributed throughout the introductory workshops within 60 days ahead of schedule. ORT solicited the direct participation and input of Bosnians into its grant selection process through the creation of a review panel.

***3) Grant award criteria and selection process determined with USAID approval, within the first three months of the program***

ORT offered three types of grants to eligible Bosnian NGOs: microgrants, institutional development grants (IDGs) and civic action development activity grants (DAGs). Bosnian NGOs submitted 113 IDG partner applications and 96 microgrant applications in July 1999. ORT and the grant panel reviewed the applications and selected 20 NGOs to be visited by teams of ORT trainers to conduct detailed organizational assessments on-site in order to select 10 local partners. IDGs were awarded to the first group of 10 NGOs in September 1999 during an ORT press conference attended by the American Ambassador and USAID Mission Director. A second grant round was held, and 19 additional local partners were selected in February 2000.

Twenty-eight of the 29 partners (one NGO was dropped from the program because they falsified documents) successfully completed the IDG phase of the ORT NGO development and sustainability program which included: board development and training, leadership retreats and training, organizational structuring in accordance with international standards, staff training and ongoing TA. An ORT trainer was assigned to each NGO partner. During the leadership retreats, board and staff members received TA and training in developing mission statements relevant to its activities and services, strategic planning, personnel and financial management systems, governance issues, strategic fundraising and public relations/media and marketing. The ORT trainers continued to work with their respective NGO board and staff throughout the 20 month partnership period with Round I NGOs and 14 month partnership period with Round II NGOs.

Upon completion of the IDG phase, all 28 partners submitted applications and subsequently received USAID funding for civic action development activity grants (DAGs). Proposal writing workshops were conducted by the ORT team to develop DAGs, and it was necessary to provide intensive training and technical assistance to the DemNet partners in the development of advocacy, coalition-building, public awareness and partnership initiatives due to their experience.

***4) A total of approximately \$375,000 awarded in sub-grants annually***

A total of \$366,003 was awarded in sub-grants in year one, and a total of \$317,126 was awarded in year two. USAID agreed to reallocate grant funding in year two and shift money to the public awareness campaign due to the reduction of proposed NGO partners from 30 to 28 organizations.

**Component Three**

***1) Formation and training of local consultancy team to create indigenous NGO Development and Sustainability Program by month 5 of the program***

A critical component of ORT's strategy was to develop and strengthen a local team of trainers to provide customized TA and training for each NGO partner. The ORT training team was recruited from diverse backgrounds, and received intensive training of trainers (TOT) through

numerous training retreats, workshops, and in-house ongoing training to ensure a shared baseline of knowledge. Training was provided through relevant, participatory and innovative models, including Open Space Technology.

ORT's management team incorporated diversity upon formation to maximize creative dialogue and participatory decision-making within the DemNet team, as well as to provide an in-house guide to the local customs, concerns and political considerations. The ORT trainers quickly learned to work as a team due to ORT's participatory approach. During the two-year period, the trainers provided an extensive array of training and TA to the local NGO partners which reinforced their knowledge and skills as NGO specialists. The DemNet trainers are now well prepared to continue supporting the development and sustainability of the Bosnian NGO sector.

***2) Delivery of an intensive NGO Development and Leadership certification program consisting of education, training and internships***

ORT designed and delivered a three-part leadership certification program for board presidents and executive directors of the 28 DemNet partners. The program was designed to help NGO leaders understand their role in the management process, working with associates, developing leadership skills and cultivating managerial skills individually and with fellow team members. ORT trainers received TOT to design and conduct sessions in management practices, leadership styles, creating positive change, leadership and integrity and principles and practices of staff development. The trainers worked with the NGO participants to create individual action plans utilizing the POLKA tool, i.e., planning, organizing, leading, controlling, and adjusting.

***3) Development, within the first twelve months of the program, of a methodology for indigenizing components one and two, including through exploration of sustainable systems of compensation for indigenous capacity-building services***

The former USAID Mission Director, Craig Buck, instructed the ORT Country Director not to proceed with plans to indigenize components one and two. Furthermore, USAID announced plans to release an RFA for DemNet II which required incorporation of the ORT trainers and staff in Phase II.

## **Final Evaluation**

ORT conducted an external final evaluation in June 2001 to measure the impact of DemNet over the two-year period. The evaluation consisted of a combination of standardized and non-standardized measures administered in-country. The DemNet program, which had the goal of strengthening the capacity of a core group of Bosnian NGOs to participate more actively and effectively in political and economic life, was designed as an intensive initiative combining a wide range of institutional development services and advocacy project support.

In order to obtain the broadest possible range of outcome information the evaluation design consisted of a combination of quantitative and qualitative methods to be employed through on-site assessment, self-report, and face-to-face interviews. All 28 DemNet NGO partners participated in a pre- and post-test assessment, with selected NGOs participating in an additional face-to-face interview and satisfaction survey.

## **Methodology and Structure**

An American evaluation consultant with extensive experience in the NGO sector, USAID democracy programming, and the Balkans region, as well as familiarity with the Bosnia DemNet program, lead the evaluation. To ensure maximum objectivity a local counterpart with no previous knowledge of the Bosnia DemNet program was recruited to serve as interpreter, translator, and driver during the in country portion of the evaluation. In order to maximize objectivity of the evaluation team, and ensure confidentiality of respondents met during the evaluation, it was believed important not to include staff or others involved in the Bosnia DemNet program.

### ***Interview***

A face-to-face interview was held on-site with leaders and other representatives of respective NGOs. Attempts were made to make the meeting informal, utilizing a set of standard questions listed below as a guide for discussion. After some warm-up conversation, which usually involved the respective organization's programs, activities, or recent successes, when deemed appropriate, and in no consistent order, the standard questions were asked. In addition, according to the flow of the discussion, attempts were made to ask questions that would solicit as much general and specific information regarding the NGOs' participation in the DemNet program, and the impact of the participation, as possible. Following are the questions used as a guide for discussion:

- What has been your organization's largest achievement?
- What thing(s) is likely that your organization would not have been able to accomplish without participation in the DemNet program?
- What was the most helpful or important component of the DemNet program?
- What is the most significant relationship your organization has established or improved through the DemNet program?
- Did you participate in the mentorship program? If so, what was the impact?
- What component(s) of the DemNet program do you believe were not beneficial, or did not prove effective for your organization?
- What limitations or weaknesses did you observe in the DemNet program?
- What do you recommend should have been done differently in the DemNet program?
- What do you suggest as important to consider during the next Phase of the DemNet program?
- Do you have any further comments or advice to ORT?
- For representatives that participated in the Leadership Certificate Program – How has the Leadership Certificate Program benefited your organization? How has it benefited you personally?

### ***Satisfaction Survey***

A standardized questionnaire was designed to solicit level of satisfaction with various components and aspects of the DemNet program. The senior NGO representative at each meeting completed the questionnaire, usually with input from the other representatives present.

## Procedures

Upon selection for participation in the DemNet program, a comprehensive on-site assessment was conducted at each of the 28 DemNet NGO partners. Using a standardized questionnaire designed specifically for the assessment, each NGO was visited by a team of DemNet staff. A series of questions were asked by the assessment team and subsequently confirmed by on-site review of supporting materials and documents at the organizations' premises. The information gathered during this early phase in the program served as a baseline for developing tailored training and technical assistance according to the general NGO Development and Sustainability program, and specific to the needs of each NGO. It would also later serve as a pre-test measure of where the organization was in terms of development prior to participation in the DemNet program.

In order to obtain feedback from various sources, the external evaluation team traveled throughout Bosnia and Herzegovina and met with DemNet NGO partners, local government representatives, and NGO beneficiaries. Face-to-face interviews, consisting of both standardized and informal questions were conducted with 17 DemNet NGO partners from twelve towns. The selected NGOs were representative of the 28 DemNet NGO partners in terms of activity sector, and geographical and political areas, as well as rounds one and two of the program. Due to a limited time allowed for travel and conducting the evaluation, it was not possible to meet with all 28 NGOs.

The following NGOs participated in interviews:

Center for Informative and Legal Assistance	Zvornik
Human Rights Bureau	Bijeljina
Friends	Tuzla
Center for Civic Initiatives	Tuzla
Land of Children	Tuzla
Independent Bureau for Development	Modriča (in Gradačac)
Future	Modriča
Association of People with Muscular Dystrophy	Doboj
Lex International	Banja Luka
NGO Krajina	Banja Luka
Alternative	Kakanj
Under the Same Sun	Jablanica
Forma F	Posušje (in Mostar)
BiH Women	Mostar
Corridor	Sarajevo
Education Builds	Sarajevo
Democratic Initiative of Sarajevo Serbs	Sarajevo

The format of the interviews consisted of pre-scheduled meetings at the offices of the respective NGOs. In a few instances meetings with local government representatives and beneficiaries were held at a local coffee house upon suggestion of those individuals. NGO representatives participating in the interviews usually consisted of the executive director, and in most cases a program manager or coordinator and/or board president. In a few meetings there were several

staff members present, and in other meetings local government representatives joined in for either part of, or the entire meeting.

At the beginning of each meeting, the lead evaluator thanked the NGO for allowing the time to meet, and introduced the purpose of the meeting as ORT conducting an external evaluation of the USAID DemNet Program in order to determine impact of the program, and to identify things that could have possibly been done differently, or better.

A semi-structured interview format was employed, with some level of variability among NGOs depending on the fluidity and directness of their responses. Attempts were made to ask the basic standard questions when possible, but not when it would seem to interrupt the flow of communication. The questions were utilized as a basic guide for discussion, and therefore not always necessary, as the responses desired were often obtained throughout the discussion by other means. Interpretation was provided by the local counterpart of the evaluation team, with exception of a few meetings when the NGO representatives chose to speak directly to the lead evaluator in English. Due to the interpreter's high level of language fluency, accurate and professional interpretation was provided. Results of the interviews are discussed in detail below.

Toward the end of the meeting, when clear that adequate information had been obtained, NGO representatives were asked to complete the satisfaction questionnaire. In order to indicate confidentiality and maximize open responses, respondents were informed not to identify the

name of their organization on the questionnaire. The respondents were provided with a plain envelope along with the questionnaire, and instructed to place the completed questionnaire in the envelope and seal. Once completed the envelope was received by the lead evaluator for later analysis. Results of the satisfaction survey are discussed in detail below.

### **Final Evaluation Results**

All of the DemNet NGOs have significantly strengthened their capacity to operate according to higher standards of transparency and accountability resulting in improved services in their sectors. Almost all DemNet NGOs expressed what could be interpreted as pride in having participated in the DemNet program and being a DemNet partner NGO. All NGOs found both IDG and DAG phases beneficial, with results being evident in new structures and level of development of their respective organizations and in the impact, and in many cases sustainability of the projects developed during the DAGs. It was clear the NGOs considered the DemNet program as having been significantly different from previous donor programs or projects in which they had participated.

NGOs reported feeling a sense of responsibility to DemNet that they had not previously felt toward other donors – described as having being obtained through DemNet's rigorous accountability and reporting measures. The consistent and on-going contact with DemNet staff and other DemNet NGOs throughout the program was a new experience for them, and facilitated working relationships with a donor and other partner NGOs not previously experienced during a grant program. The significant difference between DemNet and other previous grant programs seems to be the actual "partnerships" that were developed, with DemNet and the NGOs working together to accomplish the goals of the program. This method served to increase operating and programming capacity of the organizations, enhance relationships with other sectors such as government and media, and increase community awareness of the NGOs and their activities.

The innovative and intensive design of the program allowed NGOs a high level of participation in their own development, thus increasing their confidence and enthusiasm in the program.

### **Institutional Development Grant (IDG)**

The institutional development was by far the most appreciated and beneficial phase of the DemNet program among the NGOs. In an environment generally known for NGOs focusing on projects and grants instead of organizational development and operations this was seen as a positive step toward development of the NGO sector. Without exception, all NGOs reported favorable impact from the various IDG components, with most NGOs noting significant growth and outcomes – both organizational and personal.

DemNet was recognized among the NGOs as being the first donor program to emphasize and support organizational development – particularly in a comprehensive manner. Some NGOs reported that they had been interested in, or planning to conduct strategic planning, establish or improve media contact, or engage in other such activities for quite some time, but were unable to do it without assistance. In this case, it seems that the design of the ORT DemNet program was both targeted and timely. Specific examples and impacts of the IDGs for individual NGOs are discussed in detail in a later section of this report.

### ***International NGO Standards***

NGOs recognize the importance of bringing their organization up to a level of operations comparative to those in developed countries, especially noting European NGOs. They seem proud to acknowledge that their organization is now operating according to such standards, and most believe it has helped them gain respect from the international community, donors, government, other NGOs, and the local community. They described their newly developed organization in such terms as more professional, more serious, and operating at a higher level. Because of their new level of development, most NGOs now see themselves as a model for these standards and express a desire to share the knowledge gained with other less developed NGOs, in the role of mentoring organization.

### ***Board Restructuring and Training***

The NGOs consistently noted that DemNet was the first program that emphasized working with boards and that assisted with board structuring and development through training and technical assistance. They now recognize the importance of the board in the organization, and ultimately in the broader NGO sector. They found ORT's method of involving both board and staff members in joint training particularly helpful, especially in that it helped both understand the roles and responsibilities of the other, and helped create an attitude of shared responsibility and mutual respect.

All NGOs now have a well-structured board (steering committee or steering board) of seven members of diverse composition with clear bylaws or regulations, which meets regularly and provides input into the organization. NGOs are proud of the expert and influential members they were able to recruit through DemNet. Most NGOs had no previous knowledge of a recommended board composition, or if they did had not considered it possible to obtain the participation of such influential members. In addition to the obvious impact on the NGOs' capacity, having these individuals serve as NGO board members provides an important

opportunity for them to understand the roles of NGOs and to share that information with others outside the NGO sector. Since many board members come from other sectors – such as representatives of government, parliament, media, businesses, institutions of learning, etc., the opportunity for cross-sector collaboration and ultimately a better understanding and awareness of the NGO sector is greatly enhanced.

All NGOs reported having benefited from the board restructuring and training, and most thought it was one of the largest accomplishments of the IDG program. Many NGOs did not have a board prior to DemNet, and others had boards that were not well structured or functioning to capacity. It appeared that none of the NGOs understood the roles or responsibilities of boards prior to the program. The fact that the board is now at some level actively engaged in governing the organization was evident in most of the NGOs, which is seen as a large accomplishment from the status of the organizations prior to DemNet.

### *Training and Technical Assistance*

When discussing the DemNet training and technical assistance components most NGOs referred to the overall training as “education”, and reported that the combination of all IDG trainings was highly beneficial. Although individual NGOs had their preference for certain trainings they thought more useful or important – usually based on their needs – all NGOs specified the board training, and most specified the advocacy and media training as highly important and interesting. Many NGO representatives provided specific examples of things they had learned during the trainings and ways in which they have been able to use it in their work.

The NGOs believe that the format and methods of the training and technical assistance contributed largely to its success. As mentioned above, they liked the fact that board and staff were trained together, and also that the DemNet NGOs were trained together, which facilitated the opportunity for NGOs to share experiences in a participatory manner. The fact that trainings were held outside the community where the NGOs were based, and most in a retreat setting, allowed for an intensive working environment with minimal distraction. Training design incorporated a range of participatory techniques including small working groups where participants from several NGOs came together to work on an issue. This level of sharing allowed NGOs to combine experiences in order to develop the most appropriate responses, and also facilitated new relationships.

The on-going on-site technical assistance provided by the ORT trainers was a new experience for all NGOs. It enabled them to complete development of organizational operating systems and documents drafted at the trainings, and have consistent support from a specialist who was knowledgeable about their organization. They established such trusting relationships with the program advisors that they often found themselves calling them with questions and issues not always directly related to the DemNet program. The relationship between the NGOs and the trainers was unique to them, as they had not previously established such close relationships with donors. Almost all NGOs emphasized their satisfaction with their program advisors, and with the entire DemNet staff. They found them to be very helpful throughout the program, even with issues not directly related to the program.

All NGOs displayed certificates of completion they received at the various trainings and the graduation plaque received for participation in the DemNet program. During most meetings the NGO representatives pointed out the certificates with pride, and many noted that training

programs that provide certificates and diplomas are very important and should be provided more often.

### ***Materials***

In discussing their experience with the various trainings and technical assistance offered during DemNet almost all NGOs mentioned the importance and high level of satisfaction with training materials provided and those developed specifically for their organization. They described the materials provided as professional, and an important part of the training. Many NGOs have shared at least some of the materials with other NGOs that did not participate in DemNet, and some have provided training to NGOs using DemNet materials. This outcome reflects both satisfaction and confidence in the training materials and a transfer of knowledge obtained from the program.

NGOs reported using materials developed jointly with, and specifically for the individual NGOs during the trainings and follow-up on-site technical assistance regularly in their day-to-day operations. The fact that DemNet program advisors and other trainers worked with NGO representatives to develop materials tailored to their respective organization's needs provided hands-on learning experience and more importantly, a sense of ownership and responsibility for the materials. Unlike trainings where standardized materials are provided to participants and likely to be discarded once the training is completed, the ORT training methods of small working groups and hands-on technical assistance has lead to the NGOs implementing the materials in their organizations post training.

Almost all NGOs had visible signs of systems and materials developed during DemNet in their offices. Each of them had within easy access a large binder where they keep the DemNet program training manuals and materials, documents, policies and procedures, and all other items provided and developed during the program. Some called the binder a record of their DemNet experience. Most NGOs had several items on the wall such as work plans, timelines, and schedules - systems that were developed during the program. Moreover the systems appeared to be in use as indicated by up-to-date information entered.

### ***Networking among DemNet NGOs***

Almost all NGOs mentioned the fact that the relationships established with the other DemNet NGOs during the program were important to them. They appreciate the fact that there is now such a network of NGOs throughout Bosnia and Herzegovina – somewhat informal to some and more formal to others. Most reported to have maintained contact with the other NGOs in between DemNet events such as the IDG trainings, coalitions, and working groups they participated in. Some NGOs went on to establish formal relationships with one or more of the NGOs in order to develop joint project proposals and/or carry out joint projects. Particularly interesting was the fact that some NGOs established relationships with NGOs in other regions that were not necessarily working in same sector areas. Almost all NGOs noted that they had not had a previous opportunity to establish such relationships, and thanked ORT for designing the program in such a manner. It can be certain that the DemNet program has facilitated a more open, collaborative attitude among the DemNet NGOs, and that these NGOs will spread that attitude in their future work.

## ***Financial Support***

Quite surprisingly only a few NGOs mentioned financial support received through DemNet as being important to them. A few NGOs did state that the equipment they received through the financial grants was critical to their operations and success, but none placed this as a priority over the other components such as training and technical assistance, opportunities for improving relationships with government and media, and establishing relationships with other DemNet NGOs. The fact that NGOs consider the organizational development support received through the program more important than the financial support indicates a change in attitude from the period prior to DemNet when the issue of financial support appeared to be their primary interest.

## **Development Activity Grant (DAG)**

Upon completion of the IDG phase of the program, all NGOs received grants to encourage local government-citizen partnerships, increase citizen and volunteer participation in key local decisions, increase NGO involvement in local government policy formulation, and promote citizen involvement in issue-based coalitions. The majority of DemNet partners incorporated coalition-building activities in order to create sustainable networks to foster social, political and economic development. DemNet NGOs are working to promote community involvement, cross-sector relationships, and public awareness in Bosnia and Herzegovina. Specific examples and impacts of the DAGs for individual NGOs are discussed in detail in a later section of this report.

## ***Relationships with Government***

The level and extent of relationships established with government – both local and cantonal, as well as with parliament, should be seen as a tremendous success of the DemNet program. Many initial contacts were made through knowledge and skills obtained during the advocacy and media training programs, and through the DAG projects. Most DemNet NGOs obtained significant support from government in the form of participation in roundtables or seminars, donations of meeting space or permanent buildings or offices, participation in other initiatives, and in some cases financial support. Several NGOs obtained solid support from government during the early phase of the program when representatives agreed to serve on their steering boards. These relationships have grown throughout the program, resulting in those government representatives-board members lobbying other government representatives for the NGO's cause. The level and sophistication of the public information and advocacy campaigns conducted during the DemNet program were particularly impressive, and can be credited to the rigorous training and technical assistance provided by ORT staff and training consultants. Almost all government relationships established through the DemNet program are ongoing, with many NGOs presently working with government on new or expanded issues. Specific examples of NGO-government relationships and the impact of those relationships are discussed in detail below.

## ***Relationships with Media***

The use of media to increase public awareness of, and promote participation in NGOs' issues steadily increased throughout the DemNet program resulting in highly successful public information and advocacy campaigns and ultimately increased public awareness of the NGOs and their role in the community. Media support was obtained by relationships established through DemNet training programs – all which emphasized the importance of such relationships and provided techniques for selecting appropriate media sources, approaching media,

communication with and through media, and maintaining media relationships. Many NGOs either obtained participation of media representatives on their steering boards or as volunteers in their organization. These relationships have served not only to promote the NGOs' activities, but to also educate the media sector on the importance of NGOs and their roles in the community. Specific examples of such relationships and their impact are discussed in detail below.

### ***Sustainability of DAG Projects***

Most NGOs report that the project or initiative developed through the DAG is still ongoing, and in many cases appears to be sustainable for the long-term. This is highly unusual in an environment where most NGOs are still project focused and don't plan for sustainability but rather focus on the determined timeline of the grant-funded project. Through relationships developed with local government, and through rigorous media campaigns, NGOs have obtained support from government, businesses, and other international donors to continue and in some cases expand their projects.

### **Interviews**

Summaries of the interviews with individual DemNet NGOs are provided below. Efforts were made to highlight impacts reported by the NGO representatives, and when deemed appropriate emphasize significant impacts identified by the evaluation team during the interview discussion. In these cases the specific impacts are noted as being the observation or assessment of the evaluation team. All other examples are direct reports of the NGO representatives as specified. The questions listed above were used as a guide for discussion when possible.

### ***Legal Assistance and Information Center***

The evaluation team saw the ongoing strong and effective collaboration with local government as being the most impressive impact of LAIC's participation in the DemNet program. In support of the NGO, three local authorities - two representatives from the municipality and the secretary of the Zvornik Assembly, came to meet with the evaluation team. The municipality representatives were from the department responsible for processing and safety of returnees, reconstruction of homes, and overall sustainability of returns, with one representative serving as a member of the working group on returnees facilitated by the NGO. The authorities spoke enthusiastically and with great respect for the NGO and the work they accomplish. The municipality views the NGO as a "great help", especially due to the fact that when citizens come to the municipality seeking legal advice they are able to refer them to LAIC which is always available and willing to provide the much needed services. The municipality sees the NGO as providing human rights protection, especially in terms of individual cases, and as possessing and providing access to the largest and most accurate amount of information. The municipality representatives provided several examples of successful cases as support for the NGO's work, which involved issues of property return and human rights for returnees.

The secretary of the assembly noted that they were able to bring up several issues to the assembly that they were not able to bring up prior to LAIC's advocacy efforts. Also, because of the NGO, citizens now have increased access to municipality representatives and assembly members and as a result interaction between the citizens and the municipality and assembly has increased. The fact that the NGO's services are important and effective is positive, but the fact

that local government trusts and depends on the organization to assist – or in many cases single-handedly deal with such critical issues reflects the strength of the relationship.

The municipality representatives emphasized since privatization is beginning there will be additional need for legal advice and NGO involvement – “government cannot handle all the needs of citizens”. This acknowledgement speaks well of the municipality’s understanding of shared responsibility – a key democratic principle. Both municipality and assembly representatives noted the importance of DemNet and its continuation –especially due to the fact that it focused on “common people”, or NGOs that focus on issues of “common people”. With media and the experience of the NGO, the municipality would like to extend lessons learned to other regions and communities. They are planning to continue working with the NGO to address other pressing problems such as an employment program for women returnees and an agreement for health insurance and pension programs for returnees to be recognized in both entities. It was noted that participation in the DemNet program allowed the NGO to get information out to the public through media and public relations campaigns.

Three beneficiaries of the NGO waited more than two hours to meet with the evaluation team in order to share their experiences. Two of the three had heard about the NGO through media and one through word of mouth indicating widespread public awareness. One of the two female senior citizens had been unable to make progress in retrieving her flat in Tuzla for several years, but with the assistance of LAIC she has finally moved back in. In order to achieve this the NGO worked closely with the department in charge of property at the municipality in Tuzla. This success is indicative of LAIC’s solid relationships with local government – not only in Zvornik, but also in Tuzla, Sarajevo, and elsewhere. Another of the beneficiaries is receiving the NGO’s assistance in retrieving their flat in Tuzla and also an issue with her husband’s pension. She stated that the NGOs “good relationships with municipalities allow them to be effective”, and noted that it was common knowledge that LAIC had facilitated many successful returns –many of them being dual returns.

LAIC saw their public information campaign as the most important achievement from the DemNet program. Such a campaign was totally new to the Zvornik area, and as a result significantly helped the NGO gain knowledge and experience in organizing such a campaign, in learning how to collaborate with local government, and improved their standing in the local community with other NGOs. Also, they stated that as part of the DAG the success in forming a coalition with three other NGOs provided them experience and greater understanding of working together with other NGOs to address an issue.

Without the DemNet program, they would not have been able to equip their offices, which has assisted them in providing improved information and legal assistance. The actual technology provided through the IDG – computers and other equipment has been critical to their success. Also, education and training in public information campaigning and coalition building including development of brochures, leaflets, etc. would not have been possible.

LAIC believed the most important component of the DemNet program was the introduction to, and assistance in implementing NGO standards consistent with international practices, which they saw as critical for them to “get up to the level of European NGOs”. The most important relationships established during the DemNet program was with the municipality and Sarajevo Canton in terms of receiving information and passing it along to Zvornik. The municipality provided space for coalition meetings, where issues were brought by the NGO, supported by the

coalition, and implemented by the municipality. Cases regarding returnees were also resolved at such meetings.

The executive director stated that participation in the leadership certificate program helped in her role of supervising staff and she has attempted to transfer the knowledge learned both inside the organization and externally. Since she had no previous background or training in these topics, it was important for her to "learn how to promote the organization."

The NGO expressed a final note of appreciation for DemNet's assistance in writing proposals, advocacy training, and reaching out to legal professionals in Zvornik and broader areas. They believe this assistance has greatly impacted the organization's capacity to deliver professional services.

### **Human Rights Bureau**

The most evident impact of this NGO's participation in the DemNet program was its ability to access and utilize media sources. Both state-owned and private media sources were actively involved during their advocacy campaigns. Working closely with the NGO "Friends" in Tuzla they carried out a joint project that involved a series of workshops targeting drug abuse and youth. Each of the two NGOs received a DAG and shared responsibility for the project. Media was utilized to promote a youth-focused slogan, which involved professors, society representatives, athletes, and local government representatives speaking the slogan through media. The fact that the municipality began replicating the initiative indicates success. The slogan "Go Out and Vote" was heavily publicized during parliamentary and local elections campaigns in order to promote the increase of youth on voting lists. They also campaigned against violence toward children and AIDS, and for counseling for children.

This organization reports being well regarded by the community, largely due to their successful media campaigning. They were proud to note that they were approached by the chief of the court, for assistance for one of his relatives with a legal problem. Also, they were involved in drafting a law on self-governance, which was passed in Repulika Srpska, and have since been active in informing citizens about the new law.

They believe the most important achievement of the DemNet program was that it increased their organizational capacity in line with NGO standards consistent with international practices, which has allowed them to participate in numerous "country, Republika Srpska, and regional projects - especially pertaining to dual returns of refugees." At the beginning of the DemNet program, they realized they were in need of a change "both inside and out." The steering committee needed to have more decision-making authority and responsibility, and as such was reduced from the original 13 members to seven. With assistance they made changes to the organizational statute and submitted it to the court. They recently received notice from the court that the statute was received and reviewed and they are now a registered NGO. DemNet gave them the "boost they needed to make internal changes and strengthen capacity."

The most beneficial component of DemNet was the education and training of the steering board. They found the networking and coalitions with other NGOs important as well, especially the NGO law working group. They are now providing support to lesser-developed NGOs, including assisting them with developing statutes and proposal writing and providing use of their office equipment.

## **Friends**

This NGO demonstrates solid supportive relationships with local government, achieved during participation in the DemNet program. Through the advocacy training the executive director learned how to initiate relationships with local authorities, and as such established effective working relationships with both cantonal and local government leading to a draft law on domestic violence developed through a cross-sector working group. In partnership with Tuzla municipality they learned and experienced lobbying, advocacy, coalition-building, working groups, and legal drafting. Their relationship with the cantonal Ministry of Education made implementation of a day care school program possible – where more than 300 children have graduated thus far. They report being “well known and regarded by politicians in Tuzla and beyond.” In addition, they found working with the Human Rights Bureau in Bijeljina on the joint DAG project a good experience.

They found the most important impact of the DemNet program to be the training and technical assistance in board restructuring. As a result they removed two staff members from the board and now have an independent governing board. They noted that DemNet’s policy of facilitating board restructuring and engaging both the executive director and board director in the various training components was highly effective. Without DemNet they would never have changed internal procedures and board structure. Their participation in the DemNet program was good timing since the executive director had just been employed at the start-up of the program. Since she had experience working with international organizations and not local NGOs, she found all the training and technical assistance to be very helpful in providing her with a range of knowledge otherwise impossible to obtain. In addition to the comprehensive institutional strengthening training and technical assistance, they particularly found the media and public relations training beneficial.

## **Center for Civic Initiatives**

The institutional strengthening components of the DemNet program helped this NGO “fast-forward its development and activities.” They had had “plans to engage in organizational development, but DemNet made it happen.” The organizational statute, and policies and procedures developed during the program, as well as the financial management training and technical assistance were particularly beneficial. Since they were interested in enhancing knowledge and skills in accessing and utilizing media they found the media and public relations training important.

Relationships developed with other NGOs during the DemNet program, as well as the networking that took place, was important for this NGO. Due to the nature of their activities they had previously established relationships with local government and media, but now they are able to work more effectively with other NGOs. In its efforts to increase public awareness and promote active citizen participation in democratic processes, CCI develops and distributes a regular newsletter titled *Inicijativa*. The newsletter provides information on societal changes due to the transition, citizen roles and responsibilities in a democracy, ways for citizens to work with elected representatives and hold them accountable, and activities and good practices of NGOs in Bosnia and Herzegovina and the region. Articles are contributed to the newsletter by staff, representatives of partner NGOs, and members of informal citizen groups that work closely with the NGO.

In order to raise awareness among local authorities of the need to involve citizens in the decision-making process the NGO has engaged in extensive lobbying efforts in various regions of Bosnia and Herzegovina. Staff from the NGO met with local government representatives in the municipalities of Kotor Varos, Celinac, Banja Luka, Mrkonjic Grad, Srpski Sanski Most, Prnjavor, Gračanica, Živinice, Kladanj, Mostar Sjever, Jablanica, Mostar Stari Grad, Konjic, Prozor and informed them of their activities in an effort to establish cooperation. The authorities have expressed their support to the organization and continued contact is expected.

With support from other NGO members of the coalition OKO, CCI is developing and printing a comprehensive directory of elected representatives. The directory will include information on elected representatives including members of the Municipal Council, the Mayor, and the various committees within the municipalities. Contact details such as name and title, office location, and telephone number, as well as a photograph will be provided for each representative. Plans are in place to develop and print a directory in all 148 municipalities in Bosnia and Herzegovina. The NGO will collect information for the Directory in areas where they have offices, while the other members of the OKO coalition will collect information in the other municipalities. A directory of the Lukavac municipality has been completed and distributed, and serves as a model for the collection of information in the other municipalities.

### **Land of Children**

A very active local government representative serves as the vice-president of this NGO's steering committee, and attended the meeting to provide input on the DemNet experience. He made clear that the relationship between this NGO and local government is highly effective. According to him, the local government in Tuzla canton supports NGOs and civil society and recognizes the importance of building up the sector – and this NGO supports their goal. They easily identify needs of children in the canton and facilitate specific laws for youth and allow government to assess the work of the NGO sector. He provided the example of their DAG, i.e., street children project, where local government did not understand the causes for street children nor know how to address the problem. Land of Children conducted a social analysis of the families and assisted government in understanding and ultimately integrating the children into school and youth programs and addressing their needs. He noted that regular and effective communication between the NGO and local government resulted in resolution of problems.

The vice president of the steering committee is also a member of parliament and a member of the local government steering committee charged with identifying and resolving social needs of the community. Through his role with the NGO he has been able to facilitate understanding between sectors and increase public awareness – especially among youth, to take part in the decision-making process. He believes serving on the steering committee has provided him with knowledge and experience that has benefited him in all his government-related work.

He participated in both the strategic planning retreat and the leadership certificate program. He thought the most important component of DemNet was the “access to organizational development”, with an emphasis on advocacy training, which taught them how to identify community problems and needs, identify the appropriate source of help in local government, and to influence and pressure government to solve problems by forming networks and coalitions. Knowledge on how to program activities, obtain financial support, and report to donors was also beneficial.

The executive director and assistant manager agreed with the vice president of the steering committee that the advocacy training and technical assistance was the greatest benefit of the DemNet program. Prior to DemNet the NGO was quite experienced in providing services and carrying out activities, but had not engaged much in advocacy. They have now learned how to identify or seek out the true problem in order to deal with it. They provided an example where they had identified problems of youth but through the advocacy training were able to address them as a community problem and not just their NGO's problem. They also transferred knowledge gained during the training to other staff, since participation was limited.

The staff appreciated the fact that the steering committee had the opportunity to be trained and to meet steering board members from other NGOs. They also thought that having the opportunity for other NGOs to see what their organization was doing was important, as well as for the steering committee to see what the staff actually does, and to be able to compare it to other NGOs and what they have done, served as an internal information exchange – particularly regarding the accomplishments of Land of Children.

The relationships established and networking that took place with other DemNet NGOs was important to the organization. In addition to the working groups and coalitions, several other NGOs used the services of this NGO's small printing press, which contributed to their sustainability while at the same time assisted those less developed NGOs.

Working to address the problems of street children in Tuzla the NGO raised public awareness by carrying out a campaign with volunteer support from street children themselves. A badge with the message "The street is my present, is it my future?" which depicts the dangers of children living on the street was designed as a campaign tool and distributed at two major intersections on a Friday afternoon when traffic was most dense. Street children offered the badge to all those passing through the intersection, and staff from the NGO was with the children as a show of support. Passers-by responded positively to the fact that adults from an NGO were working side by side with the street children.

Promotional posters of the NGO's two youth centers in Tuzla and Banović were placed in areas where street children congregate, resulting in an increased number of visits by children to the centers. At the centers children received education in literacy, computers, English, painting, hygiene, and behavior.

Land of Children held several meetings with government officials in order to raise awareness of their work with street children and engage their support. Meetings were held with Ministers and their working groups from the Ministry of Social Affairs and the Ministry of Education, Science, Sport, and Culture in Tuzla Canton. With the assistance of the board president who is also Secretary of the Tuzla Canton Assembly, representatives from the NGO met with several assembly members.

Although local government does not presently provide financial support for their work, the NGO has received support through representatives from the municipalities of Tuzla and Banović and the Secretary of the Tuzla Canton Assembly – who serves as Board President for the organization. The NGO engages in regular lobbying efforts to further increase support. The mayors and representatives from various ministries have expressed their support, and these relationships will be nurtured in the future.

The NGO participated in the coalition on Law on Domestic Violence with six other NGOs. The coalition formed out of the Tuzla NGO Forum, and received support from several international organizations. There is presently no such law in Bosnia and Herzegovina. The coalition was successful in getting the Draft Law written, using German and Austrian laws as guides, by an experienced lawyer with apparent influence with the Canton Assembly. The draft law is presently pending approval from the ministries prior to consideration at the Canton Assembly, with expectations that it will be adopted soon. This short-term issue-based coalition worked well together and the passing of the law will be its ultimate success.

### **Independent Bureau for Development**

Introduction to, and support in implementing international NGO standards was seen by this NGO as the greatest benefit of the DemNet program. Steering committee restructuring and training, statute development and NGO registration, leadership training, and media and public relations training were noted as being particularly important. The advocacy campaign for their Modriča office, which utilized media, was very effective, as they were able to obtain an impressive donation from Tuzla Canton's Department of Employment. Through media and the DemNet program, two international organizations heard of their work and requested them to work in Zenica as well. They noted that the DAG definitely resulted in additional support from local government - they were called to participate in a seminar with 25 municipalities and media. Through the DAG the other DemNet NGOs heard of their work and requested them to extend to other areas as well.

Working in coalition with other NGOs in Tuzla canton provided opportunity for sharing knowledge and skills and receiving information from DemNet that they were unable to obtain prior, including funding information on various donors and influencing legal reform such as the NGO draft law.

They identified another important benefit of the program as being training and technical assistance in administration, strategic planning, and financial management. DemNet helped them implement techniques that are much easier to manage, and therefore increased the operating capacity of the organization. They thought the leadership program was beneficial - especially the quality of the training and the training materials.

If they had not participated in the DemNet program IBD believes that their "sustainability would be shaky". Due to DemNet and the IDG and DAG the NGO was able to transform and partner with other NGOs and agencies - especially the LOK program, which absorbed the micro-credit department of the NGO and now assists them with numerous projects and with their Modriča office.

### **Future**

This NGO found all components of the DemNet program beneficial and as a result has a new structure, which is proving effective. Prior to DemNet they did not have a steering board or other internal operating systems. Through training and technical assistance provided by ORT, they formed a steering board, which now serves in its new role. They found the strategic planning, which was new to them, particularly helpful. The executive director found the leadership program beneficial since she was just beginning the position at the time of DemNet start-up.

Working with other NGOs, especially during the working group on the NGO draft law and the advocacy initiative involving a network of other NGOs addressing human rights issues, provided expanded opportunities for collaboration, which they continue to maintain. A sustained result of the DAG is a youth center that works with the local community on youth issues and provides seminars to youth and young people – much needed in the community.

### **Association of People with Muscular Dystrophy**

The executive director and program manager believe that all components of the DemNet program were very much needed and very beneficial, and expressed a high level of gratitude. The IDG phase of the DemNet program facilitated a restructuring of their steering board, which was previously composed of disabled members. In order to diversify the board three new members were added - a lawyer-banker, a neuro-psychiatrist, and a businessman-government representative. The new board has been instrumental in helping establish new contacts with local government, bringing more business to their revenue-generating in-house printing press, and providing legal advice.

Further institutional strengthening took place through development of a series of systems and documents that were not existent prior to DemNet. The executive director notes that the only thing in place prior to DemNet was a financial management system, which was necessary due to the financial exchanges from the printing shop. Now they boast well-developed statute and bylaws, policies and procedures, and a strategic plan.

The executive director reported to have grown and benefited personally from DemNet participation. She has gained knowledge and strength in talking and presenting to local government and media in order to convince them of what the NGO can offer and do for local government and the community. The leadership program directly helped her to organize the staff and team and to present the organization in a good light.

Relationships were established with other NGOs – especially those in the DemNet program – and are on-going. They have written joint proposals and projects with a few others, and with one DemNet NGO they have a barter system where they provide printing services in exchange for legal advice.

Because they found the advocacy training so important and beneficial and wanted to share it with other NGOs not participating in the DemNet program, they organized a training program for 40 participants with ORT staff providing the training. This initiative was indicative of the organization's strong view on information sharing and transfer. They saw their NGO as serving as a model to other NGOs in the community – especially those working with invalids.

A coalition formed by the NGO continues to engage the community in their goal of integrating disabled persons into social, economic, and political life. A roundtable discussion titled Persons with Difficulties in Motions and Architectural Barriers was held in March with 47 participants including representatives of local government, the Department of Urban Planning, Doboinvest Co, Centers for Social Work from six municipalities, schools, children institutions, a municipality culture center, information center Lotos - Tuzla, organizations working with disabled people, and deaf speech translators. The roundtable served to raise awareness of the need to enforce implementation of UN Standard Rules regarding disabled persons and to ensure

that new buildings constructed in Doboj are handicapped accessible. Portions of the UN Standard Rules were translated into local language, and promotional material, posters, and announcements were placed throughout the town one week before the round table discussion.

The roundtable discussion resulted in a draft Memorandum of Understanding that was sent to the local authorities including the Department of Urban Planning. The memorandum will serve as an official agreement that all future construction in Doboj will be handicapped accessible according to UN standard rules. Members of the coalition engaged in further lobbying to get the memorandum signed by the appropriate authorities. From discussions and verbal commitments made to date, it is expected that the authorities may make some changes to the document and ultimately sign it.

A working group is being formed that includes representatives from the coalition, local authorities, a civil engineer, and an architect from the community. The group will be charged with approving all new construction. The composition of this group is a good example of cross-sector collaboration resulting in policy changes. It is hoped that this model will be replicated throughout Republika Srpska.

In a show of serious support, the mayor of the municipality appointed a representative liaison from his office to be available to the NGOs of Duboj for any assistance requested, as well as for regularly scheduled meetings between the coalition and the liaison. Local authorities organized two roundtable discussions that focused on accommodating the special needs of the disabled and possibilities for financing solutions through the municipality budget. Members of the coalition were invited to participate, with local authorities requesting their opinions on which priorities should be considered for financing. From this year's budget the municipality expressed the willingness to allocate KM100,000 to local NGOs in order to address these priorities.

After rigorous lobbying, the coalition was successful in obtaining all required licenses and permits from the authorities to build an access path to the Cultural Center building for the disabled. The plans for construction of the access path have been designed and delivered to construction companies, the Department of Urban Planning, and the Culture Center, and pending a portion of the required funding (a portion has already been raised) the coalition expects to complete the access path during next quarter.

### **Lex International**

At start of the DemNet program the executive director thought that the organizational development components would not be very helpful to this NGO since it works primarily with legal projects. They had already had a statute and some rules but no organizational structure or operating systems in place. Now after completion of DemNet they have a solid organizational structure, restructured steering board and rules and regulations, a staff policies and procedures manual, and staff evaluation procedures, which has helped the six staff members work more effectively and efficiently. They are particularly satisfied with the strategic plan developed during the program, which includes financial management and fundraising.

Many relationships were established with DemNet NGOs, with the most important being a Sarajevo based NGO, which had a grant to draft an amended tax law for NGOs in Republika Srpska. Lex International worked with the NGO to draft the law and published a book which serves to inform the public and NGOs of the need for the law to be changed. The project was

outside DemNet, but the relationship was established through DemNet. Throughout all DemNet training components, they maintained contact with the other DemNet NGOs.

The executive director noted that the leadership program had taught him there was more to leadership than he knew. He had personally been in leadership positions for years and thought he was a leader, but through the ORT leadership program he learned a lot about communication skills with staff and outsiders resulting in personal growth.

### **NGO Krajina**

This NGO has established and maintains impressive relationships with local and Republika Srpska government and state representatives and private media. Several representatives from both sectors were present during the meeting, which included a visit from TV Srpska cameramen who provided coverage of the organization for broadcasting. They work closely with community radio, which dedicates 30 minutes each day to NGOs to inform the public of their activities. They held a successful advocacy campaign to inform the community of the need to get parliament to vote for the law on micro-credit through a press conference, television shows, and posters. A Republika Srpska minister worked closely with them on the NGO draft law, and still maintains regular contact. The NGO sees itself as having served as a link between local and Republika Srpska government through the DemNet program.

They appreciated the institutional development components of the DemNet program and recognize the benefits. In line with international NGO standards they established a solid diverse steering committee and new vision and mission for the organization. They found all training and technical assistance helpful and enjoy the new relationships with the other 28 DemNet NGOs. "Through DemNet they became a very serious professional organization, extended to other areas of the country, overcame local community environment problems, and the staff and board achieved personal growth as well." They found the leadership and advocacy training particularly beneficial, and boast of the important documents they developed during the IDG training and technical assistance. As a result of the growth and new professional appearance of the organization, they have six doctors who have come to assist in whatever activities in which they may be helpful.

The DAG project on a micro-credit law facilitated great collaboration and local government participation. They were able to influence government structures through public advocacy campaigning, and the public through media – both skills they obtained through DemNet. Ongoing relationships with government and media will support effective lobbying for the future issues.

NGO Krajina continues to demonstrate their strength in utilizing volunteer participation as it works toward promoting economic development. The team for public advocacy consisting of legal experts from micro-finance organizations, legal experts from local NGOs, representatives of media, representatives of MCOs, representatives of PLI-World Bank in Bosnia and Herzegovina, and the NGO's staff and volunteers continues to implement activities toward successful adoption of the Draft law on MCOs. A poll was conducted resulting in 1056 signatures for the support of the MCOs Draft Law campaign. Prior to the poll volunteers were presented with information on the importance of community support for the campaign – similar to an introduction to advocacy. They distributed posters and pamphlets that promoted the campaign goals.

The team continued the lobbying process directed toward parliament members. They planned and held a press conference addressing the benefits of a successful campaign in order to influence parliament members to vote for the Draft Law on MCOs at the following National Assembly meeting. Representatives of the team for public advocacy took part in the third meeting of the National Assembly of Republika Srpska in March, when the Draft Law on MCOs was passed (issue No.18. on the agenda).

NGO Krajina has clearly influenced policy formulation through their project goals of promoting economic development, increasing employment rates, and ensuring transparent decision making processes in micro-credit allotments by providing a legal framework for establishment and operation of micro-credit organizations in Republika Srpska by ensuring that the Draft Law on MCOs in Republika Srpska was placed on the parliamentary agenda and ultimately passed.

The voluntary working group engaged in a rigorous advocacy campaign consisting of meetings, roundtable discussions, and other working meetings with various government officials and other key representatives including the Minister of Finance, banking agencies, parliamentarians, General Secretary of the National Assembly, President of the legislative commission of the National Assembly, Presidents of the clubs of the National Assembly, Vice President of Republika Srpska, Deputy of the Minister of Administration, and others. Their ability to not only access these important officials and representatives but to actually engage their support speaks to the level of advocacy skills possessed by the NGO and the working group. With the passing of the Law on MCOs, the availability of MCOs and therefore micro-credit will increase resulting in an increase in employment.

### **Alternative**

This NGO maintains excellent relationships with local government as indicated by the representative that participated in the meeting – a prosecutor and president of the local elections commission – considered to be the voice of the returnees in the municipality. As a representative of government at roundtables his voice and influence is heard. Alternative sends clients with problems to him at the municipality, where he assists with re-registration of returnees and other related issues. If there are numerous clients with the same problems, the NGO and municipality organize joint roundtables to address the problems. He also organizes mobile registration and goes to villages to assist returnees. Alternative sends current lists and information on returnees to him, which assists the municipality in keeping their records updated. Since the NGO works with returnees, this relationship is critical.

Other important relationships established through the DemNet program were with NGOs also working on returns in other areas. Through a sharing of information they obtained contact with various courts, which proved effective. They felt the media and public relations training helped them establish relationships with radio and television sources, which have provided coverage of their work.

They believe the institutional development was the most important component of the DemNet program. Instead of the old assembly structure, they now have a strong steering board, which was established through DemNet, and which works much more efficiently and is able to make decisions rapidly. The volunteer steering board members and other volunteers in the NGO are more satisfied with the new structure. The organization now operates with a new level of transparency due to the numerous operating systems and documents developed. Prior to DemNet

and support in implementing international NGO standards they only had a partially developed statute and no other systems or documents. Now they maintain records and document activities through systems developed during the ORT training including steering board regulations, policies and procedures, a strategic plan, staff evaluations, and a media plan. Staff members now have a clear idea of their roles. Although they appreciated all training and technical assistance, the advocacy and leadership trainings were particularly timely. They believe their successes have been directly related to the organizational development achieved through DemNet. In addition, due to participation in the DemNet program, the NGO is now given recognition by the international community.

It appears that the solid working relationships with local government will also affect their sustainability, as this year Alternative will receive a portion of the municipal budget – a great accomplishment. They also acknowledge the advocacy training as contributing to this success as it provided them knowledge and confidence to lobby for support. Another great accomplishment is funding received from eight local businesses – one of which gave to an NGO for the first time. To further enhance sustainability through diversified funding they are developing income generating activities such as the English courses they presently offer.

### **Under the Same Sun**

The impact of the DemNet institutional development components on this organization were clear to the evaluation team, but more importantly, clear to the organization. Like some of the other NGOs they described participation in the program as helping them to become a serious, professional organization with clear structures based on international NGO standards. They found all trainings very useful, especially the combined staff and board training retreat. They had a steering board prior to DemNet, “but only on paper.” Now they have a serious active board that meets regularly and is very helpful.

Previously their strategic planning was poor, now they have a strategic plan that includes a vision and mission that leads them in their work. The organization’s financial management system was strengthened, and the leadership training assisted the executive director in managing staff more effectively. Although they had some previous contact with local government, the advocacy training provided them with steps and skills for communicating and lobbying effectively, which helped strengthen relationships with government and resulted in successful outcomes.

They saw meeting and networking with the other 28 DemNet NGOs as a great advantage and called upon these new relationships regularly. The availability of such a large network of NGOs with which to share information and support will last long after the DemNet program ends.

Although many others have expressed a desire to mentor other NGOs and share their knowledge, this organization has begun to do just that. Their enthusiasm and openness to share what they have learned should be commended. Using materials and documents provided by and developed during DemNet, Under the Same Sun assisted an NGO in a nearby region in registering and planning its development. They also held a workshop for members of the NGO Forum in their region, where they conducted much requested training on project proposal writing based on their DemNet experience. They have also submitted a proposal to UNHCR to serve as a mentor to several NGOs from the region and surrounding areas using their ORT experience – especially in IDG topics. If funded they will work with nine or 10 NGOs in four nearby towns - all members of the NGO Forum. This is a positive example of knowledge and skills transfer.

Under the Same Sun built upon their independent coordinating group by obtaining widespread involvement from the youth community and other community and local government representatives in an advocacy campaign that is addressing three issues - stipends for university students, lack of space for youth to congregate and addiction, and the lack of diversity among secondary schools in the area. Staff of the NGO and members of the independent coordinating committee designed and conducted a survey of 700 youth to solicit input as to their opinions on issues and concerns affecting youth in their community. Several problems were identified and the three referenced above were selected as priorities. More than 20 students participated in subsequent workshop sessions where they developed strategies for addressing the issues identified.

Due to the relationships developed with local authorities during the DAG program, Under the Same Sun has been invited to participate in the regular municipality assembly meetings. Their ongoing participation will allow for a continued role in joint decision making with municipal institutions. The NGO received support from local authorities in all three of the issues targeted during the program with officials attending round tables, workshops, and individual meetings. Numerous contacts were made with councilors in the municipality, the Mayor, local representatives from various Ministries, police, and other local authorities. These ongoing contacts helped strengthen the NGO's lobbying position in the community and resulted in successful outcomes for the DAG activities.

A further example of the relationship between the NGO and the local government is that the executive director and the Mayor together participated in a seminar on capacity management designed for officials from municipal institutions organized by OSCE. Moreover, one representative from municipal government together with the executive director participated in a study tour in the Czech Republic and the USA focusing on public advocacy. ORT facilitated their participation, and contributed to the design of the World Learning training sponsored by USAID.

Under the Same Sun solicited significant support from local government in order to address the three issues identified as important to youth in the community. All councilors were contacted individually with the students presenting the severity of the issues and activities undertaken by the NGO to address the issues, as well as proposals they had developed which required support from the local authorities. For the issue of stipends for university students a visual tool was designed in the form of a poster that reflected a chart of the municipal budget and what percentage is presently allocated for stipends. After meetings and discussions with councilors, the Mayor, the Director of the Center for Social Work, and representatives of government and private business, as well as a media campaign, the Council approved an additional 15,000.00KM for stipends.

For the issues of lack of community space for youth to congregate and addiction, the coordinating group lobbied the authorities to establish a joint school, social care, and police (SSP) institution that would help to decrease addiction. The councilors responded positively and assured their support in this effort as well as others initiated by the youth of Jablanica. The formal proposal for the joint SSP institution will be presented at the next official meeting of Councilors. All indications to date suggest that it will be approved at that time and work will begin to establish the institution.

For the issue of lack of diversity among secondary schools in the area the group lobbied and received support from the director of secondary schools, officials from the Department of Education, and many parents. The end result was that two additional career directions are being implemented in Jablanica high school as a result of the lobbying efforts of the coordinating group. Additional support was received from local authorities and private business for the NGO's project "Internet Club". Local government provided free space and electricity for the club and PTT Mostar – a private communications company provided free Internet access.

## **Forma F**

This NGO believed that all aspects of the DemNet program were highly beneficial, and felt it had been "designed just for them". By participating in the program they were able to "put things together" in their organization. The ORT training helped the steering board and staff understand the roles and responsibilities of the steering board and thus function better. They restructured the board according to needed specializations and now they are more active and effective – meeting regularly and giving advice.

Prior to DemNet they had basic registration documents but not well developed. They have all been reworked according to international standards. They refer to the training manuals and documents developed often, and acknowledge they could not have accomplished the organizational strengthening without the DemNet program. They would now like to share their knowledge with other less developed NGOs.

They appreciate the ongoing communication between the 28 DemNet NGOs and the reliance on each other, which makes for a strong network of NGOs across Bosnia and Herzegovina. They are working closely with an NGO in Sarajevo on joint projects. Both NGOs have different types, but equally important relationships with government, and together they are hoping to achieve their goals. They are also working with NGOs in four other regions of Bosnia and Herzegovina.

They appreciated that ORT staff, unlike other donors, had a good understanding of the environment in which the NGO works, demonstrating sensitivity to political and security issues. The organization felt a high sense of responsibility to ORT, gained through the rigorous accountability and reporting requirements.

Under the Same Sun has established good relationships with various levels of government and parliament through the DemNet program. The program established through the DAG project is still up and running. They improved access to, and collaboration between community women and women local authorities by conducting eight workshops, resulting in voluntary participation of 207 women from eight municipalities in Western Herzegovina. Each workshop received significant participation from women municipal councilors and parliamentarians – 24 municipal councilors, one councilor from city council, and three parliamentarians. Ten local NGOs and two local and foreign experts also offered collaboration through their participation. The NGO was successful in recruiting 20 volunteers who played a key role in further recruitment of workshop participants. The volunteers were responsible for identifying and recruiting women in their local community, explaining the goal of the project and the workshop to the women, and facilitating the women participants in organizing themselves for further community involvement in the future. The engagement of the local volunteers and their selection of participants directly contributed to the quality of the workshops. In municipalities where local NGOs exist the NGO worked jointly with those NGOs to conduct the workshops.

During the workshops members of parliament pointed out the importance of participation of women in public and political life, the importance of dialogue between NGO's and women in the community, and of them working together at all levels to solve community problems more effectively. The parliamentarians expressed their satisfaction with having the opportunity to contact the women municipal councilors directly and to provide their support and direction in community initiatives. During one workshop a parliamentarian made a suggestion to municipal councilors and social workers to develop an initiative for lobbying for a better law on social care, specifying to hold public discussions and insist on regular organizing sessions of the municipal councils until successful.

These workshops provided an opportunity for collaboration between women in the community and women municipal councilors. Prior to the workshops 80% of the local women participants did not know who their municipal councilors were, and 88% had never before made contact with them. The councilors informed the women on how the municipal councils are organized, issues that are likely to be on the agenda of council meetings, and which community problems brought to the council by citizens are presently being solved. They explained the process of getting an issue on the agenda of a municipal council session.

Women cantonal councilors participated in the workshops as local experts. Solid plans were developed to ensure regular collaboration between municipal councilors, cantonal councilors, parliamentarians, NGOs, and the community. Prior to the workshops most of the representatives of municipal and cantonal council and parliament had not met each other. Of particular importance is the fact that all workshop participants engaged in dialogue with municipal and cantonal councilors and parliamentarians regardless of political affiliation.

Volunteer coordination bodies (working groups) consisting of community women and NGO representatives were formed in six municipalities (Ravno, Mostar- North Mostar, Old Town, Ljubuški, Posušje, Stolac). The groups coordinate meetings and cooperation between local women, municipal councilors, and parliamentarians. Municipal councilors continue collaboration with community women through regular meetings organized through the coordination groups (working groups) established during the workshops and consisting of women representatives from the community and local NGOs. Monthly meetings are scheduled between municipal councilors, parliamentarians, and the coordination group. Municipal councilors have assured all other workshop participants that they will do their best to ensure that the priority problems identified during the workshops are placed on the agendas of upcoming meetings of the municipal councils. The councilors from Posušje, Stolac, and Čitluk are exploring the possibility of accessing a room in the Municipality building for future meetings and contacts with women, while the councilors from Mostar, Stari, and Grad are exploring access to a telephone line dedicated to contact between them and community women.

To ensure that citizens are receiving information the councilors are following up on the status of distribution of the Municipal newsletter, in which decisions from the council meetings are published, and if still in existence will ensure that distribution resumes. In Ravno, the coordination group distributes the information from the council in their community through short written information. Municipal councilors have promised to do their best to ensure that the problem of drug abuse, as a priority, is put on the agenda of all council meetings in all municipalities. Moreover, the councilors who are now in regular contact with community

women and aware of community needs and priorities received powerful arguments for lobbying their colleagues in municipal councils for responsible decision-making.

Under the Same Sun received a positive response to their project proposal for addressing a pressing community need. At the next council meeting in Mostar, Stari, and Grad the women councilors will make an official request for financing from the municipal budget for a Center for Children with Special Needs. The Coordinator of Head of Municipal Administration in Mostar North has, on behalf of the Head Officer, expressed the support of the Head of Municipality and his readiness to assist in solving the actual community problems presented according to his possibilities. The coordination group from this municipality has already organized committees for fieldwork in surrounding villages and communities. It is suspected that their work will result in implementation of planned projects with the support of local authorities. The NGO continued cooperation with the private business sector during this quarter as demonstrated by the support provided in the form of refreshments and meals for trainings and workshops by businesses such as Lijanovici and Coffe Comerc.

### **BiH Women**

This NGO has been active for several years and can be considered a large, senior NGO according to Bosnia and Herzegovina standards. Regardless of this fact, they used their participation in the DemNet program with as much, or more enthusiasm as some of the younger, less developed NGOs and thus clear, important impact was obvious. BiH Women has a high level of sustainability according to BiH standards, largely due to their income generating activities. Although the NGO has been operating and delivering effective services for several years, through participation in the DemNet program they were finally able to develop the organization according to NGO standards consistent with international practices and that was an important achievement for them.

In addition to all the restructuring and development of operating systems and documents, the executive director found the leadership program especially interesting. Similar to what others have said, she had been in leadership positions for many years and thought she was a leader. Through the training she came to understand how much she didn't know and was able to strengthen those areas. She provided a clear example of a problem the NGO was facing with one of their projects and how using skills gained through the training she was able to resolve the misunderstanding. The executive director noted that since the NGO had been operating for a while, they used the DemNet program to correct all mistakes that had been made previously. She especially enjoyed learning how to recruit and form a steering board, and stated that staff and board participants studied very hard during the trainings to ensure that they would be able to implement what they learned and also transfer the knowledge to the other staff in the organization. She thought the organizational development was delivered in what seemed like "alphabetical order" and seemed totally logical. In addition, the ORT training materials were extremely professional and helpful.

The NGO has established strong and effective relationships with local government. Although many accomplishments with government occurred prior to DemNet participation, some also took place during DemNet participation. One of the three properties obtained from government for program activities was obtained during DemNet. Through the NGO's center for free legal advice, local government representatives often call requesting information or advice. This has increased the level of communication and mutual respect between the two. It was noted that in

the beginning the cantonal government thought the NGO was working against them, but over time through roundtables they were able to influence government to support their work with issues of refugees and displaced persons.

She felt the most important achievement of the program was the ongoing communication between the 28 DemNet NGOs. It opened up opportunities for ongoing information sharing and exchange, such as additional training opportunities for staff. It is positive that an NGO with as much experience as this one recognizes the benefits of training and still seeks it out.

As a direct result of the knowledge gained during the proposal writing training, the NGO prepared and submitted a very impressive project proposal for a grant from the U.S. State Department Bureau of Population, Refugees, and Migrants. Since one of the rating criteria for the grant is participation in a USAID program, their participation in the DemNet program should provide points to their score.

This is an organization that is clearly using knowledge and skills obtained through the DemNet program. The attitude expressed by the executive director is refreshing and rare, as regardless of the organization's experience, and her extensive personal experience, clearly sees the benefits achieved from the program and is able to articulate them well. At the time of the meeting, the activity in the office was one of a truly working NGO. The appearance of the offices, along with descriptions of ongoing programs, services, and activities, gives reason to believe that the organization works to obtain as much impact as possible with the resources they expend.

As part of its violence awareness and advocacy campaign, BiH Women conducted a survey on violence against women, in which more than 600 women responded. Results indicated that awareness of, and knowledge on issues related to the problem of violence against women and children has increased due to the NGO's efforts. Upon completion of data analysis and documentation of results, a roundtable discussion titled "Who Should Protect Victims of Violence"? was held during March with widespread participation. The NGO was successful in bringing together a panel of representatives from several sectors dealing with violence – Head of the Police Department, a Judge, a Gynecologist, and the Director of the Center for Social Work. The result of the roundtable was a mutual agreement that the responsible sectors must work closer together. Since community awareness has been raised through the survey and subsequent roundtable it is expected that the number of women volunteers working with the NGO will increase.

### **Corridor**

This NGO saw DemNet as being very successful and ORT strongly committed to its work, and felt that the project understood the NGO's work. DemNet was seen as being the first donor to fund "real institutional development." Participation in very intensive training on how to implement international NGO standards and develop a proper structure to be more accurate was appreciated. They developed a statute, bylaws, and other systems and documents, and are actively using them. The restructured steering committee now functions better. The board training was very important, as before there were some "hot shots" that thought they knew everything, but now the board regularly refers to what they learned in the training. Although the staff had received some of the training topics previously – such as proposal writing, they believe they still gained new knowledge they will use. They have the attitude that all training is helpful,

and they can share it with others. They believe they now serve as a model for international NGO standards to less developed NGOs.

During the Children's Parliament established through their DAG project, they were able to use the skills learned such as communication and conflict resolution. They also utilized the media and tried to maintain contact with NGOs in Republika Srpska, in which they established a good relationship with an organization. Perhaps most impressive is the fact that this project is fully sustainable. A European donor is in the process of attempting to purchase a building that will house the Children's Parliament. If anything falls through with this plan the local municipality will likely provide a building. Either way, the project will continue.

Corridor continues to promote children's rights by maintaining positive working relationships with the four schools in the region of Dobrinja - elementary schools Ćamil Sijarić, Osman Nuri-Hadžić, and Skender Kulenović, and the Gymnasium as well as youth, parents, and teachers. These relationships were established during the DAG project, and have had impact on the community's educational system. Moreover, relationships were established with two schools in Srpska Sarajevo demonstrating the organization's ability to liaison across communities.

Successful establishment of a Youth Parliament in Dobrinja involved rigorous volunteerism on behalf of many. Youth, teachers, and parents all worked together with the NGO to structure the Parliament and develop a working strategy for close collaboration with government authorities and the National Assembly. Numerous meetings were held and diplomas were given to volunteers and schools.

Through the Youth Parliament local government leaders will continue to be informed on community youth and educational issues. Children's Rights will be promoted and Youth Parliament representatives will visit local governmental authorities and inform them of their work. Youth Parliament representatives met with the president of the municipality regarding collaboration, prepared an official written request to obtain use of a municipal office for the first Youth Parliament meeting, and they expect to receive approval soon. One immediate goal of the Youth Parliament is to lobby local government to resolve the long-pending problem of the local school that has not yet been reconstructed, which requires children to attend school in student flats or other inadequate facilities.

An informal coalition was established between the NGO and Sara - an NGO in Srebrenica in order to replicate the model of Youth Parliament established in Dobrinja. During the early stages of the relationship the NGO is assisting Sara in developing a structure for the new Youth Parliament. Although this coalition presently consists of two NGOs, and is in the early stages, it is possible that further interest could be expressed ultimately increasing the size and mission of the coalition.

The NGO also jointly formed and became a member of a coalition of four NGOs - along with Women-to-Women, Medica-Zenica, and United Women. This coalition was initiated by Holland Foundation DRA and has the goal of providing assistance to refugees and returnees in all of Bosnia and Herzegovina. In preparation for their role, the NGO's executive director and program manager participated in a one-week training-of-trainers program on conflict resolution. Topics included techniques of conflict resolution, program management, work within and among groups, and the reconciliation process.

## **Education Builds**

This NGO possesses a very enthusiastic staff and board, with the board being as knowledgeable about the organization's mission and activities as the staff. The vice president of the board attended the meeting, and presented the NGO and its participation in the DemNet program with clear understanding and involvement. The NGO recognizes the progress made in the organization during DemNet by the "working discipline" and high level of operations it now has. They noted that all the restructuring and development that occurred during the program has brought the organization up to international NGO standards, with which they are very pleased. The steering board was restructured, trained, and developed bylaws and policies and procedures and now meets regularly and works more effectively. The board members that participated in the ORT board training were able to transfer their knowledge to the other board members through a one-day strategic planning workshop they held with all members.

Prior to DemNet the NGO had some documents in place, but now has a well-developed statute, bylaws, policies and procedures, and most importantly, self-evaluation in place – both for individuals and the organization. They report that all systems and documents developed now help run the organization. They recognize the difference between NGO systems and operations in Europe and those in Bosnia and Herzegovina and how the "international standards affect democracy and quality of life, and how NGOs should belong to the people" and want to see BiH NGOs operate with international standards.

The advocacy and media and public relations trainings helped them communicate more effectively to media and thus get the message of their work out to the public. The executive director provided two specific examples he learned during the training that he uses regularly in his contacts with media and that have made a noticeable difference.

Several important relationships were established during the DemNet program, with those of the other 28 NGOs being most beneficial. The informal network of NGOs serves as a great information base for sharing and collaborating, and this organization relies on it regularly. Relationships established during the DAG were significant and cross-sector – including parliament, university administrators, student bodies, and other NGOs. With the assistance of their ORT program advisor they have established relationships with universities in Hungary and Croatia, which have expertise in an area new to Education Builds in which they are now working.

This NGO exhibits real passion for the work it does, and as a result maintains an impressive number of volunteers. Several volunteers were in the office on the day of the meeting, and briefly joined the meeting to comment on their work in the organization. The results of the steering board's strategic planning workshop was written on several flip charts present in the office, demonstrating the board's involvement in the organization.

In its effort to improve the educational, social, and material status of children who are war victims the NGO conducted a series of three roundtable discussions facilitated by the working group established by the NGO several months ago. In a show of support, the Head of Sarajevo University sent the Deputy of Schooling and the Minister of Education sent his representative (Secretary of Ministry) to one of the roundtables, which focused on higher education. The working group made contact with other heads of universities, deputies, and professors – many of whom attended at least one roundtable.

As a result of the roundtables, cooperation was established between Education Builds and the authorities to address implementation of Article 68 of the Law on Higher Education, which states that all students who are children of war victims will be free from educational fees and tax requirements such as library fees, registration fees, and other administrative fees. In addition, the NGO obtained 300 new members who are contributing to the increased motivation of the advocacy group to expand its activities.

### **Democratic Initiative of Sarajevo Serbs**

This NGO saw significant improvement in the organization after participation in the DemNet program and implementing the international standards. They restructured the board to represent specialization the NGO is working in and developed an organizational structure, statute, policies and procedures, and strategic plan. They learned how to use human resources management in the office and thus work more effectively.

Due to the advocacy training they were able to influence the appropriate government representatives. They received six percent of their budget from government last year, which the NGO thought was not sufficient, but was seen as a significant accomplishment by the evaluation team. Through the media training the NGO has significantly improved their "media efficiencies". More than 100 contacts were made with media sources during the last two years, which promoted the needs of the local community and NGOs. They are also able to work better with government as a result, and are exchanging information and participating in roundtables with local government. DemNet's assistance in printing bulletins for distribution was greatly appreciated. DISS mentioned the importance of the fact that DemNet was "all-inclusive, involving all geographic areas and multi-ethnic and non-multi-ethnic organizations."

### **Final Evaluation Satisfaction Survey**

The results of the satisfaction survey were positive, with averaged scores in the range of 3.94 to 4.88 out of a possible five. The highest average score of 4.88 was provided for the question "How was your experience working with the DemNet program advisor?" with the second and third highest scores of 4.75 and 4.70 for the questions "How was the DAG in terms of impact on your organization?" and "How was the on-going on-site technical assistance in terms of impact to your organization?" respectively. All respondents marked "yes" to the questions "Overall, did the DemNet program meet your expectations?", "Were the goals and objectives of the DemNet program met?", and "Are you satisfied with the materials developed for your organization?". All but one respondent was satisfied with the combination of training, technical assistance, and hands-on practical experience provided during the DemNet program. None of the respondents believed there were any goals or objectives that had not been addressed during the program. A table of results provides individual and total scores for each NGO (see attachment Three).

### **Lessons Learned & Recommendations**

All comments on limitations to the DemNet program as reported by NGO representatives during the meetings are discussed below. Implications and recommendations for further programming based on these discussions are provided – some by NGOs and some by the lead evaluator, with each referenced accordingly.

A few NGOs thought that some of the working groups and coalitions that formed through DemNet were too all-inclusive and would have been able to work more efficiently, had they been more sector-specific. Since all of the working groups and coalitions formed during the DemNet program were issue focused and most were sector specific, these comments should not be considered a common experience of the NGOs. Also, these were often the same NGOs that expressed their appreciation for having the network of DemNet NGOs. It seems that these NGOs like to have access to the NGOs in other regions or sectors when they have a specific need, but when it comes to issue-focused groups and coalitions they prefer to work only with NGOs from the same sector area. This could be somewhat related to issues of trust or territory, as some comments were made which indicated they did not believe NGOs working in other areas had enough knowledge or expertise – but instead were seeking outside opportunities. These comments should be considered in the future and perhaps pros and cons of both sector-specific and all-inclusive groups or coalitions could be compared.

Similar to the comments on sector-specific working groups, a few NGOs thought the group of DemNet NGOs should not have been so broad in terms of level of development or sector area. Some thought the NGOs should be “grouped” by level of development and some by sector area. All those who thought they should be grouped by level of development indicated their organization was one of the more developed organizations in the group. These comments appeared to be based on their experience with the various training programs, and perhaps somewhat on the working groups and coalitions. Their comments were often inconsistent, as these NGOs also expressed their satisfaction in working with the other DemNet NGOs. It should be noted that in most cases the evaluation team did not recognize a large difference in the level of development among the DemNet NGOs.

Some of these NGOs thought the training was beneficial, but that they should or could have been involved as trainers rather than participants – due to their high level of experience and expertise. These NGOs also expressed great interest in serving as mentors and supporting other less developed NGOs, especially due to their high capacity. It is interesting that these NGOs who thought they should be training the others due to their high level of knowledge and development are not taking the initiative and other NGOs that have a more modest attitude have taken it upon themselves to assist others by providing trainings and technical assistance – usually without financial gain. These are often considered to be the less developed NGOs, but at the same time seem to have benefited more from the program and are sharing the results with others. Perhaps this is due to a higher level of openness and interest, and a more accurate self-assessment of their capacity. These NGOs that are sharing and supporting other NGOs also note that they would not feel as confident receiving training from these “more developed” NGOs but would still prefer outside trainers.

Although all DemNet NGOs believed the training and technical assistance was beneficial, with most rating it the most beneficial component of the program, some NGOs provided specific recommendations for what they believe should be considered for future trainings. A few NGOs thought training participation should be tailored more to individual organization needs and not required for all DemNet NGOs. These were the NGOs referenced above – who thought some of the trainings – such as project proposal writing, etc., were not particularly needed by their NGOs. These same NGOs usually thought the training should have been more participatory – when questioned they described that as meaning they should have had a role as trainer in the program. Their comments on non-participatory training was totally contradictory to what most NGOs thought – which was that all the trainings and technical assistance were very participatory. As

discussed above, it is likely that most of the NGOs that wanted more of a participatory role believed themselves to be at a higher level of development than they actually were, and also perhaps did not like the fact that the DemNet program more or less required participation in a standardized yet tailored training and technical assistance model. As a final note, NGOs seem to measure the outcome of training as their participation only, and not whether or not they are able to actually implement what they learn from the training.

One NGO noted that they thought many NGOs, not necessarily those involved in DemNet, are not open to communication and partnerships with other NGOs, described as likely being due to a fear of losing their identity. They thought donor contracts that required NGOs to work together on joint projects or initiatives would help to change this attitude. They thought this would be especially effective for NGOs working in same-sector areas, and mentioned that NGOs would find a way to work together where funding is concerned. Care should be taken if considering this, as it is somewhat contradictory to comments made by other NGOs regarding setting conditions or stipulations to funding – as in the case of mandatory training.

Future training combined with practical technical assistance on developing diversified organizational funding plans should be provided. The fundraising training offered through DemNet focused primarily on project proposal writing – which was quite beneficial to those NGOs with less experience in obtaining donor funds and proved to be effective. However, most NGOs are still primarily operating with donor funds, which do not provide them with sustainability over the long-term. The ORT program was quite effective in assisting the NGOs to achieve a higher operating capacity and thus obtain additional funding during the program and thereafter – although largely limited to donor funds. As discussed, several NGOs were successful in obtaining funds and/or other donations from government, businesses, and through income generating activities – and some of these are quite impressive indeed. These NGOs should serve as mentors to the other NGOs in order to share their successful experiences and assist other NGOs in diversifying their organizational funding plans.

One NGO thought the DemNet program should have provided training on professionalising volunteers and integrating them into the organization as staff members. They weren't quite clear whether they actually wanted to learn how to recruit volunteers and thus increase their volunteer base or whether they wanted assistance in obtaining funding for those involved in the organization that were not presently receiving salaries due to lack of funding. Toward the end of the meeting the NGO representatives mentioned that they were all unemployed, so the evaluation team had the impression they may have been referencing themselves when commenting on the volunteers.

A few NGOs also noted that it is important to conduct more joint training programs with NGO and government representatives, which would have provided a much needed arena for information sharing between the two sectors, help government learn more about the roles of NGOs, and provide opportunity for collaboration. Some NGOs emphasized the need for English language training in order to increase the ability to communicate to a larger base and be more effective – both within Bosnia and Herzegovina and outside. The evaluation team questioned whether other formal opportunities for studying English existed in their communities, and was told that all courses presently offered were for fees, which made them non-accessible to the NGO representatives.

A high level of pride exists among the DemNet NGOs, which in some ways can be considered as positive – such as the pride related to being involved in the DemNet program, and pride of their newly strengthened organizations. However, at the same time there seems to be a high level of overestimation of their status and capacity, which they compare to other NGOs. These organizations are usually identified as those that have been rather active during the past few years due to obtaining significant donor funds. At the same time, the high activity has often prevented them from focusing on their organizational and personal development. This attitude can limit their level of openness and interest in further learning, experience, and overall development, and should be given attention in the future. As a final note, it was interesting that almost all NGOs – even those more modest in describing their organization and its experience with DemNet, made it a point to emphasize that they were the “first” at something – either the first NGO in their community, the first NGO working in this sector, the first focusing on a certain issue, the first that accomplished a specific outcome, etc. It wasn’t clear why the NGOs were giving this information – perhaps to increase credibility or as an expression of their pride, but in most cases, the evaluation team didn’t believe it to be accurate information based on previous knowledge of the NGO sector in Bosnia and Herzegovina and on information gathered thus far during the evaluation.

The mentorship program initially planned in the DemNet NGO Development and Sustainability Strategy was not implemented due to the high level of on-going contact and collaboration among the DemNet NGOs through other components of the program, as well as the differences between Round II partners and Round I partners. All NGOs believed they gained valuable knowledge and experience through the DemNet program and expressed interest in serving as mentors for newer less developed NGOs. They noted that all NGOs, especially those newer, need to participate in organizational development, achieve higher standards and operating capacity, and in many cases, obtain a better understanding of the roles of NGOs. Such a program should be implemented in the future building upon results achieved during DemNet I, with effort being made to design it in a structured manner so that NGOs have clear roles and responsibility as mentors, and that they are able to transfer knowledge to other NGOs based on clear, realistic successes of their own and not overestimated successes. The mentorship program would provide an opportunity for the mentoring NGOs to gain additional knowledge and skills through hands-on experience, as well as those NGOs they support, and should be seen as such. Some NGOs are already serving in such a role – either informally or formally, and the program should build upon their efforts.

It would be beneficial to involve NGOs at some level in the design of any future programming in order to increase their satisfaction level and sense of ownership. Since there may be an underlying tone of resistance to what they consider mandatory participation, attempts should be made to obtain the NGOs’ interest in each component prior to program start-up. However, significant outside input should also be provided during such a design phase, to ensure that NGOs do not overestimate their capacity and underestimate their needs, and thus limit the goals and ultimately the effectiveness of the program.

### **Final Evaluation Conclusion**

It was clear from the evaluation that the DemNet program had significant and long-term impact on the development of the NGO sector in Bosnia and Herzegovina. All NGOs reported significant satisfaction with both the design and implementation program, with most noting that it was one of the best experiences they have had. All benchmarks were met and in most cases,

exceeded, resulting in a core group of Bosnian NGOs with increased institutional capacity, transparency, and accountability; improved relationships with government, media, business, and the local community; and knowledge and skills for continued policy advocacy. All NGOs have increased the number of NGO relationships and in most cases are actively working in coalition with NGOs and other sector representatives to increase community awareness and promote change on important issues and reforms. The NGOs are proud of having implemented international NGO standards in their organizations and are prepared to serve as mentors to other less developed NGOs.

The highly trained and experienced ORT trainers and staff were effective in establishing trusting relationships with the NGOs, which allowed for well-received training and technical assistance. The design and implementation of the DemNet program proved to be on target and timely as far as the NGOs' needs. The NGOs were receptive and even enthusiastic regarding implementation of international standards in their organizations, and realize the impact it has had on their operations and programming capacity. The DAG projects were highly successful, resulting in a significant increase in public awareness and citizen participation, cross-sector relationships (NGO-government, NGO-business, NGO-media), coalition building, and overall policy advocacy and legal reform. The NGOs are continuing their work on issues important to them and their communities, and with the increased capacity and level of sustainability – both in their organizations and their programs – results of the DemNet program will continue to be seen in the future. The 28 DemNet NGOs are well prepared to serve as mentors to other NGOs, which will ensure solid transfer of knowledge, skills, and experience obtained from the program, and should be encouraged. See attachment Four for a profile of the 28 DemNet partners.

## **ATTACHMENTS**

- |                     |                                             |
|---------------------|---------------------------------------------|
| <b>Attachment 1</b> | <b>List of Grants</b>                       |
| <b>Attachment 2</b> | <b>DemNet Newsletters</b>                   |
| <b>Attachment 3</b> | <b>Final Evaluation Satisfaction Survey</b> |
| <b>Attachment 4</b> | <b>Summary of 28 DemNet Grantees</b>        |
| <b>Attachment 5</b> | <b>DemNet Timeline</b>                      |

**ATTACHMENT 1**

**BOSNIA DEMOCRACY NETWORK PROGRAM  
LIST OF GRANTS**

**DEMNET NGO PARTNERS**

	<b>AMOUNT</b>
1 Izbjeglički servis za povratak Drvar	\$22,460
2 Forum žena 'Alternativa' Kakanj	\$22,564
3 Centar za građansku suradnju Livno	\$22,457
4 Biro za ljudska prava Bijeljina	\$24,233
5 Lex Internationa Banja Luka	\$21,724
6 Budućnost Modriča	\$22,506
7 Solidarnost za Jug Trebinje	\$22,496
8 Prijateljica Tuzla	\$20,729
9 Žena Trnova Trnovo*	\$5,177
10 DISS Sarajevo	\$22,032
11 Forma F Posušje	\$22,500
12 Corridor Sarajevo	\$22,500
13 NGO Krajina Banja Luka	\$22,500
14 Centar informativne pravne pomoći Zvornik	\$22,500
15 Žene sa Une Bihać	\$22,498
16 CCI Tuzla	\$22,500
17 Zemlja djece Tuzla	\$22,500
18 Centar za promociju civilnog društva Sarajevo	\$22,500
19 Pod istim suncem Jablanica	\$22,500
20 Aldi Goražde	\$22,500
21 Obrazovanje gradi BiH	\$22,500
22 Nezavisni biro za razvoj Modriča	\$22,500
23 Udružene distrofičara Doboj	\$22,500
24 Žena Bih Mostar	\$22,500
25 IDIS Sarajevo	\$22,500
26 Independent Zenica	\$22,500
27 Centar za zaštitu manjina Sarajevo	\$22,500
28 Luna Rudo	\$22,500
29 Vidra Banja Luka	\$22,500
<b>SUBTOTAL NGO PARTNERS</b>	<b>\$633,876</b>

**MICROGRANTS (MGs)**

30 Pokret potrošača RS	\$3,000
31 Liga za zaštitu privatne svojine I ljudskih prava	\$2,980
32 Micro grant Sanski Most	\$2,960
33 Micro grant Drina Gorade	\$2,882
34 NGO MILIĆANI Milići	\$2,900
35 Micro Grant - Banovići	\$2,963
36 Micro Grant - 'Vratite nam osm.'	\$3,000
37 Micro Grant - 'Eco' Jablanica	\$2,250
38 Udruženjeraseljenih lica BiH	\$2,765
39 Uruženje srpskih penzionera	\$2,900
40 Futura plus Teslić	\$2,930
41 Li Women Livno	\$1,150
42 Solidarnost za jug Trebinje	\$2,900
43 DON Prijedor	\$3,000
44 Centar za promociju civilnog društva	\$3,000
45 VESTA Tuzla	\$2,996
46 KUP LI Kupres	\$1,650
47 Klub 92 Doboj	\$3,000
Miscellaneous Exchange Fluctuations	\$27
<b>SUBTOTAL MICROGRANTS</b>	<b>\$49,253</b>

**TOTAL BIH DEMOCRACY NETWORK GRANTS**

**\$683,129**

\* Did not complete IDG due to falsification of documents

**ATTACHMENT 2**



# DemNet

November 2000

## NEWS

### Democracy Network Program

The DemNet group of 28 dynamic Bosnian NGOs is working in partnership to advance the sector's public benefit activities and civic action initiatives. The DemNet program is funded by USAID and implemented by American ORT. Through this unique program, DemNet NGOs receive long-term customized technical assistance and leadership skills training as part of an intensive NGO Development and Sustainability program, in addition to financial subgrants to build institutional capacity and to support public policy advocacy initiatives and coalition-building programs. Micro-grants are also provided to a broader group of NGOs and networks throughout BiH.

All of the DemNet NGOs have significantly strengthened their capacity to operate according to higher standards of transparency and accountability resulting in improved services in their sectors. DemNet NGOs are now focusing on encouraging local government-citizen partnerships, increasing citizen and volunteer participation in key local decisions, increasing NGO involvement in local government policy formulation, and promoting citizen involvement in issue-based coalitions. DemNet NGOs are collectively working to create an identity for the NGO sector in BiH, and to promote public awareness.



# ON THE PUBLIC AWARENESS CAMPAIGN

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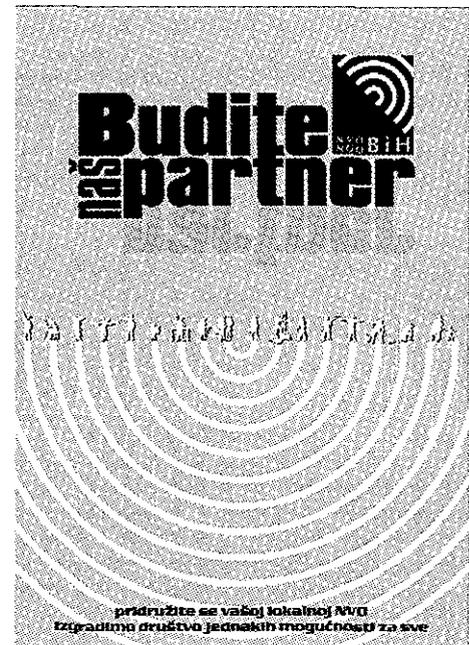
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US Ambassador Thomas Miller acknowledging the importance of the BiH NGO sector during the DemNet Press Conference in Sarajevo.

This newsletter is part of the DemNet public awareness campaign to promote the NGO sector throughout BiH. The campaign, launched in May 2000, coined the slogan: Be our partner, join your local NGO and build a society of equal opportunities for all. The goal is to increase awareness among government officials at all levels, business people in the private sector, international organizations, media representatives, other NGOs, associations and the community at large about the importance and value of the civil society sector. Our slogan invites individuals or groups to become partners through voluntary work or by providing financial support, services or other forms of assistance to their local NGOs. The 28 DemNet NGO partners throughout BiH are actively promoting the campaign through their activities which focus on issues of importance in their communities. Posters and additional public relations materials are available from the DemNet office. ☐



promotional poster

## THE FIRST CROSS ENTITY PUBLIC DEBATE BETWEEN DOBRINJA 1 AND DOBRINJA 4 IN THE SARAJEVO REGION

IDIS organized the first inter-entity debate between representatives from Dobrinja I, Republika Srpska and Dobrinja IV, Federation, in the Lukavica library on September 18, 2000. The debate gave the public an opportunity to raise questions and express opinions concerning problems surrounding the inter-entity border between these two municipalities. This was the first opportunity for members of the public to witness an open dialogue between politicians from both sides of the inter-entity border, to share their views and to hear answers to their questions.

The primary issue of concern for members of the public was that of property return, followed by educational issues for children from Dobrinja I. Two primary schools are currently functioning in army barracks while the school on the border is still empty as a result of an ownership dispute and requires reconstruction before it can be used. IDIS invited the following Municipal leaders from both entities to share their views and answer questions from the public:

- Mr. Gradimir Gojer, Deputy Mayor of Sarajevo
- Mr. Predrag Lasica, Mayor of Srpsko Sarajevo
- Mr. Zeljko Samardžija, Advisor to Mr. Radišić member of the Presidency of BiH
- Mr. Nikola Špirić, Deputy Minister for Human Rights and Refugees, Council of

Ministers BiH

- Mr. Jusuf Begić, Deputy Head of Municipality Novi Grad
- Mr. Velimir Šljivar Secretary to the Ministry for Refugees and Displaced Persons, Srpska Ilidža
- Mr. Dragan Luketa, Deputy Head of the Municipality, Srpska Ilidža
- Mr. Fadil Suljić, President of the Association of Čijizens, "Naš dom"
- Mr. Milomir Cavarkapa, President of the Association of Citizens, "Povratak"
- Mr. Fadil Hadžić, President of the "Radnička partija BiH"
- Mr. Dragan Savić, Member of the War Invalid Association, Srpska Ilidža
- Mr. Vojislav Puškarević, Representative of CRPC
- Mr. Predrag Štrbac, Executive Director of IDIS

To promote the event, informative posters were displayed in advance in public places in both municipalities inviting the public to attend. Announcements were made throughout the day on Radio Srpsko Sarajevo, following a presentation by the Executive Director of IDIS, Predrag Štrbac. Darko Došlo and Dejana Radovanović, both experienced radio and television journalists, moderated the debate. Following the debate, a press conference was held in addition to a reception at the IDIS office. Further dialogue took place between the debating team, invited guests and journalists. Media

interest continued throughout the week, in both entities and the debate was covered by all national television stations, radio and newspaper reports. A follow-up ensued with interviews of the public who attended and a request to the Executive Director of IDIS to appear on a television panel discussion in Pale. The Executive Director also spoke at local radio stations the following morning to support the achievements of the debate and to encourage further dialogue. Dnevni Avaz, one of the largest circulated newspapers of the Federation, reported that Mayors of Novi Grad and Srpska Ilidža established official contacts to further explore and seek solutions to problems existing between Dobrinja I and Dobrinja IV. Overall this was a great opportunity for IDIS to promote its organization, NGO sector in general and help the reconciliation process.

IDIS is proud to have initiated specific dialogue between these neighboring communities and continues to support those municipal leaders who seek to resolve differences through dialogue and cooperation. ■

"IDIS", Srpska Ilidža  
Executive Director:  
Predrag Štrbac

### DEMOCRACY NETWORK MICRO GRANT

USAID Democracy Network (DemNet) offers Micro-grants of up to \$3,000 to registered NGOs in Bosnia and Herzegovina. Micro-grants support civic education, coalition-building activities and public policy formulation, advocacy and implementation. Activities of proposed NGO applications should fall under one of the following DemNet priority areas: economic development, social safety net, democratization/human rights or rule of law. The applicant can neither be a branch of any political party nor included in any political party activities. In addition, the purpose of the organization can not be exclusively limited to religious activities.

In order to be considered for a Micro-grant your organization must submit the following:

1. A copy of registration
2. A copy of 2 recommendation letters from local and international NGOs
3. A proposal

NGOs are advised to apply as soon as possible as all projects must be completed by March 2001.



SS

## Partnership with government

# LOCAL GOVERNMENT/NGO PARTNERSHIP

The Independent Bureau for Development Modriča (IBD Modriča), created in July 1996, consists of a group of refugees dedicated to working for the future. IBD Modriča has focused all of their resources, energies and creativity toward refugee return to Modriča, and generating new employment opportunities for those who, upon their return, become

jobless and without any viable means of income. From the very beginning of their work, IBD Modriča decided to build a partnership with the local authorities at all levels. Their first project proposal was to build a small business incubator. The project

was presented to the municipality authorities who agreed to provide a former secondary school in need of complete reconstruction that was located on the fighting line for the cost of \$1 KM which is equivalent to 50 cents in US dollars for one year. In order to repair the building, the IBD Board president, a former B&H Member of Parliament, submitted a

reconstruction proposal to the Federal Government requesting funding. Due to the IBD's desirable goal of creating approximately 50 new jobs for refugees through the small business incubator mechanism, the Government of the Federation of BiH decided to fund the project with \$100,000 KM (US\$50,000) and the Ministry of Energy and Economics provided an additional \$25,000 KM. The government also agreed to pay for the utilities. In addition, the Ministry for Social Politics and Refugees agreed to

incubator, and the Federation Government again provided \$100,000 KM in funding. Due to the overwhelming success, the Cantonal Government also decided to donate \$40,000 KM. IBD - Modriča also contacted the Government of the Republic of Srpska for additional funding since the Incubator project is located in their territory. **The RS Government has made a commitment to provide \$40,000 KM which will set a precedent for the first jointly funded inter-entity government project.**

IBD Modriča, under the USAID-funded Democracy Network program in partnership with American ORT, recently completed an Institutional Development Grant focused on strengthening its organizational development and building local capacity. Currently, the organization is applying for a DemNet Development

Activity Grant to further promote government/NGO cooperation activities that will strengthen the small business sector and provide employment opportunities to returnees. The development of small business incubators is an excellent example of what can be achieved when NGOs, local and federal government and the business community come together to identify and solve pressing community needs.

"Independent Bureau for Development Modriča", Gradacac  
Executive Director: Enver Sarvan



organize training and education programs designed to provide specialized skills for the future workers in the business incubator. Today the second small business incubator project has started in Modriča, which is located in Republic of Srpska. For the second program, the authorities of the municipality of Modriča provided a building at no cost for five years for the business

## Refugee return

# DEMOCRATIC INITIATIVE OF SARAJEVO SERBS FACILITATE REFUGEE RETURN

The refugee community is dissatisfied with their current status, and frequently encounter significant difficulties in order to meet their most basic needs. The Democratic Initiatives of Sarajevo Serbs (DISS) is working to address their many problems by gathering information, and conducting roundtable discussions to establish a dialogue among local governments, refugee associations and citizen

groups. Fifteen successful roundtable discussions have been conducted with refugees and displaced people from Iliđa of Serb nationality who

are currently living in the eastern part of Republic of Srpska (RS) in the following municipalities: Zvornik, Srebrenica, Teslić, Višegrad, Bijeljina, Potočari, Jahorina, Doboj, Modriča, Kalinovik,

Pale, Foča and Bratunac. All meetings have been well attended, and extensive media coverage was provided by local and regional sources.



The refugees expressed that they feel like they are the biggest losers in the past war because they are not represented in political parties, and do not have a formal voice to express their problems.



A key concern is the return of their properties, and they expressed reservations about the current return process. The refugee association directors believe that various social and economic problems must first be resolved in order to ensure a successful return process.

The main topic of all these roundtables was the property law created by the High Representative in Bosnia and Herzegovina, his Excellency Wolfgang Petritsch, on October 28, 1999. DISS presented the law to the audiences and discussed various related topics such as refugee return to the Federation and RS, employment, education, health insurance, pension rights, freedom of religion, army service, apartment purchase options, rights of the former RS soldiers and political changes in BiH and in Sarajevo as

the state capital. All participants recognized the importance of Annex 7 of the Dayton Peace Agreement which addresses vacating someone else's property. They understand that they have to return to their houses, flats and properties as do the other displaced citizens. Those who would like to remain, where they are now, will have to build houses for themselves, pay rent or live in collective centers. DISS was effective throughout the roundtables in communicating to refugees to take control of their destiny, to organize themselves and to advocate for changes. DISS legal experts have provided detailed counsel and answers to all questions raised. Furthermore, all participants received brochures and written materials related to the implementation of Annexes 6 and 7 of the Dayton Peace Agreement. Refugees and displaced people are now

better informed about their rights and options due to the activities organized by DISS. The roundtable discussion groups also generate increased interest in refugee return issues. One direct outcome of this initiative was the return of more than 50 families who attended the roundtables, and many others are expected to return to their homes soon. ■

**"Democratic Initiative of Sarajevo Serbs",** Ildža  
**Executive Director:**  
**Jovo Janjić**

**business education**

**INTRODUCING NEW EMPLOYMENT PROGRAMS AND ACTIVE PARTICIPATION IN PUBLIC LIFE - "FORMA F" ENCOURAGES WOMEN TO BECOME ENTREPRENEURS**

"Forma F" from Posušje, recently organized two-day seminars entitled "Women in Business" in Stolac. Attending the seminar were women from both entities and different municipalities such as Posušje, Čapljina, Mostar, Konjic, Trebinje, and Nevesinje.

The purpose of the seminar was to educate and encourage women to start small businesses, and to actively participate in the privatization process occurring in both entities. According to the information from Marijana Dinek, Executive Director of Forma F, only 20 % of all employees in BiH are women.

Trainers at the seminar were economic experts and professors from the University of Sarajevo, and represented the Faculty of Economy. Mrs. Mirjana Simić from the Center for Management and Information Technologies at the University of Sarajevo presented the subject of business law. Mr. Rusmir Sendić from the Center presented how to start small businesses in BiH. Prof. Nenad Brkić and Prof. Dr. Zeljko Šain spoke on the Basics of Marketing and

Management, Financial Management and the current privatization process. Two other NGOs from the USAID-funded Democracy Network, "Under the Same Sun" from Jablanica (Federation) and "Solidarity of the South" from Trebinje (Republika Srpska), assisted in the preparation of the training program. This is the 20th educational project conducted by "Forma F". More than 300

F" alone has provided employment for 60 women throughout the region. The goal of Forma F is to continue educating women in the future in all spheres of life so that women will play an important and more active role in contemporary BiH society. The best way to express the meaning of the program would be to cite Simone de Beauvoir: "Thanks to her ability to work, the woman



women participated at these seminars held in Čapljina, Ljubuški, Posušje, Bugojno, Stolac, Nevesinje, Jablanica, Trebinje, Mostar, Prozor, and Gornji Vakuf.

The attendees gained important knowledge and experience on business and economy and as a result, many women created new jobs and increased the rate of employment among women. "Forma

has wiped out the differences between herself and the man; it is only the work that can guarantee the real freedom for women". ■

**Forma "F", Posušje**  
**Executive Director:**  
**Marijana Dinek**

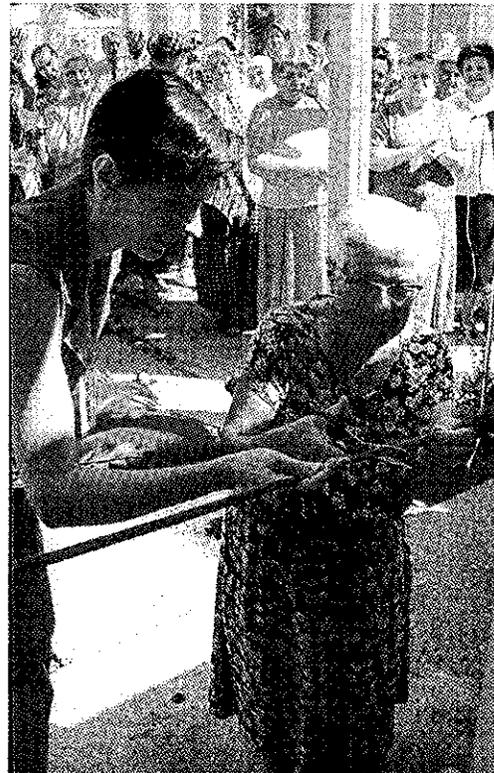


## **HOME OF THE OPEN HEART**

Since 1996, BiH Women has been involved in caring for elderly people who are left without family members. Four years ago, BiH Women conducted a survey to determine the number of these people and to examine the conditions in which they were living. The survey results demonstrated to BiH women the extent of the unsatisfactory living conditions for the elderly. BiH Women's Executive Director said "Most of these people, with their limited pensions, live on the edge of survival and some of them do not even have their minimal pensions". Following the survey, BiH Women initiated a new project to open the "Home of the Open Heart". On September 1, 2000, BiH Women invited guests to attend from government, businesses, NGO sector and media, and officially opened the Home. The Mayor of the City of Mostar immediately promised his assistance by donating new computers for the Home. Using the

slogans "With us, you are not alone and forgotten" and "With us, your life will be happier and safe" BiH Women promised to care for the elderly. "The Home of the Open Heart" offers medical treatment as well as rehabilitation services and social activities; and provides transportation for the elderly to and from the Home. The Home also offers legal advice, cleaning services, emergency phone services, financial accounting services and excursion programs. BiH Women is entering its fifth year of working with the elderly. Throughout these past four years the team has regularly visited 160 beneficiaries, offering them assistance, supplying medicine, humanitarian aid, food and cleaning products. In addition to aid, sick people have been receiving medical treatment and assistance in their homes. ■

**"BiH Woman",  
Mostar  
Executive Director  
Azra Hasanbegović**



### **Successful Fund Raising**

## **RAFTING DOWN THE RIVER**

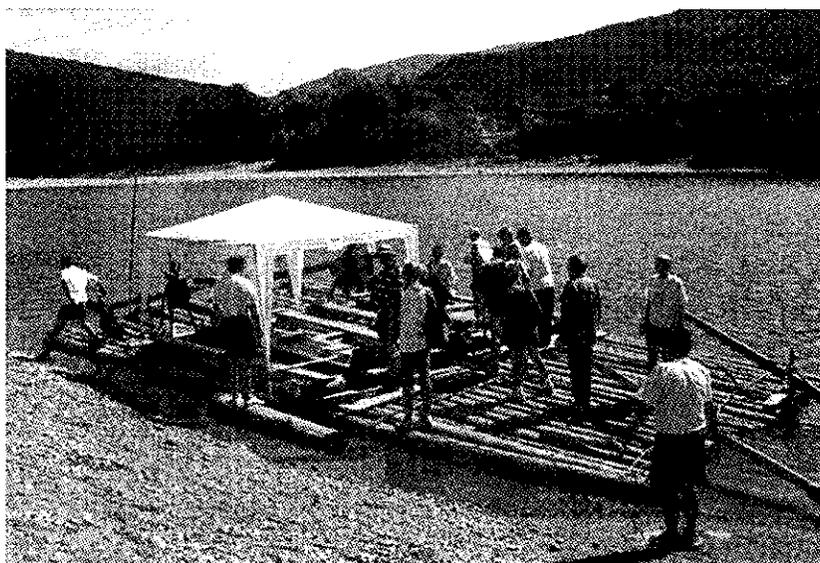
The staff of the NGO Agency for Local Development Initiatives (Aldi) from Gorazde recently applied the useful knowledge and important fundraising skills obtained during the DemNet training organized by ORT. In the three-day comprehensive training, new fundraising methods and techniques such as special events were introduced for the first time for this NGO. Utilizing the new methods, Aldi undertook a successful fundraising effort by promoting a special rafting trip down the Drina River. Initially, Aldi planned a project to clean the Drina riverbank in Gorazde Canton. The idea was to allow volunteers clean the riverbanks in order to have clean beaches down the Drina River and to promote environmental awareness in the community. With little time to

prepare, Aldi coordinated the project, cleaned the riverbanks and organized the rafting trip down the river for special guests. In order to promote community involvement, Aldi presented the project to the Mayor of Gorazde and invited him to become a partner in organizing the event. The Mayor and city council members embraced the plan and joined Aldi to prepare the rafting trip. Invitation letters were sent out to Embassies in Sarajevo, international donor organizations, local entrepreneurs and cantonal authorities to join the rafting excursion

Norway, Switzerland, Germany and France. Many international organizations and major cantonal authorities also participated. The trip was an overwhelming success - participants were able to enjoy the natural beauty of the river and its surroundings, and all enjoyed the trip and in some cases donated money. At the reception and closing ceremony in the center of the town, Aldi presented future project opportunities

to the participants. Representatives from the German and Norwegian Embassies agreed to finance four of Aldi's future environmental projects. The partnership between local authorities and Aldi was of benefit to the success of the program, and has encouraged further cooperation between local government and the NGO sector. ■

**"Aldi", Gorazde  
Executive Director:  
Demir Imamović**



prepare, Aldi coordinated the project, cleaned the riverbanks and organized the rafting trip down the river for special

down the river and to donate funds for Aldi's future environmental actions and programs. Attendees include representatives from the Embassies of Egypt,

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# THE ASSOCIATION OF PERSONS WITH MUSCULAR DYSTROPHY IN DOBOJ HELPS PEOPLE WITH MUSCULAR DYSTROPHY AND OTHER NEURO - MUSCULAR DISABILITIES

This is a story about Nada Mišić, a young girl afflicted with muscular dystrophy. In society, individuals afflicted with muscular dystrophy do not easily find employment, nor are they often accepted by their communities. With support and acceptance, these individuals can find greater meaning and purpose.

Before Nada Mišić became a member of these two associations she did not like to meet people. However, after meeting staff from the association of Dystrophic People and the Association of Paraplegics she understood that she is not the only one who suffers from muscular dystrophy.

"I understood that I needed to fight with the problems I have", she said, "because if you have no will to fight you can not reach your goals and inner happiness".

As a member of these associations, Nada completed computer and accounting courses that she would not otherwise have been able to complete. After a short time she was employed by the Association of Dystrophic People from Doboj. This has given Nada hope for the future.

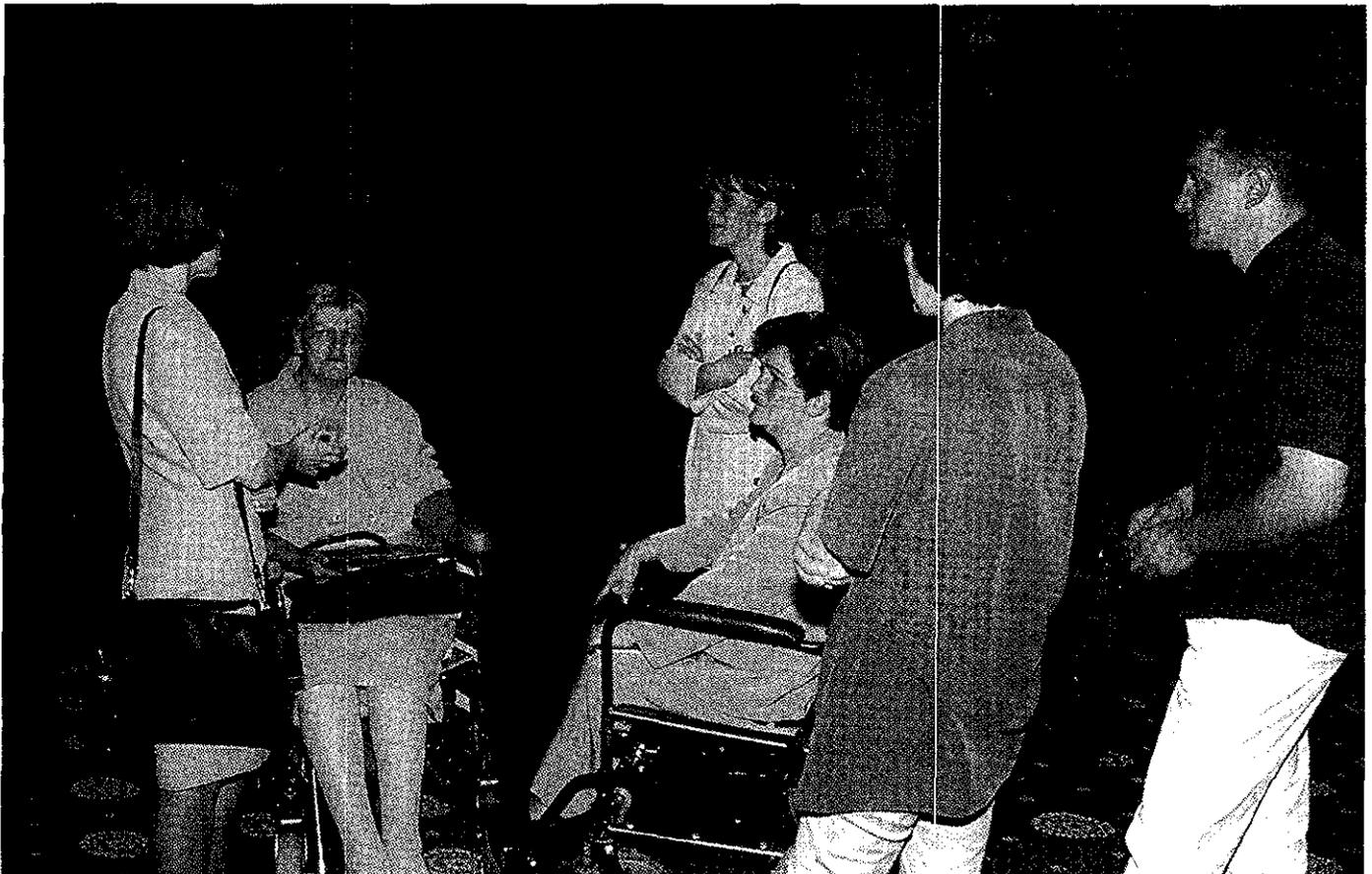
"This story is about one person, but they are all around us waiting for someone to understand and help them overcome their difficulties. Thanks should go to these associations and people working to help those like me", Nada said. "What would we do if these NGOs did not exist and weren't supported by others? It means everything to me being with these people and working for the association", she said at the end. "I have a job now, have many friends and am not lonely any

more. In addition, I have the opportunity to receive training, learn different skills and to learn about the NGO sector".

Fortunately, many organizations and associations are increasing public awareness in communities and among citizens about the needs of people with *muscular dystrophy and other disabilities*. NGOs, such as the Association of Dystrophic People from Doboj and the Association of Paraplegics, have had great success in helping people like Nada and in educating the community at large.

**"Association of Persons With Muscular Dystrophy Doboj"**

**Executive Director: Nada Jovanović**



# Be our partner



"Alternativa", Kakanj	Phone:032/553-030	Fax:032/553-030
"Aidi", Goražde	Phone: 038/227-850	Fax:038/227-850
"Budućnost", Modriča	Phone:053/880-200	Fax:053/880-200
"Biro za ljudska prava", Bijeljina	Phone:055/403-503	Fax:055/403-503
"Centar za građansku suradnju", Livno	Phone:034/202-770	Fax:034/202-770
"Corridor", Sarajevo	Phone:033/230-154	Fax:033/230-154
"Centar informativne pravne pomoći", Zvornik	Phone:056/584-396	Fax:056/584-396
"Centri civilnih inicijativa", Mostar	Phone: 036/580-553	Fax: 036/580-556
Tuzla	Phone: 035/239-266	Fax: 035/250-147
Banja Luka	Phone: 051/302-238	Fax: 051/311-009
"Centar za promociju civilnog društva", Sarajevo	Phone: 033/213-278	Fax:033/213-278
"Centar za zaštitu prava manjina", Sarajevo	Phone:033/231-855	Fax:033/231-855
"DISS", Ilidža, Sarajevo	Phone:033/452-907	Fax: 033/452-907
"Forma F", Posušje	Phone:039/580-124	Fax:039/580-124
"Izbjeglički servis za povratak", Drvar	Phone:034/819-678	Fax:034/819678
"IDIS", Srpska Ilidža	Phone:057/678-272	Fax:057/678-272
"Independent", Zenica	Phone:032/418-685	Fax:032/418-685
"Luna", Rudo	Phone:058/784-262	Fax:058/784-262
"Lex International", Banja Luka	Phone:051/203-396 Phone:051218-828	Fax:051/203-396 Fax:051/218-828
"NGO Krajina", Banja Luka	Phone:051/468-645	Fax:051/468-645
"Nezavisni biro za razvoj Modriča", Gradacač	Phone: 035/819-460	Fax:035/819-460
"Obrazovanje građi BiH", Sarajevo	Phone: 033/210-940	Fax:033/210-940
"Pod istim suncem", Jablanica	Phone: 036/753-475	Fax:036/753-475
"Prijateljice", Tuzla	Phone: 035/250-495	Fax:035/250-495
"Solidarnost za jug", Trebinje	Phone:059/225-387	Fax:059/225387
"Udruženje distroficara, Doboj", Doboj	Phone: 053/221-202	Fax:053/221-630
"Vidra", Banja Luka	Phone:051/204-276	Fax:051/204-276
"Zemlja djece", Tuzla	Phone: 035/282-643	Fax: 035/282-643
"Zena BiH", Mostar	Phone:036/550-339	Fax:036/550-339
"Zene sa Une", Bihać	Phone:037/310-885	Fax:037/310-885





# DemNet

USAID Democracy Network Newsletter  
March 2001 • Issue No. 2

## NEWS

### IN DEFENSE OF NATURE

## A Battle for River Sana

*After the people from Sanski Most successfully engaged in civic activity to protect their environment, they learned how powerful the public could be when they are committed to a cause*

**S**ANSKI MOST -- Local authorities in the municipality of Sanski Most in Una-Sana canton began negotiations in 1996 with BiH Electric Company (Elektroprivreda) and the government of the Federation of BiH to construct two hydroelectric power stations on the river Sana (in Vrhpolje and in Čaplje) and numerous smaller power stations on Sana's tributaries. The authorities did not consult an environmental expert or conduct an environmental impact study. The Youth Center, NGO from Sanski Most dedicated to youth and community development, decided to take action. **Nidžara Bišćević**, executive director, and active members of the Center designed a three-month public campaign, "Power Stations on Sana: Yes or No?" supported and funded by USAID DemNet micro-grant.

### Resistance

"This is nothing new," said **Fikret Kurtović** an environmental enthusiast and project leader of the campaign. "Since

1954 many people wanted to build hydroelectric power stations on river Sana." According to Kurtović, at one time there were plans to build as many as five power stations on the Sana River which were abandoned after it became clear that many villages would be destroyed. Kurtović is uncertain of the motive for reviving these old plans, but in the spring of 1999, when the Prime Minister of the Federation of BiH was openly speaking about building power stations on the river Sana, he and his colleagues decided it was time to act.

The Youth Center team inundat-



*One beautiful Bosnian river was saved, thanks to environmental enthusiasts*

ed the media and the public with information on the environmental impact of the power stations. They organized round tables that engaged both the advocates and the opponents in debates over the construction of power stations on this beautiful Bosnian river. They presented different points of view on the subject, which were broadcast on several radio and TV shows. They drafted protest letters to the Parliament of the Federation of BiH and to various members of the media. In col-

laboration with a fishing society "Sana", they organized an exhibition called "Sana Valley" and founded an environmental organization called "Nine Rivers". They also published a calendar dedicated to the natural beauty of the Sana River and made a professional video documentary about their campaign. The representatives of BiH Electric Company, officials from the Una-Sana canton and representatives from the Federal ministries responded and agreed to organize an official meeting in Sanski Most.

### Negotiations

Two NGOs, "Nine Rivers" and "Sana", together with the Youth Center, contacted the Community Council in Sanski Most to petition for a referendum on the power stations. After considerable negotiation, they reached an agreement that the Community Council of Sanski Most would stop all activities concerning the construction of the power stations until an environmental impact study could be performed.

This very successful campaign has had many positive, far-reaching consequences. In addition to stopping the construction of power stations that could have caused environmental degradation, the people from Sanski Most successfully engaged in civic activity to protect their environment. They learned how powerful the public could be when they are committed to a cause, and how people, acting together as a group of concerned citizens, can change their destiny.

In the future, the Youth Center would like to continue its environmental activities and is actively seeking more donor and public support. ■

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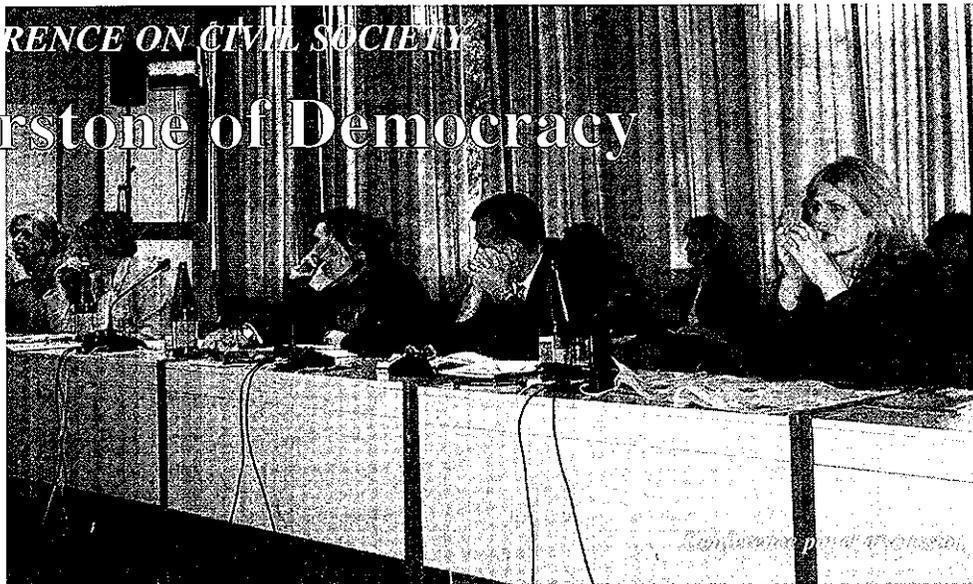
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# The Cornerstone of Democracy

*Eighty-six participants from BiH, Croatia, Hungary, Poland and FRY attended the international conference on civil society organized by the Civil Society Promotion Center from Sarajevo*



**V**OGOŠĆA - For the last few years in BiH, the term civil society has become a widely used and accepted term although the definition has not always been clear, particularly to the general public as well as advocates of civil society themselves. **Dobrila Govedarica**, director of The Open Society Fund BiH, asserted this premise at the opening of the international conference entitled "Towards Better Understanding of a Civil Society Concept." She expressed her hope that the conference would foster a better understanding of civil societies, in addition to providing an opportunity to praise the efforts undertaken to develop civil society in BiH.

## Civil Society

The conference, held at the Hotel Park in Vogošća on February 15-18, 2001, was organized by the Civil Society Promotion Center in cooperation with the Open Society Fund BiH. There were 86 participants from the non-governmental sector representing BiH, Croatia, Hungary, Poland, FRY, as well as representatives from different international organizations, academia and the media. **Fadil Šero**, Executive Director of the Civil Society Promotion Center, opened the conference with Mrs. Govedarica, stating that it

was necessary to evaluate the progress of the NGO sector and design new programs to address present and future needs.

An introductory speech on the purpose, objectives and social context of the conference, was given by **Salih Fočo**, professor from the Faculty of Philosophy of the University of Sarajevo, and president of the Assembly of the Civil Society Promotion Center. He explained that the main feature of a civil society is a lack of political dominance; there is more care for individuals and their interests, and non-governmental organizations are the main advocates of those interests.

"Non-governmental organizations are a new addition to civil society in BiH, because they represent and advocate the interests of citizens. The stronger they get, the less dominant political parties will become. This is the only way to share political influence on society and assure that political parties are tolerant, not dominant," said Fočo.

The second plenary session expanded on the different conceptual approaches to a civil society. Professor at the Faculty of Political Science in Sarajevo, **Esad Zgodić**, stated in his introductory speech that non-governmental organizations should be the initiators of a functioning civil society while recognizing that citizens themselves are the

## What is civil society?

*DemNet staff interviewed several representatives from our partner NGOs to ask how they define civil society.*

"Civil society is a society in which citizens take active participation, through non-governmental organizations, in order to contribute to development of their living environment, that will contribute to development of the society."

- **Ozren Islamović**

*Under the Same Sun, Jablanica*

"Civil society is us, non-governmental organizations, who help create a better future in BiH. It is a society in which human rights are respected, authorities are more responsible, non-governmental organizations and authorities are partners."

- **Milena Savić**  
*CIPP, Zvornik*

"It is a society that satisfies the needs of the citizens. If the citizens know how to present their needs, then we can talk about the meaning of civil society."

- **Salih Rasavac**  
*Corridor, Sarajevo*

"Civil society, as a broad picture, includes non-governmental organizations, human beings as individuals, families, religious com-

munities... all those who can contribute to building and creating a healthy society."

- **Gordana Čičak**  
*Independent, Zenica*

"Civil society is a society where citizens take a part of responsibility in their own hands by participating in decision-making process related to issues of great importance for their community. They have influence, as individuals or groups, on political parties and authorities."

- **Dušan Šehovac**  
*DISS, Ilidža*

"Civil society is the future of this country. My understanding of civil society is that people live in freedom, that they have freedom of speech, that they work on improving the quality of their life, and build their country together in a civilized way."

- **Hatidža Pečenković**  
*Women from Una, Bihac*

"Civil society is a society in which human rights are fully respected, starting with the basic right to live, and so on. Civil society is a group of individuals with the same rights."

- **Predrag Štrbac**  
*IDIS, Serb Sarajevo*



backbone of such a society. "A civil society is against fundamentalism, and an important dimension of such a society is the principle of individualism which is developed through the education of citizens," said Zgodić.

The third plenary session was dedicated to the current situation of civil society in BiH and in the region.

**Miklos Barabas**, director of the European Regional Office of Civicus in Hungary, stated that a civil society is the cornerstone of democracy and shared experiences related to civil society in Hungary. The participants were particularly impressed that in Hungary, with a population of approximately 10 million, there are between 50,000 and 55,000 non-governmental organizations, even though some of them, according to Barabas, exist only on paper.

## NGOs in BiH

During the fourth plenary session, participants discussed the elements of the NGO community in BiH, particularly the legal framework - or lack thereof - in which NGOs operate, as well as cooperation among non-governmental organizations. **Vladimir Stanišić**, OHR Human Rights Officer, spoke about legal regulations for the NGO sector in BiH. Participants concluded that the lack of a legal framework created difficulties for NGOs because they were not fully aware of their rights and responsibilities as non-governmental organizations. To date, even the law on NGO taxation has not yet been drafted.

The degree of institutional development, economic power and viability of the non-governmental sector in BiH were also discussed. The last plenary session probed the issue of the public image of the non-governmental sector in BiH. Special attention was given to relations between the non-governmental sector and the public, as well as to cooperation between NGOs

## NEW BOOKS

# Accounting and Civil Society Manuals

*A Handbook on Accounting and Taxation*, by **Damir Sokolović** and **Esmir Krnić** and *Civil Society and Local Democracy*, edited by **Mirko Pejanović** and **Asad Nuhanović**, both published by the Civil Society Promotion Center, were promoted at the international conference "Towards Better Understanding of a Civil Society Concept". The Handbook on accounting for NGOs was presented by **Dragan Golubović**, senior legal advisor of the International Center for Not-for-Profit Law from Budapest, **Zoran Puljić** and **Ismeta Čardaković**, from USAID DemNet, and **Milan Dmitrović**, financial expert and a consulting editor. This publication was funded by the International Center for Not-for-Profit Law and the USAID Democracy Network.

"*The Handbook on Accounting and Taxation of Non-Governmental Organizations* has arisen from the need of civil society activists to make the complex issue of accounting and taxation of non-governmental organizations more comprehensible... this handbook is the first of its kind, and therefore deserves special attention," **Marin Ivanišević** and **Milan Dmitrović** wrote in their critiques.

**Ismeta Čardaković**, DemNet finance manager, went on to emphasize that the handbook reflects the unique social, economic and legal framework in which BiH

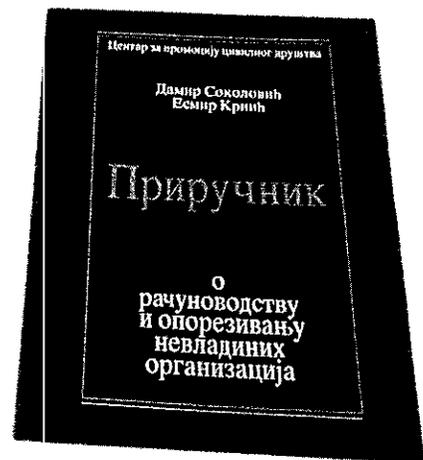
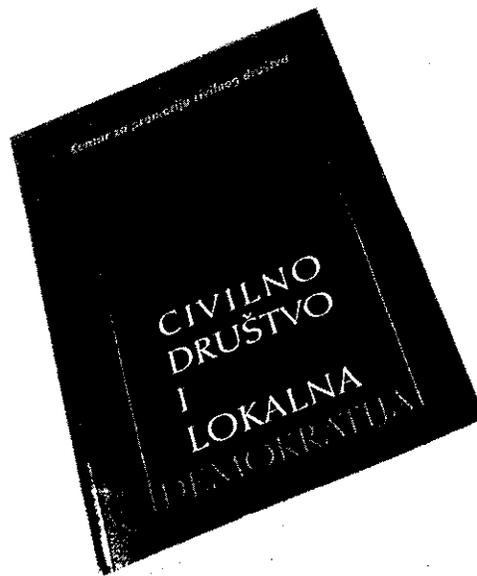
NGOs operate.

*Civil Society and Local Democracy* was presented by **Mirko Pejanović** and **Asad Nuhanović**, professors at the Faculty of Political Science at the University of Sarajevo and consulting editors of the book.

Professor Nuhanović stated that it was "a book in which a group of authors have distinctively presented all the relevant features of basic social values necessary for establishing a civil society."

Professor Pejanović declared that the study, with all its content and achievements, would be indispensable reading for all the NGO activists in BiH. "The main criterion for recognition of civil society is the value of civility that is reflected in honoring the values based on cooperation among citizens, dialogue, tolerance and the right to be different."

The publisher promotes the book as a "theoretical and empirical reflection on democracy and civil society in the world and here, for all the activists and civil society leaders in BiH." For purchasing information call CSPC at tel. 033 - 213 278.



and the media. **Jelena Vočkić-Avdagić**, professor at the Faculty of Political Science at the University of Sarajevo, stated that poor relations between NGOs and the public stems from the fact that the state is still "the main incentive for the sys-

tematic functioning of the media."

In closing, **Milan Mrdja**, secretary of the Civil Society Promotion Center, said that the success of the conference will be measured by the implementation of activities inspired by

the discussions and exchange of ideas that took place. "I would like to say that the closing of the conference is actually the beginning of a wide range of activities related to the topics discussed at the conference", said Mr. Mrdja. ■



**K**AKANJ -- "I have never left Kakanj. I have received a notice from the municipality that my apartment has never been registered as abandoned. A man named Mr. Hadžić signed the notice. I went to the office of OSCE and was told to start the procedure for buying the apartment, therefore I submitted the request and all the necessary documents. After a while, I went to check the status of my case, but was told that I had no right to buy the apartment and that I had to wait two years to do so. I was also told that the attorney did not recognize the signature of Mr. Hadžić. What should I do? Now I have to wait for two years, although I have not moved away from Kakanj. Who should I go to?" - resident of Kakanj.

This is one of many cases faced daily by Women's Forum Alternative from Kakanj.

### Slow Administration

According to "Alternative", slow and difficult administrative procedures discourage many people who would like to return to their homes. In their publication, Bulletin, they point out that the return process in the municipality of Kakanj is not well organized nor is it supported by the local authorities and leading political parties. In November 1997, UNHCR proclaimed Kakanj as the first "open city" in the area of the Zenica-Dobojski Canton. However, given the limited number of returnees to Kakanj, the town lost its "open city" status. In order to facilitate the return process and create more favorable conditions for return, "Alternative" initiated a program "Building Confidence Between the Domicile Population and Returnees", supported by USAID DemNet. The program aims to build confidence between domicile population and returnees, and to provide reliable and impartial information to the public regarding the process of return. Polls

## WOMEN'S FORUM "ALTERNATIVE"

# Without mutual trust there is no return

*In order to support the return process and create better conditions for refugee return, the NGO "Alternative" from Kakanj is implementing a project "Building Confidence between the Domicile Population and Returnees"*



Returnees to Kakanj in the office of NGO Alternative

conducted by "Alternative" among returnees and the domicile population throughout Kakanj municipality, were very encouraging. According to one poll, 197 out of 200 domicile population respondents stated that they supported the return process, and 280 out of

307 returnees responded that they were in contact with domicile families.

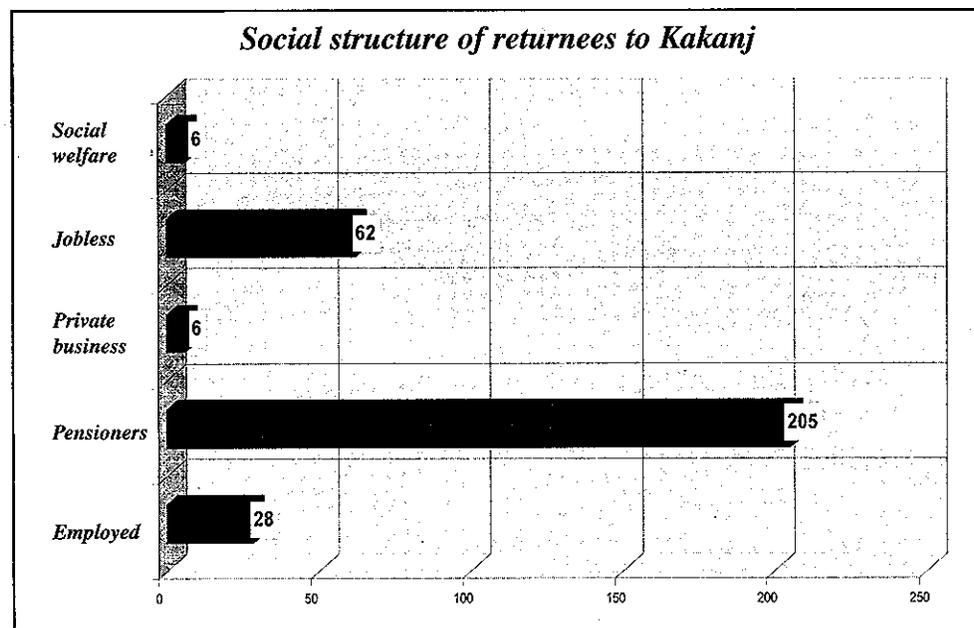
As part of their DemNet initiative "Alternative" consulted with returnees about their priorities and how they can best be resolved.

The key issues raised were:

requests of citizens to be represented before international and local organizations in order to obtain extensions of certificates used to buy apartments of the returnees, the abolition of the Commissions for Control of Apartment Usage and shortening the deadline to privatise apartments. "Alternative" discussed these issues during numerous meetings with representatives of the Ministry of Labor, the municipal attorney in Kakanj, and also with the President of the BiH Constitutional Court.

### Two Victories

The fourth edition of the "Alternative" Bulletin was dedicated to the issue of sustainable return, and included detailed results of their public campaign. Many returnees were faced with the problem of being unable to purchase their apartments before the two-year expiration period after they return. "Alternative" was successful in extending the validity of apartment purchasing certificates. A legally binding decision was rendered allowing returnees to use their certificates within three months following the verification of signatures on the sales contract with the appropriate court. This legal victory is of great benefit to many families who will finally be able to own their original homes.





## COALITION-BUILDING

# CCI has an "Eye" on Elections

*Since 1997, the network "Eye" has engaged more than 13,000 citizen-volunteers from 310 NGOs representing 13 regional NGO coalitions throughout BiH*

The second important victory was the abolishment of the Commissions for Control of Apartment Usage. This victory was achieved with significant support from various organizations including OSCE, UNM-BIH, OHR, UNHCR and CRPC.

In November 2000 these organizations sent a joint letter to all cantonal ministers of justice in BiH Federation, stating that, according to their knowledge, laws and regulations on the inspection and control of socially owned apartments were frequently applied in a discriminatory way as far as the returnees were concerned.

At the beginning of January 2001, the Assembly of the Zenica-Doboj Canton abolished the apartment usage control.

A third request to shorten the period for obtaining the right to purchase apartments has not yet been granted and is still pending. "Alternative" has sent a request to resolve this issue, along with 97 signatures of support, to OHR, OSCE, FBiH Government and FBiH Constitutional Court.

### Returnees Support

"Alternative" proposed that a condition for apartment purchase should be that all 1991 household members prove that, upon the restitution of their property, they left someone else's property in the territory of BiH. The authorities have not given any response regarding this matter.

"Our next step is to send information on the returnees to all of the local NGOs and international organizations in the cities where people have returned to their houses and apartments", said **Maksuma Topalović**, Executive Director of "Alternative". "The aim is to have their displaced person status revoked, in order to put an end to the practice of using more than one apartment or house", she added. ■

**T**UZLA - "Eye", a network of more than 300 non-governmental organizations, formed a coalition in order to monitor the free and democratic elections in BiH. USAID DemNet partner, Center for Civic Initiatives (CCI) from Tuzla, spearheaded the effort and, together with the organizations Golden Autumn and Helsinki Parliament of Citizens, organized the first domestic non-partisan monitoring of elections in BiH. This project was co-ordinated by the

tary elections. From these early efforts two regional coalitions were formed: the Tuzla League for the Supervision of Elections and The Coalition for the Civil Supervision of Elections in Banja Luka.

Two additional regional coalitions were formed during the general elections in 1998, expanding the network to 10 NGOs and 2,400 citizen-volunteers.

In February of 1999, the Center for Civic Initiatives met with existing coalition

monitor the elections at 2,078 poll stations, covering every municipality, region and canton in both BiH entities.

Building on its earlier successes CCI organized the largest elections monitoring network for the November 2000 general elections, including 310 NGOs and 5,448 independent monitors.

To date, "Eye" has engaged more than 13,000 citizen-volunteers from 310 NGOs in 13 regional NGO coalitions throughout BiH. ■



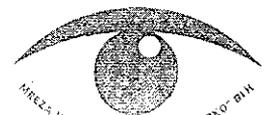
National Democratic Institute from Washington, DC.

CCI's history of coalition building dates back to municipal elections in September 1997 when they organized 45 NGOs from Banja Luka, Prijedor, and Tuzla canton to place 350 volunteer monitors at poll stations. In November of that same year, NGOs from Banja Luka and Prijedor organized several dozen volunteers to monitor early RS parliamen-

members and other interested NGOs to establish a BiH wide election monitoring network and advocate for the adoption of the permanent election law.

The next action by this newly formed network was to monitor presidential elections for Croats living in BiH.

For the municipal elections in 2000, CCI organized 254 NGOs and 4,280 domestic non-partisan volunteers to



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## BUSINESS OPPORTUNITIES IN THE RS

# NGO Krajina Advocates for the Law on Micro-credit Organizations



Round table participants

solve some pressing social issues, including the problem of refugees and returnees, and lack of employment opportunities for young people.

According to participants a MCO law was critical for the development of RS, and non-governmental organizations, in partnership with the government, should work on improving social, economic and political conditions. Conclusions of the meeting were submitted in writing to 25 officials within the RS government and RS Parliament.

### Krajina's concern

NGO Krajina members are concerned about the loss of foreign capital, and obstacles preventing the establishment of new micro-credit organizations due to the lack of a legal framework. The draft of the law has now been put on the RS Parliament agenda and NGO Krajina will continue their efforts to have the law adopted as soon as possible; including another round table with members of the RS Parliament. ■

**B** ANJA LUKA -- Shortly after a law on micro-credit organizations (MCOs) was adopted in the BH Federation, NGO Krajina from Banja Luka started a campaign to adopt the same law in the RS. They felt that an RS law on MCOs would create an enabling work environment, increase entrepreneurial activity, and increase opportunities for employment.

### Round Table

The campaign funded by USAID DemNet was announced by NGO Krajina at a press

conference in November 2000. Round table discussions were organized for government officials and representatives of micro-credit organizations, as well as representatives of the Employment Bureau and Ministry of Finance.

NGO Krajina also conducted surveys among MCOs and potential beneficiaries, distributed posters and brochures and produced informational TV and radio shows.

To mobilize support for the lobbying campaign NGO Krajina organized a major round table discussion "Adopting the Law on Micro-credit Organizations", held on

January 22 in Banja Luka.

During the round table participants, including NGOs, citizens, government representatives and international organizations, had the opportunity to present different views and proposals concerning the law. Among the participants were representatives of the World Bank, micro-credit organizations, the RS Association of Agricultural Producers, the Chamber of Commerce, the Association of Entrepreneurs, economic experts and media. All present agreed that the proposed draft law reflected the needs of those in the RS, and that its adoption would help to

**B** ANJA LUKA -- BiH continues to struggle with the problems associated with illegal workers, as a direct result of the poor economic situation and difficulties caused by economic transition.

The issue of unreported and illegal workers is causing serious social problems throughout BiH. According to International Lex's findings, employers are taking advantage of the non-existent regulation on worker inspection, and are consequently profiting at the expense of their workers and State funds. By not paying taxes or contributions on their workers, employers are reducing the opportunities for citizens to collect social and medical benefits.

In July 2000, International Lex, an NGO established to protect citizen's rights, started

## INTERNATIONAL LEX

# Taking a Stand against

# Illegal Workers

a campaign to reduce the number of illegal workers. They have also lobbied for the RS Assembly to adopt a law on work inspection. As part of this campaign, International Lex has lobbied government authorities for more effective actions regarding this social problem, and has worked to familiarize employers with the long-term benefits achieved by reporting workers. Through such a change,

labor inspectors would have greater authority over illegal workers.

International Lex organized radio shows, a documentary on ATV Banja Luka, and two press conferences informing the public of the seriousness of the problem. It has also published two brochures about the campaign, for employers and employees. These brochures were distributed through unions, containing specific advice on such issues as workers rights and how to sign contracts.

Unfortunately, as a result of the change in government, the Assembly did not pass the law. However, the campaign has already achieved measurable success in its mission to broaden the message of workers rights, employer reporting and the harmful effects of illegal workers. ■

## CCC Informing the Public about NGO Sector

LIVNO -- The Center for Civic Cooperation (CCC) in Livno has launched a local NGO campaign to inform the Bosnian public about the work and activities of non-governmental organizations. CCC has produced 40 radio shows during which various NGOs from the region discussed their activities and responded to questions from listeners. Shows were aired on "Studio N", an independent radio station in Livno, and rebroadcast on Radio Kupres, Radio Tomislavgrad and Radio Drvar.

CCC also conducted a survey of governmental officials to find out how much they knew about the NGO sector. Initial results showed that the majority of local officials are not yet aware of the work of the NGO sector. Only 22% said they knew what the NGO sector was; 33% said they were not quite sure, and 45% said that they do not know what the NGO sector does.

## Democracy in Multiethnic Societies Conference

KONJIC -- The fourth international conference, "Democracy and Human Rights in Multiethnic Societies", organized by the Institute for Strengthening Democracy in BiH will be held in Konjic on July 2, 2001.

Potential participants are encouraged to submit draft presentations, and to suggest potential workshop topics and events. The third international conference on the same subject, held in Konjic in July of 2000, gathered people from 20 countries.

Additional information: [www.bosnet.org/democracy\\_institute](http://www.bosnet.org/democracy_institute). Contact information: Institute for Strengthening Democracy in BiH, Varda 1, Konjic. Tel: (036) 729 806.

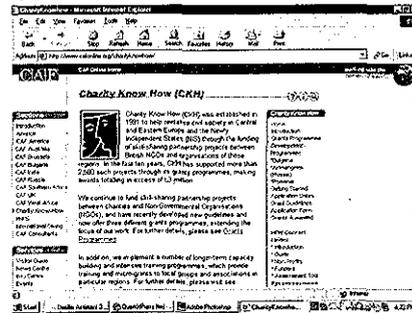
E-mail: [izjd-ko@bih.net.ba](mailto:izjd-ko@bih.net.ba)



## NGOs AND INTERNET

# Global Network for Global Society

The Internet has sparked a new phase in global development. The invention of the Internet can be compared in importance to the invention of television, radio, and the printing press. The speed of the exchange of information and the availability of information on the Internet has tripled the collective global knowledge in the past few years. Below are some useful resource web sites for the NGO community.

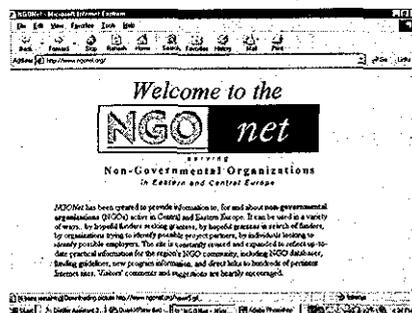
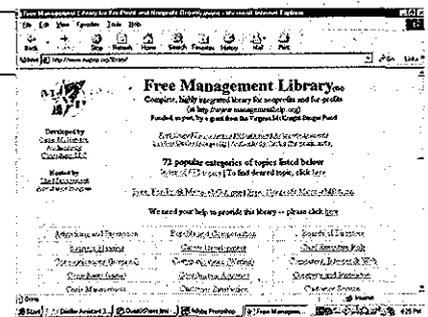


## www.charityknowhow.org

Charity Know How Fund (CKH) was created in 1991 to help the revitalization of civil society in Central and Eastern Europe and newly emerging states in that region. The mission is to finance NGO programs that include partnerships and cooperation with NGOs from Great Britain. In the last ten years CKH has financed more than 2500 projects at a cost of more than three million pounds.

## www.mapnp.org/library

The aim of this library is to provide NGO staff with useful information for effective management of their organizations. Some of the subjects are advertising and promotion; finance; fundraising; management; planning etc. Authors of articles are NGO managers from all around the world. You can also post your own articles on this site.

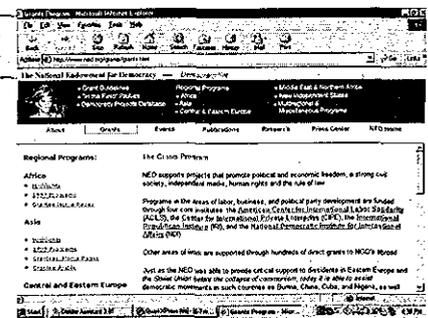


## www.ngonet.org

This web site provides information about non-governmental organizations active in Central and Eastern Europe, as well as information useful for these organizations. Those interested in finding potential donors, as well as donors interested to find potential beneficiaries, will find this site very useful.

## www.ned.org/grants/grants.html

This is the web site of the National Endowment for Democracy (NED). NED offers support to projects that promote political and economic freedom, strengthening civil society, independent media, human rights and the rule of law. NED is active throughout the world in countries such as Burma, China and Nigeria, as well as the Balkans and the Middle East.



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# Be partner



"Aldi", Goražde	Phone: 038/227-850	Fax: 038/227-850
"Alternativa" Kakanj	Phone: 032/553-030	Fax: 032/553-030
"Budućnost" Modriča	Phone: 053/880-200	Fax: 053/880-200
"Biro za ljudska prava", Bijeljina	Phone: 055/401-465	Fax: 055/401-465
"Centar za gradansku suradnju", Livno	Phone: 034/202-770	Fax: 034/202-770
"CORRIDOR", Sarajevo	Phone: 033/218-713	Fax: 033/218-713
"Centar informativne pravne pomoći", Zvornik	Phone: 056/210-412	Fax: 056/210-412
"Centri civilnih inicijativa"		
Mostar	Phone: 036/580-553	Fax: 036/580-556
Tuzla	Phone: 035/239-266	Fax: 035/250-147
Banja Luka	Phone: 051/302-238	Fax: 051/311-009
"Centar za promociju civilnog društva", Sarajevo	Phone: 033/213-278	Fax: 033/213-278
"Centar za zaštitu prava manjina", Sarajevo	Phone: 033/231-855	Fax: 033/231-855
"DISS", Ilidža/Sarajevo	Phone: 033/452-907	Fax: 033/452-907
"Forma F", Posušje	Phone: 036/580-124	Fax: 036/580-124
"Izbjeglički servis za povratak", Drvar	Phone: 034/819-678	Fax: 034/819-678
"IDIS", Srpsko Sarajevo	Phone: 057/678-272	Fax: 057/678-272
"Independent", Zenica	Phone: 032/440-390	Fax: 032/440-390
"International Lex", Banja Luka	Phone: 051/203-396	Fax: 051/203-396
"Luna", Rudo	Phone: 058/712-262	Fax: 058/712-262
"NGO Krajina", Banja Luka	Phone: 051/468-645	Fax: 051/468-645
"Nezavisni biro za razvoj Modriča", Gradačac	Phone: 035/819-460	Fax: 035/819-460
"Obrazovanje gradi BiH", Sarajevo	Phone: 033/210-940	Fax: 033/210-940
"Pod istim suncem", Jablanica	Phone: 036/753-475	Fax: 036/753-475
"Prijateljice", Tuzla	Phone: 035/250-495	Fax: 035/250-495
"Solidarnost za jug", Trebinje	Phone: 059/225-387	Fax: 059/225-387
"Udruženje distrofičara", Doboj	Phone: 053/221-630	Fax: 053/221-630
"Vidra", Banja Luka	Phone: 051/204-276	Fax: 051/204-276
"Zemlja djece", Tuzla	Phone: 035/282-643	Fax: 035/282-643
"Žena BiH", Mostar	Phone: 036/550-339	Fax: 036/550-339
"Žene sa Une", Bihac	Phone: 037/310-885	Fax: 037/310-885

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**ATTACHMENT 3**

### Bosnia DemNet Satisfaction Survey

Questions <sup>1</sup>	Participants																	
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	Tabulation
How was the on-site organizational assessment conducted at the beginning of the DemNet Program in terms of thoroughness?	3	5	4	4	5	4	2	3	3	5	5	5	1	5	5	5	3	3.94
How was the Public Relations training in terms of content and impact on your organization?	4	4	4	3	4	4	4	4	5	5	4	5	3	5	5	5	4	4.23
How was the proposal writing and fundraising training in terms of content and impact on your organization?	4	4	4	5	5	3	3	2	3	3	3	5	5	5	5	4	5	4
How was the advocacy training in terms of content and impact on your organization?	5	3	4	5	5	4	4	2	4	4	5	5	5	5	5	5	4	4.35
How was the Financial Management training and technical assistance in terms of content and impact on your organization?	5	4	4	5	5	5	2	4	N/A	3	4	5	5	5	5	4	3	4.25
How was the Leadership Development Certificate Program in terms of content and impact on your organization?	5	5	4	5	5	5	3	3	4	5	4	5	5	5	5	5	4	4.52
How was the Leadership Development Certificate Program in terms of impact on the individuals participating from your organization?	5	4	4	5	4	4	3	3	4	5	4	5	5	5	5	5	3	4.29
How was the Open-Space Technology Conference in terms of content and impact on your organization?	5	5	4	5	5	5	4	2	4	5	5	5	5	5	5	5	5	4.64

<sup>1</sup> Possible answers are: 5. Extremely Well; 4. Well; 3. Moderately/Somewhat; 2. Not Very well; 1. Not at All.

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How was the Institutional Development financial grant (IDG) in terms of impact on your organization?	5	5	5	5	4	4	4	3	5	5	5	5	5	5	5	5	3	4.29
How was the DAG in terms of impact on your organization?	5	5	5	5	-	5	5	4	5	5	4	5	5	5	5	5	3	4.75
How was the Development Activity financial grant (DAG) in terms of the activities that were carried out and their impact on your community?	5	4	4	4	-	5	3	3	4	5	4	5	4	5	5	5	3	4.25
How was the ongoing on-site technical assistance provided to your organization by the ORT Trainer?	5	5	5	5	5	4	5	3	5	5	5	5	4	5	5	5	4	4.70
How was the level of knowledge and skills obtained by your organization's staff, which participated in the various DemNet program training and technical assistance component?	4	4	4	4	4	4	4	3	4	3	4	5	4	5	5	4	4	4.05
How was the experience working with ORT during the DemNet Program?	5	5	5	5	5	5	3	3	5	5	4	5	5	5	5	5	5	4.7
How was the experience working with the ORT Trainer responsible for your organization?	5	5	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	4.88
How was the amount of training and technical assistance material covered during the DemNet program?	4	5	4	5	5	5	3	3	4	5	3	5	5	5	5	5	3	4.35
How were the training manuals and other written materials provided during various components of the DemNet Program?	4	4	5	5	4	5	4	3	5	5	3	5	5	5	5	5	4	4.47

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How was the responsiveness of ORT and the ORT Trainer to your questions, needs, and concerns during the DemNet program?	5	5	5	5	5	4	4	3	5	5	4	5	5	5	5	5	4	4.64
Overall did the DemNet program meet your expectations?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	All Yes
Were the goals and objectives of the DemNet Program clearly presented prior to the program?	Yes	Yes	Yes	Yes	No	Yes	No	Yes	-	No	Yes	13 Yes 3 No						
Were the goals and objectives of the DemNet Program met?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	All Yes
Was adequate time allowed for accomplishment of DemNet goals and objectives?	Yes	Yes	No	Yes	No	Yes	No	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	No	No	11 Yes 6 No
Were there any goals and/or objectives you believe were not addressed?	No	No	No	No	No	No	No	No	-	No	-	No	No	No	No	No	No	15 No
On which components, materials, trainings etc would you have preferred to spend more time?	(P1): Representation, (P2): Advocacy and coalition building, fundraising, (P3): Leadership, Project proposal writing, (P5), (P7), (P10): Advocacy (P6): Fundraising, (P8): Professional Staff Development through consulting, (P9): Leadership, (P11)(P14): More exchange among DemNet NGOs (P12) (P13): Project Writing, (P15): Training, (P16): Self Preservation (self-financing?), (P17): Strategic planning, self financing, exchange among DemNet NGOs																	
On which components, materials, trainings etc would you have preferred to spend less time?	(P1) Proposal writing (P7) Project proposal writing (P10) Fundraising (P17) Territorial (I have no idea what this might refer to)																	
Were you satisfied with the combination of training, technical assistance, and hands-on practical experience provided during the DemNet program?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	16 Yes 1 No							
What parts of the DemNet program was MOST beneficial to your personal professional growth?	(P1) (P7) (P10) (P11) (P16): Leadership Development (P3): Project Proposal writing (P5) (P7): Advocacy, (P6): Strategic planning, (P10): Education (P12): Technical development, variety of activity, (P14): Open Space Technology, cooperation with DemNet, (P15): Training and expert cooperation (P17): Advocacy and influence of the community, (P2) (P4) (P13): All,																	

What parts of the DemNet program was MOST beneficial to the development of the organization?	(P1) (P9): Steering Board Education, (P2) (P3) (P7): Strategic planning with staff and steering committee, (P4): Development of steering board (P8): Finance training, training on media, (P10): Policy Advocacy, (P11): Strategic planning, (P12): successful completion of DAG, (P14): Certainty and understanding learned through DemNet, (P15) (P16): Institutional Development, (P5) (P13) :All																						
Are you satisfied with the materials developed for your organization during the various training and technical assistance components (bylaws, policies & procedures, strategic plans, advocacy activities, etc.)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	All Yes
What advice might you provide to ORT that could be beneficial in designing and delivering such programs in the future?	(P1) Dedicate more time to local conditions in which NGOs work (P2) coalitions (P3) Group NGOs according to their work activities, mission, projects etc. (P4) More practical work (P5) include more NGOs which promote the rights of disabled in their work (P9) Assessment of NGOs needs, orientation at beginning of project, more program advisors (P10) More exchange of practical experience among DemNet NGOs, cooperation with DemNet outside of BiH, Return information about evaluation with recommendations (P12) Mentorship for other NGOs (P13) Continue with common projects in DemNet Program as well as continuation of individual projects for successful NGOs (P14) Cooperation, dialogue with DemNet NGOs, better understanding of community needs, and more project proposals so problems can be overcome in BiH. Projects that we think are good and needed (P16) Project writing, planning together																						

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**ATTACHMENT 4**

## DemNet NGO Partners

The DemNet group of 28 dynamic Bosnian NGOs is working in partnership to advance the sector's public benefit activities and civic action initiatives. The DemNet program is funded by USAID and implemented by American ORT. Through this unique program, DemNet NGOs receive long-term customized technical assistance and leadership skills training as part of an intensive NGO Development and Sustainability program, in addition to financial subgrants to build institutional capacity and to support public policy advocacy initiatives and coalition-building programs.

All of the DemNet NGOs have significantly strengthened their capacity to operate according to higher standards of transparency and accountability resulting in improved services in their sectors. DemNet NGOs have received subgrants to encourage local government-citizen partnerships, increase citizen and volunteer participation in key local decisions, increase NGO involvement in local government policy formulation, and promote citizen involvement in issue-based coalitions. The majority of DemNet partners have incorporated coalition-building activities in order to create sustainable networks to foster social, political and economic development.

**Agency for Local Development Initiatives (ALDI) /  
Udruženje građana za lokalne razvojne inicijative (ALDI)  
Goražde  
Executive Director: Demir Imamović; Board President: Ibrahim Imamović  
Tel/Fax: 038 227 850; Email: aldi@bih.net.ba**

The Agency for Local Development Initiatives (ALDI) encourages citizen participation in creating a democratic society as well as gaining economic independence. ALDI provides information on micro-credit opportunities, as well as technical assistance for business managers, local NGOs and entrepreneurs. To promote economic development in Goražde, ALDI initiated a joint NGO/government working group to identify regional business opportunities and to develop a comprehensive economic development strategy for Goražde Canton.

**Alternative / Alternative  
Kakanj  
Executive Director: Maksuma Topalović; Board President: Josip Miočević  
Tel/Fax: 032/ 553 030; E-mail: maxialternative@yahoo.com**

Alternative is active in facilitating refugee return, promoting gender issues, and conducting advocacy campaigns to strengthen the role of women throughout BiH. To facilitate refugee return to Kakanj, Alternative is conducting a public awareness campaign to improve understanding and tolerance among refugee returns and the domicile population in Kakanj. Alternative successfully lobbied for the abolishment of the Commissions for Control of Apartment Usage and extension of the validity of apartment purchasing certificates. A legally binding cantonal decision allowed returnees to purchase homes within three months. This legal victory is directly responsive to the needs identified by returnees.

**Association of People with Muscular Dystrophy / Udruženje distrofičara Doboj  
Doboj**

**Executive Director: Nada Jovanović; Board President: Slavica Parežanin  
Tel/Fax 053 221 630; Email: dud@doboj.net**

The Association is comprised of members who have muscular dystrophy and other neuro-muscular disabilities who promote the integration of the physically disabled into social, economic and political life. They seek to obtain equal treatment for persons with disabilities. The Association has organized a coalition group of six NGOs to raise awareness of the diverse disabilities represented by the coalition members. The coalition has signed an agreement with the municipal government to make all new buildings in Doboj handicap accessible.

**BiH Women / Žena BiH  
Mostar**

**Executive Director: Azra Hasanbegović; Board President: Zoran Mandelbaum  
Tel/Fax: 036 550 339; E-mail: [zenabih@cob.net.ba](mailto:zenabih@cob.net.ba)**

With a focus on human rights, BiH Women promotes gender issues throughout BiH society. They organized the first SOS "hotline" phone in the region for domestic violence, and created the first national report on the violation of women's rights in cooperation with other women associations. BiH Women has provided free legal assistance to more than 5,000 women. They initiated a public awareness campaign about violence against women and children including the publication of an impressive monthly magazine "Lam". BiH Women is advocating for increased governmental policies and programs to address this issue, and for the first time succeeded in bringing together women from East and West Mostar as well as government officials, local authorities and NGO members. They represent the Mostar NGO Forum to the National NGO Council which is a governing body of the regional NGO Fora. They are also a member of FRESTA, an international network of NGOs committed to legal reform.

**Center for Civic Cooperation / Centar za građansku suradnju  
Livno**

**Executive Directors: Sonja Garić, Zulka Baljak; Board President: Ante Mišković  
Tel/Fax: 034 202 770; E-mail: [cgs-li@int.tel.hr](mailto:cgs-li@int.tel.hr)**

This multi-ethnic NGO, Center for Civic Cooperation (CCC), seeks to promote active citizen participation in the community as well as creating better economic and political conditions. They actively work in the areas of human rights, youth activities and refugee return problems in Herzeg-Bosnia Canton. To increase the awareness and visibility of the NGO sector, promote cooperation among NGOs, government, and the business community; and to promote local voluntarism, CCC has conducted a series of 38 radio shows highlighting local NGOs and their activities. CCC produced a booklet summarizing the activities of the NGOs presented on the radio shows. The impact of this awareness campaign was measured by pre- and post-surveys which indicated a significant increase in the knowledge of the NGO sector. CCC also serves as an informal resource center for more than 20 local NGOs.

**Center for Civic Initiatives / Centri civilnih inicijativa**

**Tuzla**

**Executive Director: Zlatan Ohranović; Board President: Dobriša Isaković**

**Tel/fax: 035/239 266; E-mail [ccituzla@bih.net.ba](mailto:ccituzla@bih.net.ba)**

The Center for Civic Initiatives promotes voter education and election monitoring, as well as coalition-building activities. CCI also works to increase organizational capacity in citizen's groups in order to become more effective in solving community problems. CCI has engaged more than 13,000 citizen-volunteers from 310 NGOs in 13 regional NGO coalitions to monitor elections throughout BiH. To encourage greater citizen/community activism, CCI publishes a newsletter on the role, function and activities of informal citizen groups and NGOs. CCI is a member of the NGO law working group.

**Center for Informative and Legal Assistance /**

**Centar informativno pravne pomoći**

**Zvornik**

**Executive Director: Milena Savić; Board President: Petar Spremo**

**Tel/fax: 056 310 412; Email: [cipp@rstel.net](mailto:cipp@rstel.net)**

The Center for Informative and Legal Assistance cooperates with local institutions to advocate local legislation concerning the protection of human rights. To promote and protect property and social status rights of returnees, refugees and displaced persons, they recently established a Citizen's Task Force which is considered a model for local NGOs. The Task Force includes representatives from the diverse groups within the community, as well as a municipal authority. The Center has also formed a coalition with five NGOs to advocate for a more effective, transparent and efficient process of rights implementation.

**Center for Minority Rights Protection / Centar za zaštitu prava manjina**

**Sarajevo**

**Executive Director: Nedo Miličević; Board President: Slavo Kukić**

**Tel/Fax: 033 231 855; E-mail: [nedjom@open.net.ba](mailto:nedjom@open.net.ba)**

The Center for Minority Rights Protection is working to establish equal rights for national minorities throughout BiH. The Center serves as an informal resource center for more than 25 Roma NGOs as well as other minority groups, and provides assistance in registration as well as educational programs. The Center is identifying concerns related to national minorities, and will subsequently advocate legal changes on their behalf in all BiH constitutions.

**Civil Society Promotion Center / Centar za promociju civilnog društva  
Sarajevo**

**Executive Director: Fadil Šero; Board President: Bogić Bogičević  
Tel/Fax: 033 213 278; E-mail: [milanm@bih.net.ba](mailto:milanm@bih.net.ba)**

The Civil Society Promotion Center actively promotes democratic practices, and the development of the NGO sector. The Center organizes educational seminars, round tables and public debates, as well as regional conferences to increase awareness of the NGO sector. To promote effective participation of youth in decision-making processes, the Center has developed a youth agenda which includes advocating for the establishment of a Department of Youth Affairs within the municipality center. The Center generates revenue through the publication of a civil society magazine.

**Corridor / Corridor  
Sarajevo**

**Executive Director: Indira Čečo; Board President: Habiba Hasanagić-Rahić  
Tel/Fax: 033 218 713; E-mail: [corridor@bih.net.ba](mailto:corridor@bih.net.ba)**

Corridor is actively promoting the implementation of the UN Resolution on the Rights of Children and is in the process of creating a Children's Parliament in Sarajevo. They also provide psychological support and work to raise awareness of mental health issues in local communities. Corridor also promotes coalition-building activities, and the Executive Director serves as the Coordinator of the NGO law working group.

**Democratic Initiative of Sarajevo Serbs /  
Demokratska inicijativa sarajevskih Srba  
Sarajevo**

**Executive Director: Mr. Jovo Janjić; Board President: Nedo Popovac  
Tel/Fax: 033/ 452 907; E-mail: [ug\\_diss@bih.net.ba](mailto:ug_diss@bih.net.ba)**

Democratic Initiative of Sarajevo Serb (DISS) promotes democracy, justice and tolerance building in order improve conditions for refugees and displaced people. DISS is instrumental in assisting and educating refugee returnees about their property rights. To promote their activities and the concerns of their constituents, DISS successfully runs Radio DISS (107,5 FM).

**Education Builds BiH / Obrazovanje gradi BiH  
Sarajevo**

**Executive Director: Jovan Divjak; Board President: Ibrahim Koluder  
Tel/Fax: 033 210 940; E-mail: [ogbh@bih.net.ba](mailto:ogbh@bih.net.ba)**

Education Builds BiH helps children who were orphaned by the war, and is the first foundation of its kind to promote and support education as a basis for development. The NGO successfully advocated for an increased number of scholarships and support for high school and university students. Education Builds BiH is actively engaging youth in their advocacy campaign through the establishment of a youth commission to advocate for legislative changes that will provide greater social protection and

educational assistance. The NGO uses creative fundraising techniques in order to be self-sustainable.

**Forma F / Forma F**

**Posušje**

**Executive Director: Marijana Dinek; Board President: Marijana Svinčicki**

**Tel/Fax: 036 / 580-124; E-mail: [formaf@cob.net.ba](mailto:formaf@cob.net.ba)**

Forma F works to strengthen women's economic status in BiH as well as increasing their participation in public life. The organization has conducted seminars to encourage women to start small businesses and to actively participate in the privatization process. Forma F has also been active in conducting educational and networking workshops for women municipal officials and women voters to encourage greater participation of women in political processes. They are a member of West and South Herzegovina NGO Forum.

**Friends / HD Prijateljice**

**Tuzla**

**Executive Director: Jasminka Tadić-Husanović; Board President: Vildana Helić**

**Tel/Fax: 035/250 609; E-mail: [hdpritzuz@bih.net.ba](mailto:hdpritzuz@bih.net.ba)**

Friends is active in advocating on behalf of children through the provision of workshops and special events on issues such as violence against children and children's rights. Friends is a leading member of the Tuzla NGO Forum, and is actively involved on the committee for domestic violence. They initiated an effort to create the first domestic violence law in BiH, based on an Austrian model, which has been presented to the Tuzla cantonal government. Friends also launched a successful advocacy campaign jointly with 30 NGOs to place the draft law on the agenda.

**Future / UG Budućnost**

**Modriča**

**Executive Director: Jelena Bajić; Board President: Snežana Krekić**

**Tel/Fax: 053/ 880 200; E-mail: [future@blic.net](mailto:future@blic.net)**

Future works to identify issues of community concern, provides education and information to citizens, and offers legal assistance and support through its Legal Center and SOS Phone Line for victims of domestic violence. Future is working to raise awareness of youth drug use in the local community. They initiated the formation of Coalition, "Equality 21", (which includes 21 NGOs) to advocate for equal participation of women in public and political life. Activities include: collecting signatures for adopting articles in BiH election law which promote participation of women at all levels of the government – 50,000 signatures were collected in all. They plan to continue their efforts and target government officials and ministries responsible for proposing amendments in the election law. The coalition was also involved in the process of educating women voters on female candidates and after the election lobbied political parties to elect the women for government posts. Future is a member of the International Human Rights Law group which established a local

coalition in BiH consisting of 16 NGOs including Future. They are also involved in BiH Human Rights Law working group.

**Human Rights Bureau Bijeljina / Biro za ljudska prava Bijeljina**

**Bijeljina**

**Executive Director: Predrag Maksimović; Board President: Dušan Milanović**

**Tel/Fax: 055 401 465; E-mail: [hro\\_bn@bn.rstel.net](mailto:hro_bn@bn.rstel.net)**

The Human Rights Bureau provides free legal assistance and information to citizens as well as education on human rights. In cooperation with local authorities, they also monitor prisons and court trials. The Bureau advocates on behalf of children, through workshops and special events, focused on issues such as violence against children and children's rights. The organization is a member of the Balkan NGO Network which promotes legal rights throughout the region. The Bureau has drafted a local community law in the RS which will empower local district authorities. The Bureau also seeks to increase awareness of youth issues among local authorities.

**IDIS - Idea Democracy, Investment, Subvention /**

**IDIS – Ideja, Demokratija, Investicija, Subvencija**

**Serb Ilidža**

**Executive Director: Predrag Štrbac, Board President: Slobodan Kovač**

**Tel/Fax: 057 678 272, E-mail: [idis@paleol.net](mailto:idis@paleol.net)**

IDIS promotes community development and human rights throughout the region. They have developed good working relationships with municipal authorities, government institutions and the local community. IDIS established a Center for Human Rights, and is promoting the creation of Parent-Teacher Associations (PTAs) in primary schools. These PTAs will increase citizen participation in the educational process and build a base of support for educational reform. The PTAs have proven to be an effective mechanism to resolve local educational problems such as the teacher strike as well as to promote voluntarism. IDIS is a member of Coalition 2000 to monitor elections.

**Independent / Independent**

**Zenica**

**Program Manager: Gordana Čičak; Board President: Samed Bajramović**

**Tel/Fax: 032 440 390; E-mail: [indep@miz.ba](mailto:indep@miz.ba), <http://www.indep.cjb.net>**

Independent works to protect human rights by providing returnees with free legal assistance. They are seeking to simplify the administrative and legal procedures related to property rights of returnees and refugees. Independent has been instrumental in providing information about returnees legal rights through their newly installed info-line, public discussions, web-site and radio programs. They have established a branch known as Independent Junior to focus on youth issues and to promote youth voluntarism. Independent represents the Zenica NGO Forum at the National NGO Council, and presides over the legal working group. They are also active in the NGO law working group.

**Independent Bureau for Development Modriča /**

**Nezavisni biro za razvoj Modriča**

**Gradačac**

**Executive Director: Enver Sarvan; Board President: Smail Ibrahimpašić**

**Tel/Fax: 035 819 460; E-mail: [lok.gra@bih.net.ba](mailto:lok.gra@bih.net.ba)**

The Independent Bureau for Development provides services to facilitate the sustainable return of refugees, as well as provides employment opportunities for vulnerable populations including war veterans, refugees, and the disabled. IBD provides technical assistance and training in starting businesses in both the Federation and the RS. To promote economic development and increase employment opportunities, IBD has established a government-NGO-business partnership to promote and develop small business incubators which is supported by local government institutions.

**International Lex / International Lex**

**Banja Luka**

**Executive Director: Goran Bubić; Board President: Branko Perić**

**Tel/Fax: 051/203 396; E-mail: [bubic.g@etf-bl.rstel.net](mailto:bubic.g@etf-bl.rstel.net)**

International Lex promotes the rights of citizens and refugees as well as the protection of human rights, and are advocates of legal reform and strengthened rule of law. They are conducting a public campaign to reduce the number of illegal workers in the RS and has published three brochures which address the problems for employers and government institutions related to "black employment". As part of the campaign, International Lex lobbied government authorities for more effective actions regarding the problem and have worked to familiarize employers with the long-term benefits of reporting workers. They publish a monthly newsletter on issues related to legal assistance. International Lex is a member of FRESTA, which is an international NGO network committed to legal reform.

**Land of Children / Zemlja djece**

**Tuzla**

**Executive Director: Mirsada Bajramović; Board President: Tomo Vidović**

**Tel/Fax: 035 282 643; E-mail: [hug.zemd.@bih.net.ba](mailto:hug.zemd.@bih.net.ba)**

Land of Children provides services to vulnerable youth as well as advocates on their behalf. They have established two youth centers in Tuzla and Banovići and offer activities such as computer classes to youth. With the support of local government, public schools, centers for social welfare and other NGOs, Land of Children is working to address the educational and social needs of street children in Tuzla and Banovići. They launched a successful media campaign to increase awareness of youth issues. Land of Children is an active member of the Tuzla NGO Forum.

**NGO Krajina / NGO Krajina**

**Banja Luka**

**Executive Director: Vlado Cvijić; Board President: Mirko Tomić**

**Tel/fax: 051 468 645; Email: ngo.dem@blic.net**

NGO Krajina promotes economic development, democratic principles and community participation. They have created an action plan to address the lack of a legal framework in the RS for micro-credit organizations. NGO Krajina launched a campaign to adopt a micro-credit law, and succeeded in placing the draft law on the agenda of the RS National Assembly. They also provide assistance to small business owners and agricultural producers. NGO Krajina is active in Banja Luka Forum, and is a member of the NGO law working group.

**Refugee Return Service / Izbjegliči servis za povratak**

**Drvar**

**Executive Director: Boris Delić; Board President: Božana Kunjadić**

**Tel/Fax: 034/ 819 678; E-mail: borisd@inecco.net**

To promote human rights and democratic values, Refugee Service for Return (RRS) educates refugees and displaced people in the Drvar region. They provide a range of services such as information on small business opportunities for returnees, and access to educational resources. They also conduct round tables for citizens on health insurance, pensions and identification issues. RRS has succeeded in raising awareness through organized meetings held for the first time with officials from the RS government and the Herzeg-Bosnia Canton. They publish a monthly bulletin which addresses the above issues. RRS has been successful in diversifying their funding. RRS is a member of the Herzeg-Bosnia Canton Forum, and enjoys close cooperation with Bosnian NGOs.

**Solidarity for the South / Solidarnost za jug**

**Trebinje**

**Executive Director: Ljiljana Buha; Board President: Olivera Krunić**

**Tel/Fax: 053/225 387; E-mail: sfs@lanaco.net**

Solidarity for South (SfS) focuses on environmental and social issues for citizens in southern Republika Srpska. They have created a web-site and are actively engaged in networking throughout the region. To promote the rights of youth, SfS has organized a Youth Forum which is active in raising public awareness about problems affecting youth as well as involving the local community to address these problems through coalitions and government-citizen participation. SfS serves as a mentor to the Youth Forum and is providing institutional strengthening for their eventual independence and registration as a separate NGO. They play a leading role in the Trebinje NGO Forum.

**Under the Same Sun / Pod istim suncem**

**Jablanica**

**Executive Director: Ozren Islamović; Board President: Sanel Begović**

**Tel/Fax: 036 753 475; E-mail: [okpis@bih.net.ba](mailto:okpis@bih.net.ba)**

Under the Same Sun increases youth participation in democratic processes and contributes to local community development. They have developed close relationships with the local authorities, and have received government support for their activities. To promote active involvement in public decision-making processes, Under the Same Sun established a youth group to develop a community youth agenda which has been presented to local authorities. They effectively use media for their advocacy and fundraising campaigns. Under the Same Sun is the founding member of the North Herzegovina NGO Forum formed with seven other NGOs.

**Vidra /Vidra**

**Banja Luka**

**Executive Director: Aida Bogdan; Board President: Majda Despotović**

**Tel/Fax: 051 204 276; E-mail: [vidra@inecco.net](mailto:vidra@inecco.net)**

Vidra provides support to women to achieve economic independence. They successfully manage a small business school for training women in managing private enterprises and developing computer skills. Vidra also provides training to other NGOs including the disabled, and actively promotes the rights of deaf and hearing impaired people. They launched a successful campaign to establish a permanent informational program for persons with hearing disabilities. Vidra effectively mobilized volunteers to participate in the campaign. The RS Premier, Parliament President and Ministers of Health and Social Security and Education provide support for the informational program. Vidra also formed a regional network, GEA, to jointly conduct activities and provide institutional support. They are a member of the coalition Women for the Third Millennium.

**Women from Una/ Žena sa Une**

**Bihac**

**Executive Director: Hatidža Pečenković; Board President: Esma Smailagić**

**Tel/Fax: 037 310 885; E-mail: [zenauna@bih.net.ba](mailto:zenauna@bih.net.ba)**

Women from Una promotes women's and youth issues, economic development and citizen participation in public affairs. They have formed a Council for Public Opinion to identify major civic issues, propose solutions and make recommendations to the government of the Una Sana Canton. Women from Una also formed a citizen's group to work with the municipality governments. They assisted in the formation of Parliamentarian Women which is an association of women MPs in the cantonal government. The association was successful in obtaining financial support from the cantonal government for operational costs as well as use of office space. Women from Una is delivering a tailored version of the DemNet organizational development training program to meet the needs of the 13 members of the Una-Sana NGO Forum. They are also a member of the coalition Women for Third Millennium.

**Youth Association Luna / Udruženje mladih Luna**

**Rudo**

**Executive Director: Bojan Bajić; Board President: Dragan Paponjak**

**Tel/Fax: 058 712 262; E-mail: [luna@bn.rstel.net](mailto:luna@bn.rstel.net)**

Youth Association Luna promotes the economic development of citizens in Eastern Bosnia, and provides training and business support services. They are advocating to reduce the municipal tax on private businesses, and are lobbying municipal authorities to provide incentives to small business entrepreneurs. They have launched a campaign which includes publication of informational brochures as well as public presentations, in addition to forming an issue-based coalition to support this initiative. Luna is also promoting the development of the NGO sector throughout the Rudo region, and is mentoring an association of private entrepreneurs. Luna enjoys close cooperation with the municipal government which has pledged support for its programs. The RS Prime Minister has expressed a willingness to visit Luna to see how they work with the local community. Luna is organizing a three-day community fair to promote economic development and the NGO sector in Rudo. For this event they have successfully obtained sponsorships from the municipal government and Coca-Cola.

**ATTACHMENT 5**

# ORT BOSNIA DEMNET TIMELINE

February 1999 - ORT/USAID Bosnia Democracy Network Program contract is signed – start-up delayed due to Kosovo conflict

## GRANTS

### Grant Round I: September 1999 – March 2000

#### 10 Grantees: IDGs

Izbjeglički servis za povratak Drvar, Forum žena Alternative Kakanj, Centar za građansku suradnju Livno, Biro za ljudska prava Bijeljina, Lex International, Budućnost Modriča, Solidarnost za jug Trebinje, Prijateljice Tuzla, Žene Trnova, DISS Sarajevo

Total Grants: \$116,690

### Grant Round II: March 2000 – August 2000

#### 19 Grantees: IDGs

Forma F Posušje, Corridor Sarajevo, Ngo Krajina Banja Luka, CIPP Zvornik, Žene sa Une Bihać, CCI Tuzla, Zemlja djece Tuzla, Centar za promociju civilnog društva, Pod istim suncem Jablanica, Aldi Goražde, Obrazovanje gradi BiH, Nezavisni biro za razvoj Modriča, Udruženje distrofičara Doboj, Žena BiH Mostar, IDIS Srpsko Sarajevo, Independent Zenica, Centar za zaštitu prava manjina, Luna Rudo, Vidra Banja Luka

Total Grants: \$237,500

### Development Activity Grants: Round I – July 2000 – January 2001

Total Grants: \$89,697

### Development Activity Grants: Round II – October 2000 – April 2001

Total Grants: TBA

Microgrant – through September 2000 - \$14,720

### November 1999 – Grant Round (GR) I

- Sub-Agreements with GR I IDGs signed
- GR I Partners received a two-day orientation session conducted by the DemNet staff. The focus was on introduction to international standards, roles and responsibilities of the board of directors, the role of the executive staff, personnel policies, recruitment, bylaws and strategic planning

April 1999 – Country clearance received and COP arrives in Sarajevo to begin implementation

### May – June 1999

- Office is opened and staff hired
- Development of schedule for advertising and solicitation of grant applications, and approved by USAID
- Operations Manual finalized
- Nominations and Applications accepted for Grants Review Panel
- 20 Regional Workshops and a Press Conference in Sarajevo were held to announce grant applications

June 1999 – 207 concept papers received for 96 Microgrants and 113 IDG applications

### July – August 1999

- *Neum Training of Trainers (TOT)* – Professional Staff Development including: fundraising, public advocacy, board and staff roles, elements of NGO management, and social skills training
- *Albania TOT and Internships* – NGO organizational development, leadership and strategic planning workshops. Training on International NGO Standards, reporting procedures, a strategic public relations campaign, fundraising and revenue generation, and internal operating systems. Implementation of NGO internships

### July 1999 – September 1999

- PAs conducted on-site assessments of 20 RD I finalists
- Grants Review Panel Selected
- GRP recommended 10 NGOs to be Round I DemNet partners, and IDGs approved by USAID
- Press Conference held to announce Round I DemNet Partners.

### October - December 1999 – Professional Staff Development

- *Development and Sustainability (D&S)* program – NGO Partners Staff Retreat and Board Retreat
- *Monitoring and Evaluation System* - Consultant designed the M&E System and trained the ORT Staff the following issues: development of baseline plan, collection of necessary data, defining indicators and benchmarks, sub-grant monitoring, and measuring and reporting on project progress
- *M&E System* – consultant designed a computerized database as a component of the system (includes indicator tracking and quantitative data analysis).
- *Policy Advocacy* training conducted for DemNet Staff
- *Sub-Agreement Training* – DemNet staff trained in sub-grant implementation and USAID reporting requirements

#### November 1999 – Grant Round (GR) I continued

- ORT revised and simplified DemNet partner selection process for GR II
- IDGs received training and restructured statutes, bylaws and developed governing boards. Received training on developing policies and procedures, hiring executive staff, budget development and general financial management

#### December 1999 – Grant Round (GR) II Partners

- Regional workshops held throughout BiH to announce grant applications
- 154 grant applications received, 30 finalists selected for on-site assessments

#### January – March 2000 – Grant Round I Partners

- Grant Round I NGO Partners continue to focus on standards, structure, accountability and professional development
  - ❖ Received two *fundraising sessions* which focused on proposal writing and feedback exercises
  - ❖ *Advocacy Training* was delivered to partners
  - ❖ *Leadership Development Certificate Program* – ORT consultants delivered LDCP training to partners focusing on NGO executive staff and board members. Models of decision-making, stages of organizational development, administrative management, productive problem solving, HRD and management, and designing and sustaining effective teams were all issues of focus

#### January – March 2000 – Grant Round II Partners

- PAs conducted on-site assessments of 30 GR II finalists
- February – DemNet and the GRP recommended 19 NGO GR II NGO partners
- USAID approved 19 GR II IDGs
- RD II Partners received a two-day orientation session conducted by the DemNet staff. The focus was on introduction to international standards, roles and responsibilities of the board of directors, the role of the executive staff, personnel policies, recruitment, bylaws and strategic planning
- Board and Staff Retreat
  - ❖ Staff retreat – Conference focused on budget development, increasing NGO staff involvement, taxation, fundraising techniques, effective teamwork building, organizational charts and structure, and new staff identification.
  - ❖ Board retreat – Conference focused on board of directors leadership, strategic planning, roles and evaluations of board members, motivating donors, approaching donors, and lobbying

#### February 2000 – Staff Professional Development

- *Public Awareness Campaign (PAC) – TOT*
  - ❖ An ORT consultant provided training to the DemNet staff on the following issues: basic media orientation, good press coverage, television interviews, print media, writing press releases, press conferences, and preparing press kits
  - ❖ The consultant provided assistance in creating the DemNet Public Awareness Campaign with a focus on an image statement, a clear message, a SWOT Analysis of the sector, development of the promotions approach, and promotional products: newsletter, PSAs, fact sheets, logo, slogan and campaign poster

#### April – June 2000

- 9 GR I NGOs successfully completed their IDGs and were eligible to submit proposals to receive up to \$10,000 in Development Activity Grants (DAGs)
- All GR I NGOs submitted proposals for activities in policy advocacy, coalition building, and cross-sectoral initiatives and partnerships

#### May 2000 – Press Conference

- A Press Conference was held in Sarajevo to launch the Public Awareness Campaign and to provide media coverage for GR II NGO Partners

#### July – September 2000

- *July*
  - ❖ Rd II NGOs attend DAG proposal writing workshops conducted by PAs and Country Director
  - ❖ Financial mgmt consultant designed and delivered customized fin. mgmt. training for DemNet partner CCI
- *August*
  - ❖ DemNet PR specialist designed and delivered customized media training for DemNet partner CCI
  - ❖ Advocacy training delivered to GR II NGO partners by PAs
- *September*
  - ❖ Leadership Mgmt Skills Training delivered to GR I & II NGOs in three groups of 10 by Bruce Lansdale and PAs
  - Internships and fundraising training for 11 DemNet partners in Czech Republic through World Learning program

#### October 2000

- ❑ A consultant and the DemNet Program Advisors delivered the *Leadership Development Certificate Program* to the Executive Directors and Board Presidents of the 19 GR II partners
- ❑ The Public Relations Advisor delivered a *Media Relations* training to 20 NGOs in Gorazde
- ❑ *Public Policy Advocacy* and *Grant Proposal Writing* trainings were delivered to eight GR II partners by the Country Director
- ❑ USAID approved Development Activity Grants to 11 GR II partners

#### October 2000

- ❑ *RS NGO Law Advocacy Initiatives*
  - ❖ DemNet NGOs organized four town meetings in the RS
  - ❖ Meeting were attended by 30 NGOs, local government representatives and members of parliament

#### November 2000

- ❑ DemNet held Orientation and Grant Compliance workshops for eight Microgrant recipients
- ❑ USAID approved Development Activity Grants to eight GR II partners

#### December 2000

- ❑ Phase II strategy meetings with DemNet partners were held, soliciting input on program design, program improvements and the role of DemNet Phase I partners in Phase II
- ❑ *DemNet Newsletter* – Publication of the first newsletter highlighting NGO partner activities and programs

#### January - March 2001

- ❑ DemNet Program Advisors provided on-site customized training to NGO partners in strategic planning, team building, coalition building and advocacy

#### February 2001

- ❑ DemNet Program Advisors conducted 6 one day Proposal Writing Workshops in Mostar, Sarajevo, Tuzla and Banja Luka for 18 DemNet NGOs to develop additional funding sources

#### March 2001

- ❑ *DemNet Newsletter* – Publication of the second newsletter highlighting NGO partner activities and programs
- ❑ DemNet Program Advisors conducted a 3-day Leadership training program in Lukavac for 8 DemNet Round 1 NGOs
- ❑ 28 DemNet partners form an **advocacy coalition** for adoption of the Law on Association and Foundations in RS, BH Federation and BiH State
- ❑ DemNet Marketing and PR Advisors conducted two one-day training workshops on NGO Marketing and PR for 16 representatives from 19 DemNet partners
- ❑ 3 DemNet Program Advisors attended two-day Public Advocacy Workshop organized by the International Human Rights Law Group

#### March 2001

- ❑ *Graduation Ceremony-*
  - ❖ Culmination of the two-year ORT NGO Development and Sustainability Program at a formal graduation ceremony in Sarajevo. 28 DemNet partners received recognition and plaques from US Ambassador Miller. The event and all partners received extensive media coverage
  - ❖ Leadership Certificates of achievement were given to board and staff members by USAID Mission Director, Edward Kadunc.

#### April 2001

- ❑ Two-month No-Cost Extension request granted through June 14, 2001.