

**America’s Development Foundation
Democracy Network II
Final Report**

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List of Abbreviations

ADF	America's Development Foundation
ADV	Advocacy
ALPS	Administrative Law and Procedural Systems Reform Project
ATG	Advanced Training Grant
BiH	Bosnia-Herzegovina
CA	Cooperative Agreement
CAP	Civic Action Partnership Grant
CIM	Civic Initiative Microgrant
CMS	Conflict Management Skills Bucharest
CRS	Catholic Relief Services
CSDF	Civil Society Development Foundation Budapest
CSO	Civil Society Organization
DemNet	Democracy Network
EUTA	European Union of Telecottage Associations
FDP	Financial Diversity Package
IAP	Integrated Assistance Package
ICVA	International Council of Voluntary Agencies
IDG	Institutional Development Grant
IGP	Internal Governance Package
INGO	International Non-governmental Organization
IOCC	International Orthodox Christian Charities
KM	Convertible Mark
LC	Local Community
LEAP	Local Environmental Action Plan
MDF	Management Development Foundation Holland
MoU	Memorandum of Understanding
MZ	Mjesna Zajednica (local community)
NGO	Non-governmental organization
NP	Nova Praksa/New Practices program
OHR	Office of High Representative
OSAP	Orphaned Child Support and Advocacy Program
OSCE	Organization for Security and Cooperation in Europe
PA	Program Advisor/DemNet II Trainer
PP	Planning Package
RS	Republika Srpska
SEED	World Bank's Southeast Europe Enterprise Development
SIG	Support Institution Grant
TA	Technical Assistance
TD	Telecottage/Teledom
ToT	Training of Trainers
UNDP	United Nations Development Program
USAID	U.S. Agency for International Development
USD	U.S. dollar

EXECUTIVE SUMMARY

ADF was awarded and implemented the Bosnia and Herzegovina Democracy Network II (DemNet II) under a three-year Cooperative Agreement No. 168-A-00-01-00106-00 signed with the U.S. Agency for International Development mission in Bosnia on June 1, 2001. The Cooperative Agreement was modified four times to add new program areas and budget.

DemNet II was designed to develop and strengthen local non-governmental organizations throughout Bosnia and Herzegovina, in order that they, and the citizens they represent, could more effectively participate in the economic and political life of BiH. An integral element of the program was to develop indigenous mechanisms to sustain the institutional development and sustainability of the NGO sector beyond the life of the project. Under modifications to the Cooperative Agreement in 2002 and 2003, the DemNet II program integrated special activities to support the development of a telecottage movement in BiH, strengthen services to orphans, and enhance local government acceptance of increased citizen participation.

DemNet II expected to contribute to two levels of impact in addition to strengthening the capacity of individual NGOs.

Impact 1: Increased participation of NGOs and citizens in public life and decision-making. Indicators included the number of citizens involved in advocacy campaigns by NGOs participating in the DemNet II program, and an increase in the number of laws, policies or reforms that were initiated or supported by participating NGOs that are accepted, reviewed and acted upon by Bosnian government officials

Impact 2: An improved environment for civil society development after the DemNet program ends. Indicators included improved legal and regulatory environment for NGOs in BiH, and NGO support centers providing services to an average 20 NGOs per center by 2004.

After analyzing challenges in achieving the desired impacts, ADF identified four areas in which results would be achieved through DemNet II.

- Results Area One focused on strengthening the capacity of individual civil society organizations, and was defined as *Stronger and more Sustainable NGOs that Advocate on Behalf of Citizen Interests and Facilitate Citizen Participation*. Sub-results for this area included building operational capacity, financial sustainability, community liaison, advocacy skills, and ability to facilitate citizen participation.
- Results Area Two focused on developing the networks, partnerships and relationships that will help organizations to reach their goals. This results area was defined as *Increased Communication, Collaboration and Joint Action among CSOs and between CSOs and other Sectors*. Sub-results under Area Two included developing networks among CSOs, building coalitions, increasing dialogue and collaboration with government and the private sector, undertaking joint projects, and encouraging the emergence of civil society in rural BiH.
- Results Area Three was defined as the *Development of Indigenous CSO Support Structures*. Sub-results include establishing a Bosnian training and consulting

organization, supporting the development of regional NGO Resource Centers, building an emerging telecottage movement in rural communities, and strengthening a specialized NGO foundation that provides program and financial support to orphan children and related institutions and NGOs.

- Results Area Four was added with the modification of the Cooperative Agreement to include the Nova Praksa (New Practices) component, which foresaw support to municipalities and public institutions as they sought to encourage greater citizen participation. Sub-results under *Increased citizen participation in municipal and community development* included increasing participation mechanisms, supporting major local development activities that take into account citizen input, and expanding public-private partnership for local development.

Using ADF's trademark approach that combines tailored training, in-house technical assistance and subgrant support in an integrated package of assistance, DemNet II met the needs of a wide range of beneficiary groups, as described below.

NGOs in the Integrated Assistance Package (IAP) and Small Training Package (STP) programs (51)

IAP and STP NGOs were civil society organizations new to the DemNet process that were strategically selected based upon their potential for bringing citizen participation into the public sphere. These included membership-based organizations (whose primary purpose is to further the interests or resolve the problems of their members); NGOs that are part of existing sectoral networks or coalitions; advocacy or public interest oriented NGOs; and intermediary level organizations that represent numerous smaller associations in both Entities. DemNet II trainers met with these NGOs individually to conduct baseline organizational assessments and identify priorities for capacity building. On the basis of the organizational assessment, a plan was developed for each NGO specifying the desired results (i.e. the capacities to be developed) as well as a broad identification of the training, technical assistance, and grant support that could develop those capacities. NGOs received training, technical assistance and grant support within the context of their capacity development plan.

DemNet I Graduates (28)

This group consists of the 28 NGOs located throughout the country that received training, technical assistance and grants under the DemNet I program. Under ADF's DemNet II this group was eligible for special grant support for advanced training for the organization and to implement actions that strengthen collaboration with other civil society organizations and/or with government and the business sector. DemNet I graduates also benefited from training and technical assistance provided in the context of coalitions, telecottage development, and NGO support institutions.

Orphan Institutions (14)

The Orphan Support and Advocacy Program (OSAP) sought to improve the conditions for orphans in BiH, whether or not they live in institutions. The DemNet program actively cooperated with community based NGOs, international child welfare organizations, orphanages and government representatives that wanted to advocate on behalf of or provide assistance and services to orphaned children in areas such as recreation, non-formal education, therapy, peace building and organization development activities. Orphan support organizations and institutions received training, technical assistance and support for the

provision of services and coalition building. Two new NGOs were created, with orphan youth in leadership roles, to sustain and institutionalize the work of the project in the Zenica and Mostar regions.

Telecottage NGOs (22)

The Telecottage (Teledom) Program was intended to link small or rural communities to modern communication technology and to provide a locus for community development activities by establishing multi-purpose internet-communication and service centers. ADF encouraged rural non-governmental organizations to establish telecottages, provided specialized capacity building training to support them, and helped telecottage managers to form and register the Telecottage Association of BiH. This Association subsequently took an active role in providing technical information support for the formation of the European Union of Telecottages Associations and introducing two Croatian NGOs in the Dalmatia region to the telecottage concept and operations.

Other CSOs (37)

Other CSOs benefiting from ADF's DemNet II program included small undeveloped or rural CSOs and informal groups of citizens, support institutions such as training organizations and resource centers, coalitions, and child-welfare organizations. These CSOs received training and technical assistance within the context of coalitions and other joint efforts. A limited number of community-based CSOs also received funding for Civic Initiative Microgrants.

Local Government Entities (13)

This group included municipal level and "mjesna zajednica" or local community level governments in both the Federation and Republika Srpska. It also included public institutions such as the Center for Social Welfare, government-run orphanages and public utility and sanitation companies. Local government officials benefited from some training and funding for joint projects with civil society.

Achievements

In 2001, at the start of the DemNet II program, most Bosnian organizations – even those with the greatest legitimacy – lacked adequate capacity to operate effectively, efficiently and democratically. They were largely unsustainable in the absence of high levels of donor support. Many NGOs were unclear on their role in social reform and few understood advocacy and the importance of mobilizing citizen involvement in the process. Neither government agencies nor the general public had a clear understanding of the role of the third sector, or the advantages the third sector could bring to the development process. Indigenous structures that support the development of NGOs and civil society as a whole, over the long term, were practically non-existent in BiH at the start of the DemNet II program. The same was true for training resources and personnel.

Achievements under ADF's DemNet II program were significant:

- DemNet II played a significant role in building a critical mass of professional NGOs throughout the country and representing an array of sub-sectors. Over a three-year period more than 150 NGOs from both Entities of BiH and more than 80 locations improved their institutional capacity in from 1 to 10 areas of institutional and program strength. Moreover, NGOs participating in issue-based coalitions, NGO networks,

associations, and membership organizations were the primary target of assistance under DemNet II, and this provided added value in terms of horizontal information sharing and knowledge transfer.

- Local NGOs and coalitions successfully implemented forty-six advocacy campaigns to further citizen interests. Each of these campaigns mobilized citizen participation through petitions, town hall meetings, and other forms of public debate and discussion. In all, approximately 35,000 citizens participated in these actions. All advocacy campaigns achieved their intended goals.
- Networking and coalition building have led to stronger aggregation and advancement of citizen interests. Bosnian NGOs formed twelve (12) regional and national issue-based coalitions with from 3 to 22 NGO members to advocate on specific policy matters. There was also significant collaboration between government and CSO institutions in the work of the coalitions. BiH coalition members were increasingly represented and recognized for achievements at internationally sponsored regional and European conferences dedicated to issues such as orphans and alcohol and drug addiction prevention methodologies.
- NGOs have been able to establish partnerships with government and the private sector to better advance the interests of their constituents. There was a 250% increase in consultation between government officials and NGOs on policy issues or local problems over the past year. 73 joint projects took place through partnerships between NGOs and government, including 38 advocacy campaigns, 17 telecottages, 2 Resource Centers, and 16 private-public partnerships for local development that were implemented in partnership with government and business.
- There are 20 new or re-invigorated mechanisms in municipal government or public institutions that promote/facilitate public participation. Twenty-six government representatives from 14 municipalities increased their skills in project planning and proposal writing.
- New institutions exist to support the continued development of civil society and citizen participation in BiH. These institutions include four NGO Resource Centers (in Drvar, Sanski Most, Tuzla and Dobo); 22 telecottages and a BiH Telecottage Association to support the emergence of more telecottages; a national Foundation serving the needs of orphans and other children not living with parents; a national training and consulting organization (Izbor Plus) capable of executing all training provided under DemNet II; and a national Trainers' Network of for-profit and non-profit Bosnian trainers.

The USAID/BiH 2004 Civil Society Assessment noted that “The DemNet project has played a significant role in building a critical mass of professional NGOs throughout the country and representing an array of sub-sectors. Its focus on internal capacity building has had a direct effect on external performance and impact of beneficiaries, as well as their prospects for sustainability, which has increased their confidence levels. Its emphasis on networking and coalition building has had multiple positive effects... Its support of NGO advocacy and civic initiatives has led to public-private partnerships and tangible outcomes... Through a variety of program components it [DemNet II] has also been able to build capacities and opportunities in rural and remote communities.”¹

¹ USAID/BiH 2004 Civil Society Assessment, Final Report – 25 June 2004, Page 60

ADF's DemNet II program was one of those rare occasions on which conditions in a country, the design of a program, and the way in which it was implemented combine to have an impact extending far into the future. At a time when the non-profit voluntary sector in Bosnia and Herzegovina was growing, DemNet II set standards for professionalism and quality that provided models for others to follow. Furthermore, the program developed a corps of highly qualified trainers that have organized into a functioning organization and developed regional-based NGO Resource Centers to provide technical support for further capacity building. At a time when Bosnian NGOs were becoming more professional – a trend which often alienates civil society organizations from any constituent base – DemNet II emphasized the importance of democratic governance within organizations and the need to mobilize citizen support. The DemNet II program established conditions whereby many more CSOs are now community needs driven and not donor driven. At a time when the relationships between Bosnia and Herzegovina's elected officials, civil service, and citizens were just beginning to be defined, the DemNet II program supported initiatives from both citizens and local government to work together for local development and reform. These initiatives and the results they produced set a precedent that opens this relationship to greater citizen participation than might otherwise have been the case. The relationship between government and NGOs is warming and DemNet II served to bring local government and civil society together for action.

Participants will remember DemNet as a time when they learned much and put that learning into practice. As OAZA-Sarajevo Executive Director Haris Causevic noted "We now feel that we are a member of a family and that as a CSO we have the right and privilege to contribute to the development of our country and our laws."

"The most natural privilege of man, next to the right of acting for himself, is that of combining his exertions with those of his fellow creatures and of acting in common with them." Alexis de Toqueville, Democracy in America

1. BACKGROUND AND STRATEGIC FRAMEWORK OF DEMNET II

1.1 BACKGROUND

By the start of 2001 there was an emerging and increasingly viable third sector in Bosnia and Herzegovina (BiH) contributing to a growing sense of empowerment among ordinary citizens. The number of NGOs in the country had increased remarkably in the five years since the Dayton Peace Accords. The first phase of the USAID/BiH Democracy Networks (DemNet I) program from 1999-2001, implemented through American ORT, contributed to a stronger third sector by working with 28 NGOs and assisting them in developing financial and institutional sustainability. However, the organizational capacity of most Bosnian civil society organizations, including DemNet I graduates, remained weak and largely unsustainable in the absence of high levels of donor support. In addition, DemNet I was less successful in addressing or affecting the environment in which NGOs must be effective. NGOs continued to work in isolation from one another, with little collaboration or networking. Neither government agencies nor the general public had a clear understanding of the role of the third sector, or the advantages the third sector brought to the development process. Citizen participation was a poorly understood concept and NGOs were unclear on their role in social reform or the importance of mobilizing citizen involvement in the process. Furthermore, NGOs that did perceive a role for themselves in this arena did not have the skills to be successful.

These were some of the reasons that USAID sought innovative approaches to furthering civil society development and citizen participation in Bosnia and Herzegovina through a second phase of the Democracy Networks program. ADF responded with a program that provided actions to develop the capacity of individual NGOs in BiH, and strategically complemented this institutional strengthening with a mix of additional actions to strengthen citizen participation and participatory reform processes. USAID competitively selected America's Development Foundation to implement the Democracy Network Phase II (DemNet II) program and funded the program through a three-year Cooperative Agreement beginning June 1, 2001.

Bosnia's current political system derives from the November 1995 Dayton Peace Accords, which ended three and a half years of war. It is a complex and asymmetrical federation, composed of a weak state, two entities, one of which is divided into 10 cantons, and Brcko district. Each of these 14 units has its own constitution and government. Today, nine years after the signing of Dayton, BiH remains – in effect – an international protectorate. The Office of the High Representative (OHR) continues to fulfill the role of international administrator and foreign troops remain, although at significantly reduced levels.

Overall, the political and economic conditions in BiH motivated NGO and eventually local government participation in the DemNet II program. In political terms, the Alliance coalition of liberal parties failed to live up to the expectations of the general population and international community. Promised reforms were not enacted and little progress was made in strengthening the economy. The Alliance was replaced in October 2002 by the three main parties that follow national/ethnic lines. These parties simply continued the overall stagnation that characterizes this current phase of BiH transition. These political developments caused alarm among the more reform-minded NGOs and gave many of them a renewed sense of purpose and desire to become effectively involved.

On the economic side, BiH was (and remains) dependent on the donor community and existence of foreign-funded development projects. As the donor community slowly decreases activity or departs, BiH's economy also declines. Frustration is rampant over business registration procedures. There is high unemployment, salaries are low, and tax revenue supports over-employment in the unwieldy government structures but fails to address community needs. BiH government on all levels lacked strategic economic development plans and failed to stimulate new business openings. Economic concerns also stimulated NGO development and desire to become engaged in reform. Business associations and economic development NGOs sought new approaches and endeavored to push the government to undertake activities within its purview.

1.1.1 EVOLUTION OF THE PROGRAM

The core elements of DemNet II at the start of the program were three-fold:

Integrated Assistance Package

The Integrated Assistance Package (IAP) provided comprehensive capacity building support to civil society organizations selected on the basis of their potential to increase citizen participation in the sphere of public decision-making. ADF provided tailored training, technical assistance and grant support that responded to specific needs identified during organizational assessments of selected CSOs. In the last year of program implementation, ADF's DemNet II adapted the IAP approach to provide additional, targeted Small Training Packages (STP) that focused on developing specific areas of weakness (e.g. advocacy or governance capacities) identified in the assessments. This enabled ADF to provide more institutional development assistance to a larger number of Bosnian organizations than was possible under the more extensive IAP system.

Advanced Training and Civic Action Grants

Organizations that had graduated from the Democracy Network Program (either DemNet I or DemNet II) were eligible to apply for advanced training and/or civic participation grants, which advanced their institutional capacity and ability to further citizen participation.

Development of Civil Society Support Institutions

ADF provided technical assistance and grant support to develop existing and new organizations that support the long-term development of civil society in Bosnia and Herzegovina. Civil society support institutions included decentralized resource centers as well as the development of national training capacity for civil society development.

During the course of the program, \$1,656,536 was added to the original grant of \$3,987,305 to support three additional program areas.

Orphaned Child Support and Advocacy Program

On February 1, 2002 ADF's Cooperative Agreement was modified to add \$100,000 for the Orphaned Child Support and Advocacy Program. This program was to improve conditions for orphans in BiH, both those who are living in institutions and those who are not.

Telecottage Development

On February 1, 2002 ADF received a signed modification from USAID adding \$100,000 for the establishment of four telecottages in Western Hercegovina. On February 13, 2002, ADF received another signed modification adding \$200,000 for the establishment of eight

telecottages in the Eastern Republika Srpska. In August 2002, ADF received a third signed modification adding \$556,536 additional funding. ADF earmarked \$250,000 for up to 10 additional telecottages, and \$144,000 to provide follow-on grants to the 12 previously funded telecottages upon expiration of the initial grant agreements (beginning February 2003).

Nova Praksa/New Practices

ADF received a modification to its cooperative agreement in January 2003 adding \$700,000 to establish a new grant program to support local initiatives that enhance dialogue, cooperation, and partnership between civil society and government in Bosnia-Herzegovina. ADF submitted its program design to USAID in mid-February 2003 and received written approval in mid-May 2003.

1.2 STRATEGIC FRAMEWORK AND EXPECTED RESULTS

ADF's Democracy Network II was designed to develop and strengthen local non-governmental organizations throughout Bosnia and Herzegovina, in order that they – and the citizens they represent – could more effectively participate in the economic and political life of BiH. Furthermore, an integral element of the program was to bolster the institutional development and sustainability of the NGO sector. DemNet II, thus, expected to contribute to two levels of impact in addition to strengthening the capacity of individual NGOs.

Impact 1: Increased participation of NGOs and citizens in public life and decision-making. Indicators were the number of citizens involved in advocacy campaigns by NGOs participating in the DemNet II program, and an increase in the number of laws, policies or reforms that were initiated or supported by participating NGOs that are accepted, reviewed and acted upon by Bosnian government officials

Impact 2: An improved environment for civil society development after the DemNet program ends. Indicators included improved legal and regulatory environment for NGOs in BiH, and that NGO support centers provide services to an average 20 NGOs per center by 2004.

1.2.1 CHALLENGES

In June 2001, several challenges had to be overcome in achieving the three levels of impact intended for ADF's DemNet II program.

Challenges to Developing a Core Group of Strong and More Sustainable NGOs

The organizational capacity of most Bosnian civil society organizations was weak and largely unsustainable in the absence of high levels of donor support. While the capacity of the 28 DemNet I graduates was recognizably greater than that of other NGOs, key areas in these organizations still needed to be strengthened. In addition, many other organizations needed to develop the capacity to operate effectively, efficiently and democratically.

Financial sustainability was and still is complicated by the fact that the economy of BiH has been devastated, traditions of philanthropy are poorly established in the country, tax laws penalize rather than promote charitable contributions, and foreign donor funding is diminishing.

Challenges to Increased Participation of NGOs and Citizens in Public Life and Decision-Making

Increasing the participation of NGOs and citizens in public life and decision-making required looking at both the demand side (the interest and action of NGOs and citizens for such a role) and the supply side (the interest and willingness of government to accept this participation). In BiH both these sides were weak. Citizen participation was a poorly understood concept. Neither government agencies nor the general public had a clear understanding of the role of the third sector, or the advantages the third sector brought to the development process. Many NGOs were unclear on their role in social reform and few understood the importance of mobilizing citizen involvement in the process.

Furthermore, those NGOs that believed they had a role in this arena did not have the skills to be successful. Advocacy skills in Bosnian NGOs were weak. Collaboration and cooperation within the NGO community, and with other sectors of Bosnian society, was insufficient to ensure the effective aggregation and representation of citizen interests. NGOs did not have skills in building strong constituent and member relations, and were not able to mobilize citizen participation in support of their interests and issues.

Challenges to Developing Indigenous NGO Support Networks

Indigenous structures that support the development of NGOs and civil society as a whole, over the long term, were practically non-existent in BiH at the start of the DemNet II program. The same was true for training resources. Several international donors tried to support NGO networking by creating NGO Fora in different towns and cities. The Fora, informal associations of NGOs, functioned while the donor played an active role but quickly died out without donor support.

1.2.2 EXPECTED RESULTS

At the project/output level, ADF identified desired results in four areas. These are summarized below. The Performance Monitoring Plan for the DemNet II program provides detailed definitions of results and indicators. This Plan is included as Attachment 1.

Results Area One: Stronger and more Sustainable NGOs that Advocate on Behalf of Citizen Interests and Facilitate Citizen Participation.

- 1.1 At least 40 Bosnian NGOs strengthen or increase their operational capacity, diversification of funding, internal governance, community liaison, and ability to use the media.
- 1.2 At least 40 Bosnian CSOs increase their capacity to conduct advocacy on behalf of their members or constituents and to mobilize member/constituent participation in the effort.
- 1.3 At least 20 DemNet I graduates increase their institutional capacity in at least one substantive area.
- 1.4 At least 50 additional CSOs (not selected as DemNet II NGO participants) gain increased skills in at least one area related to their operational or advocacy capacity.

Results Area Two: Increased Communication, Collaboration and Joint Action among CSOs and between CSOs and other Sectors.

- 2.1 An increased number of CSOs participate in short-term issue-based coalitions that publicize the results of their work.
- 2.2 Fifty-percent increase in the amount of dialogue and consultation between CSOs and government officials on policy issues and/or the resolution of local problems.
- 2.3 At least 15 new and successful projects undertaken by CSOs with partnership and support from local government or business in target sectors.
- 2.4 Formation of organic issue-oriented coalitions working on legal and regulatory reform that develops and implements action plan to achieve objective(s).
- 2.5 Twenty initiatives conducted by grass-roots groups receiving micro grants succeed in mobilizing citizen participation

Results Area Three: Development of Indigenous CSO Support Structures

- 3.1 Cadre of highly skilled local trainers exists with the capacity to meet local CSO organizational development and management needs.
- 3.2 Formation of a local training and consulting organization.
- 3.3 Creation of at least four CSO support structures providing technical and infrastructure support for the long-term development of civil society in BiH.
- 3.4 Creation of a specialized NGO support foundation providing technical, infrastructure and financial support to orphan child institutions and NGOs.
- 3.5 At least 12 telecottages operated by Bosnian NGOs serve the needs of local CSOs, business and the community.

Results Area Four: Increased citizen participation in municipal and community development.

- 4.1 Increase in participation mechanisms (new mechanisms or re-activation of old mechanisms).
- 4.2 Increase in number of major local development activities that take into account input from participation mechanisms.
- 4.3 Increase in public-private partnerships in local development activities.

1.3 SUMMARY OF PROJECT RESULTS

- Over a three-year period more than 150 NGOs from both Entities of BiH and multiple cantons/municipalities have improved their institutional capacity in from 1 to 10 areas of institutional and program strength.
- Forty-six advocacy campaigns have been successfully implemented by local NGOs and coalitions to further citizen interests. Each of these campaigns mobilized citizen participation through petitions, town hall meetings, and other forms of public debate

and discussion. In all, approximately 35,000 citizens participated in these actions. All advocacy campaigns achieved their intended goals.

- Bosnian NGOs formed twelve (12) regional and national issue-based coalitions with from 3 to 22 NGO members to advocate on specific policy matters. There was also significant collaboration between government and CSO institutions in the work of the coalitions.
- There has been a 250% increase in consultation between government officials and NGOs on policy issues or local problems over the past year. 73 joint projects took place through partnerships between NGOs and government, including 38 advocacy campaigns, 17 telecottages, 2 Resource Centers, and 16 private-public partnerships for local development that were implemented in partnership with government and business.
- There are 20 new or re-invigorated mechanisms in municipal government or public institutions that promote/facilitate public participation. Twenty-six government representatives from 14 municipalities increased their skills in project planning and proposal writing.
- New institutions exist to support the continued development of civil society and citizen participation in BiH. These institutions include four NGO Resource Centers (located in Drvar, Sanski Most, Tuzla and Doboje); 22 telecottages and a BiH Telecottage Association to support the emergence of more; a national Foundation serving the needs of orphans and other children not in parental care; a national training and consulting organization (Izbor Plus) capable of executing all training provided under DemNet II; and a national Trainers' Network of for-profit and non-profit Bosnian trainers.

2. PROGRAM DESCRIPTION

2.1 BENEFICIARY GROUPS

During the three years of this program, ADF focused on five NGO beneficiary groups: (1) NGOs selected to receive the Integrated Assistance Package or Small Training Package, (2) graduates of the Democracy Network I program; (3) NGOs implementing Telecottage activities; (4) Orphan support institutions; and (5) Additional Civil Society Organizations (CSOs). A full list of NGOs that participated in the DemNet II program is provided as Attachment 2. Local government became a direct beneficiary through the Nova Praksa program segment, although all levels of government were involved in DemNet II through the advocacy campaigns and civic initiatives.

IAP and Small Training Package NGOs (51)

IAP and Small Training Package NGOs were civil society organizations new to the DemNet program that were selected through a competitive process to receive comprehensive assistance. In this beneficiary group, ADF placed emphasis on those organizations in BiH that had the greatest potential for bringing citizen participation into the public sphere. Types of organizations included membership-based organizations (whose primary purpose is to further the interests or resolve the problems of their members); NGOs that are part of existing sectoral networks or coalitions; advocacy or public interest oriented NGOs; and intermediary level organizations that represent numerous smaller associations in both Entities.

ADF announced the IAP and STP programs in print and electronic media, NGO and INGO newsletters and through BiH NGO networks and fora. ADF performed an initial review to verify that applications were complete and NGOs met the mandatory eligibility criteria. NGOs whose applications were correctly filed participated in on-site assessments conducted by ADF staff in order to verify facts contained in the application. ADF, USAID and the IAP Review Panel conducted a joint evaluation process in order to make the final selection of NGO partners. The applications were rated according to established criteria using a standardized evaluation procedure.

ADF worked with 38 IAP recipients. DemNet II trainers met with IAP NGOs individually to conduct baseline organizational assessments. Areas of strength and areas to be strengthened were identified, and priorities for capacity building were identified through discussion and consultation. On the basis of the organizational assessment, an Integrated Assistance Plan was developed for each NGO, specifying the desired results (i.e. the capacities to be developed) as well as a broad identification of the training, technical assistance, and grant support that develop those capacities. NGOs received training and technical assistance within the context of their IAP. A sample package illustrating ADF's Integrated Assistance Package approach is provided as Attachment 3 to this report.

In the final year of the DemNet II program, ADF offered the possibility of more focused Small Training Packages (STPs), which concentrated on one or two specific areas for improvement. Thirteen organizations received STPs. Organizational assessments in these areas documented capacity at the beginning and end of DemNet assistance. Training, technical assistance and grant support were directed at the specific area to be improved. STPs were provided in Internal Governance, Advocacy, Planning, and Financial Diversity

DemNet I Graduates (28)

This group consists of the 28 NGOs located throughout the country that received training, technical assistance and grants under the DemNet I program. Under ADF's DemNet II this group was eligible for special grant support for advanced training for the organization (Advanced Training Grants) and to implement actions that strengthen collaboration with other civil society organizations and/or with government and the business sector. DemNet I graduates also benefited from training and technical assistance provided in the context of coalitions, telecottage development, and NGO support institutions.

Orphan Institutions (14)

The Orphan Support and Advocacy Program (OSAP) was intended to improve the conditions for orphans in BiH, both those who are living in institutions and those who are not. The DemNet program actively cooperated with community based NGOs, international child welfare organizations, orphanages and government representatives that wanted to provide assistance or services to orphaned children in areas such as recreation, non-formal education, therapy, peace building and organization of development activities. Orphan institutions received training, technical assistance and support for the provision of services and coalition building.

Telecottage NGOs (22)

The Telecottage (Teledom) Program was intended to link small or rural communities to modern communication technology and to provide a locus for community development activities by establishing multi-purpose internet-communication and service centers. ADF utilized two methods to establish telecottages. Twelve telecottages were established by NGOs identified and selected by ADF on the basis of the NGO's prior participation in DemNet programs and on the strength of their proposed personnel. The NGO representatives and proposed managers participated in a World Learning-organized third country training in Hungary and Vojvodina in November 2001 and May 2002. The second 10 were selected on the basis of a competitive proposal process in central and northwestern Bosnia and Srebrenica. ADF provided capacity building training to the TDs and helped them form and register the Telecottage Association of BiH.

Other CSOs (37)

Other CSOs benefiting from ADF's DemNet II program included small undeveloped or rural CSOs and informal groups of citizens, support institutions such as training organizations and resource centers, coalitions, and child-welfare organizations. These CSOs received training and technical assistance within the context of coalitions and other joint efforts. A limited number of community-based CSOs also received funding for Civic Initiative Microgrants.

Local Government Entities (13)

This group included municipal level and "mjesna zajednica" or local community level government in both the Federation and Republika Srpska. It also included public institutions such as Center for Social Welfare, government-run orphanages and public utility and sanitation companies. Local government officials benefited from some training and funding for joint projects with civil society.

2.2 PROGRAM COMPONENTS

2.2.1 TRAINING AND TECHNICAL ASSISTANCE COMPONENT

ADF's strategic approach to the Training and Technical Assistance Component incorporated four main elements: (1) tailoring assistance to specific organizational need; (2) provision of a range of services; (3) use of workshops to reach a greater number of CSOs and to build networks beyond DemNet participants; and (4) the use and development of indigenous training and consulting skills.

The training and technical assistance component was implemented by ADF's DemNet II staff, including Program Advisors/Trainers and the Financial Management Training Specialists. As part of the sustainability strategy for the program, ADF helped the DemNet training staff to evolve into an independent local training and consulting organization. By the end of the DemNet II program trainers were only part-time staff of the program, and were contracted as an independent association for this component.

Organizational Assessments

Organizational assessments with individual NGOs provided the primary means of documenting institutional capacity and identifying needs for training and technical assistance with that organization. ADF conducted baseline and final organizational assessments for 51 CSOs that participated in the DemNet program. For non-IAP/STP organizations attending training, ADF conducted pre- and post-workshop testing of participant knowledge related to the area of knowledge and skills covered by the workshop.

Tailored Technical Assistance

The majority of support for capacity building was provided through *technical assistance* provided to individual organizations and coalitions. Technical assistance, provided by DemNet II Program Advisors/Trainers and other staff (e.g. Finance), took the form of in-house consulting services. These services were intensive (as in the case of an in-house workshop to create a strategic plan) and provided over an extended period (as in the case of building a strong coalition). Each DemNet II Program Advisor provided an average total of 15 hours per week of in-house technical assistance services to 3 to 4 client organizations, as well as the additional support provided through other program components.

Training Workshops

ADF conducted training workshops on a variety of subjects focused on organizational development, building collaboration, and public advocacy. These 2-, 3-, and 4-day workshops brought together NGOs for intensive learning and always had a practical outcome (i.e. draft of proposal, outline for advocacy campaign strategy, fundraising plan).

Workshops were opportunities for networking and exploring possibilities for joint action and partnerships across sectors. Training and technical assistance was also provided to emerging coalitions, OSAP recipients, telecottage managers and Nova Praksa grant applicants. ADF provided training and technical assistance in project planning and proposal writing that

assisted both NGOs and municipal government representatives to better present and implement their projects.

Table 1: Workshops Delivered to IAP and STP Organizations

Type of workshop	Number of Workshops	Number of NGOs	Number of Participants
Board Development	4	36	73
Board Development (in house)	4	4	32
Finance Management	2	17	33
Fundraising	10	42	93
Introductory workshop	1	19	38
Marketing	10	46	101
Monitoring and Evaluation	6	40	74
Policies and Procedures	5	42	79
Project Proposal Writing	9	45	89
Public Advocacy	3	45	82
Strategic Planning	7	41	86
Volunteer Management	5	30	51
TOTAL	66	407	831

Table 2 : Workshops Delivered to Telecottages

Type of workshop	Number of workshops	Number of organizations	Number of participants
Association Building	2	20	20
Board Development	1	8	8
Business Plan Development	1	22	28
Community Development and Citizens Participation	1	12	16
Fundraising	1	22	30
Marketing	1	22	35
Policies and Procedures	1	11	12
Project Proposal Writing	3	35	46
Strategic Planning	3	23	24
TDA Development Workshop	1	11	12

Detail on workshops provided under ADF's DemNet II program can be found in Attachments 4 through 8.

Mini-workshops and Sectoral Support

Mini-workshops were designed to assist micro-grant and support institution grant applicants to better plan and write their proposals. Most of these applicants, particularly the small rural CSOs, had never participated in any kind of skills-building workshop and rarely had the opportunity to network with other organizations. The mini-workshops served to hone their skills and enabled them to meet other CSOs. Coalition building workshops served a similar purpose. Additional mini-workshops were provided to potential applicants for Nova Praksa

grant support. Table 3 summarizes assistance provided through mini-workshops provided by DemNet II.

Table 3: Mini-workshops to CSOs

Type of Mini Workshop	Number of Mini-workshops	Number of Organizations
Coalition Building AD Coalition	3	16
Coalition Building OSAP Coalition	3	32
Coalition Building Middle Bosnia Coalition	1	6
Project Proposal Writing (CIM)	11	48
Project Proposal Writing (SIG)	3	7
Project Proposal Writing (NP)	1	26 officials from 14 municipalities
TOTAL	22	135

Training of Training Workshops

ADF provided twelve Training of Trainer (TOT) opportunities to enhance the skills of the DemNet II trainers. For the most part, regional training resources were used for the training of trainers. This approach minimized language barriers and enhanced the use of relevant case studies. A full list of TOTs is provided as Attachment 9. In sum, trainers increased their training skills in the following areas:

- Strategic Planning
- Advocacy
- Project Management, Monitoring and Evaluation
- Volunteer Management
- Fundraising
- Ethics
- Conflict Management

Mentoring Relationships

ADF anticipated the development of mentoring relationships between DemNet graduates (either those of DemNet I or DemNet II) and other civil society organizations in BiH. This has taken place minimally and on an informal basis. Most DemNet I graduates expected payment for their mentoring services. One DemNet I graduate was successful in assisting informal civic groups to apply for and implement CIM activities. Two other DemNet I graduates successfully established a total of 5 telecottages that registered as independent organizations in 5 different locations (2 in the RS and 3 in the Federation). Several DemNet I graduates who were awarded Advanced Training grants included non-DemNet CSOs in the workshops.

Local and Regional Internships

DemNet II included a regional internship program to place staff from IAP NGOs with counterpart organizations elsewhere in the CEE region, to enable participants to view new options for their own organizations. Regional internships were very important in providing concrete and practical advice for NGOs when they are directed by NGO needs and provided regionally to minimize language barriers.

A total of five internships took place for three BiH organizations. Three representatives of the Udruzenje vozaca i automehanicara Sarajevo [Association of Drivers & Mechanics] traveled to Zagreb to participate in the Congress of European Association of Drivers and Automechanics. They also met with ZET-Zagreb Electronic Tramway to learn about developing self-sustainable projects. Oaza (Oasis) Sarajevo traveled to Ljubljana, Zagreb, Novi Sad and Montenegro to learn about new models of fostering and taking care of mentally retarded persons. Prvi osmijeh, Banja Luka [First Smile] traveled to Zagreb to meet with a Croatian umbrella organization dealing with celiac (gluten) allergies to establish cooperation, learn about relevant Croatian laws and regulations, and exchange experience and knowledge.

Details on these internships, varying from 3 to 7 days, can be found in Attachment 10.

2.2.2 GRANTS COMPONENT

Grants to NGOs under DemNet II provided additional support for capacity building and supported activities and applied learning in advocacy and citizen participation. Grants were also awarded for regional internships and advanced training. In contributing to increased collaboration, DemNet II grants supported activities and applied-learning in advocacy, coalition building and working with other NGOs, government, and business. Grants for civic initiatives in rural communities encouraged citizen participation. Grants also supported the creation of NGO support structures that provide technical and infrastructure support for Bosnian NGOs.

Substantial technical assistance from DemNet II Program Advisors accompanied the grant-making component. NGOs applying for grants were invited to attend training workshops. In many cases Program Advisors provided technical assistance for developing concepts into proposals. Draft proposals were submitted with written comments from the NGO's Program Advisor. Once a grant was approved, Program Advisors provided technical support for implementation, accountability and reporting.

Categories of Grants Awarded

The following provides a summary of the number, size and type of grants awarded over the three years of ADF's DemNet II program. A summary table of grants awarded is included as Attachment 11. A detailed list of grants that were undertaken and their results can be found in attachments referenced elsewhere in the text of this report.

Institutional Development Grants (IDGs) - 38

The purpose of IDGs was to provide financial support that enabled IAP NGOs to develop the capacities specified in their Integrated Assistance Plan. IAP NGOs applied for IDGs only after the completion of the assessment and development of the IAP. Applications for financial support had to be consistent with their IAPs. Funding for IDGs could range from \$1,000 to

\$15,000. Thirty-eight (38) Institutional Development Grants were awarded in the DemNet II program for a total funding level of \$386,844.

Civic Action Partnership Grants (CAPs) - 48

Civic Action Partnership Grants helped IAP NGOs and DemNet I graduates to strengthen collaboration with other civil society organizations and with government and the business sector. With CAP support, NGOs undertook activities that contributed to increased public discussion of policy issues; consultation and dialogue between government and civil society; and the provision of valuable services to NGO constituents. CAPs ranged from \$500 - \$15,000 and matching funding was mandatory. The CAP applications included a partnership statement that provided details on the history of cooperation, and the role and involvement of the partner(s) both in preparing the proposed project and in its implementation. Over the three years of the DemNet II program 31 CAP grants were awarded to IAP NGOs for a total investment of \$281,261 with \$48,041 in matching funds. Seventeen (17) CAP grants were awarded to DemNet I NGOs for a total investment of \$248,264 with \$309,548 in matching funds.

Advanced Training Grants (ATGs) - 6

The purpose of ATGs was to support the continued professional and institutional development of DemNet I graduates. ATGs ranged from \$500 to \$5,000. Six (6) Advanced Training Grants were awarded to 6 DemNet I graduates, totaling \$43,105.

Civic Initiatives Micro-grants (CIMs) - 38

The purpose of the CIMs was to support local initiatives that encourage and facilitate civic involvement, and contribute to the beginnings of civil society in rural communities. A key component of CIM-funded activities was voluntary civic actions accompanied by an increase in membership for the local CSO. Thirty-eight (38) CIMs were awarded, ranging from \$500-\$2,000, with a total expenditure of \$72,244 in DemNet II funding.

Support Institution Grants (SIG) - 4

The long-term development of civil society in BiH will depend upon the existence of indigenous support structures that can provide training of various kinds; information and coordination; advocacy for the sector; and research on civil society issues. The purpose of the SIG grants was to support the development of these indigenous institutions. Support Institution Grants ranged from \$10,000 to \$15,000. Four (4) SIGs were awarded to four civil society support institutions, totaling \$57,429 with an additional \$52,752 generated in matching funds.

Financial Diversity Package (FDP) - 3

This consisted of training and technical assistance for Project Planning/Proposal Writing, Marketing, Fundraising, and Volunteer Development plus up to \$5000 to develop volunteer programs and implement fundraising and marketing plans. Three FDPs were awarded to three DemNet II NGOs, totaling \$14, 856 and \$1616 in matching funds.

Internal Governance Package (IGP) - 3

This consisted of training and technical assistance in Policies-Procedures, Finance Management, Board Development plus up to \$2500 to recruit and train new board members and develop or purchase accounting software. Three IGP were awarded to three DemNet II NGOs, totaling \$7489.

Planning Package (PP) - 3

This consisted of training and technical assistance for Strategic Planning, Marketing and Fundraising) plus up to \$3000 to implement market research and fundraising plans and develop promotional materials. Three (3) PPs were awarded to three DemNet II NGOs, totaling \$8969 with an additional \$395 generated in matching contributions.

New Practices/ Nova Praksa Grant (NP) - 27

The purpose of NP grants (\$15,000-\$80,000) was to support activities that contribute to the achievement of strategic objectives: "Increased Citizen Participation in Municipal and Community Development". Twenty-seven (27) NP grants were awarded to fourteen (14) NGOs and thirteen (13) municipalities and public institutions, totaling \$659,658 and generating \$297,383 in matching funds.

Orphan Support and Advocacy Program Grant (OSAP) - 14

The purpose of OSAP grants (\$500-\$5000) was to support local initiatives that support children without parental care. Fifteen (15) OSAP grants were awarded to fourteen (14) NGOs, totaling \$96,900 with an additional \$5,408 generated in matching contributions.

Telecottage Grant (Teledom) - 36

A Telecottage (teledom) is a multi-purpose internet-communication and service center established in a small or rural community. The teledom offers different services according to the needs of the local community in which it operates. Grants ranged from \$5000-\$25,000 to purchase equipment and furniture and cover basic operational costs. Thirty-six Teledom Grants were awarded to nineteen DemNet II NGOs, totaling \$681,673 with an additional \$249,478 generated in matching funds.

Regional Internships – 3

Regional internship grants permitted placement of an IAP NGO staff member to work with another NGO in Bosnia or in the region for up to six weeks. In-country and regional internships enabled NGO staff to both gain skills and new perspectives on their work. Three internships were awarded to three DemNet II NGOs, totaling \$4665.

2.2.3 COALITION BUILDING COMPONENT

Coalition building was a key component for achieving the intended results and impact of the DemNet II program. Coalition building contributes to an NGO's ability to aggregate and effectively represent citizen interests, and is thus critical to its capacity to conduct effective advocacy. Furthermore, the existence of coalitions is a key indicator for Results Area Two, *Increased communication, collaboration and joint action among NGOs and between NGOs and other sectors.*

Coalition work began in November 2002 during the DemNet NGO Fair in Sarajevo. The overarching theme was how the CSOs could better achieve their goals by working together for change. Interested NGOs were provided the opportunity to meet to discuss the possibility of forming issue-based coalitions. ADF staff provided facilitation services during these meetings and later technical assistance and financial support for coalition-building and implementation of campaign activities.

Coalition building required a significant human resource investment. In the past, coalitions were formed on a geographic basis by international donors. Funding was available if the CSOs came together. When the financial resources were depleted, most coalitions fell apart. ADF's approach worked around this pitfall by first getting NGOs to commit to working together to further their issues and interests, and getting them to understand why this is important. The results achieved under DemNet II reflect the soundness of this approach, as well as the trust people had in ADF as an institution and in our staff as individuals.

ADF DemNet II staff provided technical assistance and support for the formation, structuring, and development of several coalitions formed to pursue NGO interests, including orphans, ecology, and people with disabilities. Support included help in identifying realistic goals and defining strategies. Technical support also focused on working to ensure the effective functioning of the coalition. This included help in creating a structure, defining decision-making processes, establishing information systems, creating systems for monitoring and evaluating performance and achievements, and conflict resolution.

Further support for coalitions included facilitation of meetings between NGOs with similar missions, government and business representatives to identify priorities and plan joint actions, including advocacy campaigns. Funding was provided to support the meeting costs (transportation, accommodation and meeting space) and to conduct campaign activities. All funds were managed by ADF rather than through sub-grants to a particular NGO. The reason for this was to enable the CSOs to focus on coalition-building and process and to avoid the probability that the coalition would unravel due to conflicts over money.

2.2.4 SUSTAINABILITY COMPONENT

ADF's sustainability strategy for the DemNet II program foresaw the development of ongoing indigenous civil society support institutions to serve as permanent resources for the continued development of civil society after DemNet concludes. These institutions included:

- ***Stronger NGO support structures*** that were in place when DemNet II started, but which expanded the level or variety of service that they are able to provide to NGOs thanks to support from DemNet II.
- ***New NGO resource centers and institutions*** that provide support services to BiH NGOs;
- ***A Bosnian Training and Consulting Organization*** implementing a sound business plan and providing important training and consulting services to the NGO sector.

DemNet II support to strengthen existing NGO support structures and to create new resource centers took place primarily through technical assistance, accompanied by some financial support. ADF provided Support Institution Grants to NGOs for the creation of NGO Resource Centers. ADF also provided grants and technical assistance for the establishment of 22 telecottages and the formation and registration of the Telecottage Association and the BH Trainers Network.

The Bosnian Training and Consulting Organization created under DemNet II was formed around the nucleus of the experienced DemNet trainers. Six DemNet II Program Advisors/Trainers located in Sarajevo, Mostar, Tuzla, and the Banja Luka area provided the majority of training and technical assistance to DemNet II participants. ADF helped the

training staff to develop a strategy for transitioning from staff positions to an independent local training and consulting organization. By the second year of the DemNet program, these trainers began the transition to an independent organization. Trainers dropped from full-time staff to 75% in the second year of the DemNet II program. By the third year, trainers were on staff at a 50% level.

Elements of the strategy included developing the mission, purpose, and core business strategies of the new organization. In addition, the strategy defined the transitional relationship between ADF and the DemNet II trainers, technical assistance needs for the development of the organization, marketing strategy and building of a client base, and policies regarding the incorporation of non-DemNet II trainers in the new organization. See Attachment 12 for the Izbor Plus Business Plan.

2.3 DIFFICULTIES ENCOUNTERED AND RESOLVED

2.3.1 STAFFING

ADF was required under the terms of the Cooperative Agreement to hire the DemNet I staff for the program. For the most part, this was an ideal situation because the staff was experienced with the BiH NGO sector and understood the working environment of the international community and USAID partners. At the same time, there was a certain level of resistance to new training methodologies introduced by ADF and DemNet's Program Advisors/Trainers had some difficulty in the level of customization required under the ADF approach. Other difficulties emerged when new staff members were hired and integrated into a well-established team of people. A continual focus on desired program results and core strategies enabled the team to overcome these complications.

Also related to staffing, approximately half way into the program ADF experienced a staff vacancy in the field for several months. The Sanski Most-based Program Advisor (PA) resigned to work for a local NGO in Month 17. ADF decided to fill the position with someone from the Banja Luka area. Finding a suitable candidate who needed minimal training required more time than expected. ADF hired one candidate in Month 20 who resigned in Month 23 to take a position with an international pharmaceutical company. Finally, a permanent staff member was hired in Month 24. In the interim period the three IAP NGOs that were originally assigned to the Sanski Most PA were assigned to other PAs, thereby increasing their workload.

2.3.2 BiH GOVERNMENTAL AND TRANSPORTATION INFRASTRUCTURE

The poor state of transportation infrastructure in Bosnia and Herzegovina was a continual challenge. The roadways were in disrepair, the many tunnels were not lighted and drivers tended to be reckless. Roads are especially hazardous in the winter. The weakness in transportation infrastructure resulted in excessive time spent driving to and from destinations and staff were involved in two accidents. NGOs were frequently prevented from attending events due to traffic issues. DemNet, in response to this lack of adequate infrastructure, placed an early emphasis on creating innovative means for electronic networking among certain projects and coalitions thus greatly reducing the necessity and costs for some on-site training sessions and meetings.

Inefficient systems and poorly trained staff at all levels of government created delays in programming. For example, ADF assisted two associations to register at the state level (Telecottage Association and BH Trainers' Network). The state-level NGO registration office was unable to perform in a satisfactory manner; the procedure took too much time and the registrar staff requested information not required by the law or implementing regulations. Registration at the state level routinely takes 4-6 months. This was raised repeatedly to the Minister who seemed unable to effectively address the situation. The delays prevented the organizations from developing a suitable grants management track record during the DemNet program because ADF could not provide a grant to unregistered organizations. Also, there was a surprising lack of government applicants for Nova Praksa grants. ADF determined that the problem was lack of skills in proposal writing. Therefore, we held a proposal-writing workshop for interested government representatives and received better projects.

2.3.3 FINANCIAL

The most acute financial problem was the dramatic decline of the US dollar against the BiH currency (convertible mark or KM) that was pegged to the German mark and then the Euro. When the DemNet II program began in June 2001, the exchange was USD1=KM2.25. By Month 20, the rate dropped to USD1=KM1.5. This significant drop in purchasing power affected not only ADF's operational budget but also the sub-grants to NGOs that, over time, were worth less money. ADF instituted cost-saving measures and assisted the NGO partners to make the most of their funds.

2.3.4 TIMEFRAME

Several events influenced the time frame for implementing activities. The Cooperative Agreement for the DemNet II program began in June 2001. The workplan was submitted and approved in early July 2001. In BiH (as in the rest of Europe), the August holiday is taken quite seriously and implementation of activities was adjusted as a result. Another element impacting the timetable was hazardous winter driving. Activities such as workshops and on-site visits to NGOs were scheduled (and postponed) in response to the weather.

The various modifications to the CA increased activities and resources but did not provide for increased time in achieving goals and results. In particular, the telecottage and Nova Praksa program segments merited an additional 6 months of support. The telecottage program began in Month 9 with 4 telecottages and expanded to 12 telecottages in Month 15 and to 22 telecottages in Month 24. Registration of the National Association did not occur until Month 34 (due in part to the registrar office delays previously discussed but also due to the need for protracted consensus building among 22 organizations from both BH entities). With an additional 6 months of support, ADF could have better prepared the Association for sustainability. The Nova Praksa project began in Month 24. Although all projects were implemented on a timely basis and results were achieved, it would have been desirable to provide additional capacity building training to both the NGO and local government implementers.

2.4 INTER-AGENCY COOPERATION AND COLLABORATION

ADF enjoyed fruitful cooperation with several international organizations during the Democracy Network II project. Collaborative efforts enhanced the overall success of the program and served as models for the local NGO community.

ADF worked with the World Bank SEED program to assist BiH trainers in the for-profit and non-profit arenas to establish a trainer's network. ADF and World Learning worked together to design the training program for the telecottage managers. ADF and IOCC co-funded the establishment of two NGO resource centers in Sanski Most and Drvar. ADF worked closely with the Jewish Joint Distribution Committee-New York to initiate a coalition supporting women with breast cancer. This work will continue for a two-year period (2004-2006) with support from the Susan Komen Foundation.

ADF was an institutional member of the NGO Council Executive Committee from October 2002 through March 2004 and was Chair of the Council from March 2003 through September 2003. During that period, ADF worked to increase the role of local NGOs in the NGO Council and on the Executive Committee. In addition, ADF helped to clarify and codify the role and responsibility of the NGO Council Secretariat (currently at ICVA).

ADF worked with CRS to provide training and technical assistance to NGOs engaged in gathering community comments on BiH's Poverty Reduction Strategy Paper. ADF also worked with World Vision and Save the Children UK in developing a sustainable Orphan Advocacy Coalition. Both agencies plan to continue limited efforts to support the Coalition.

In the Nova Praksa program, ADF worked with the USAID-funded ALPS program to support new participation mechanisms established at the municipal government level. ADF worked with the US Embassy Office of Public Affairs to support creation of an American Corner in Bihac.

Finally, ADF provided two internship placements for students from the University of Denver in 2003 (6 weeks) and 2004 (3 weeks). The students worked closely with the telecottages to develop business plans and strategies for sustainability.

3. PROJECT RESULTS

3.1 RESULTS AREA ONE:

Stronger and More Sustainable NGOs that Advocate on Behalf of Citizen Interests and Facilitate Citizen Participation

The development of democratic governance in Bosnia and Herzegovina is only possible when that country has a strong and vibrant civil society sector that actively mobilizes citizens, aggregates interests, and engages in public decision-making. The development of such a sector, in turn, depends upon the existence of a multitude of strong and sustainable civil society organizations that advocate on behalf of citizen interests and facilitate citizen participation.

ADF's Democracy Network program has made important strides toward this goal.

- Over a three-year period more than fifty NGOs from both Entities of BiH and multiple cantons/municipalities that worked with DemNet II have significantly improved their institutional capacity in from two to nine areas. Over 100 other NGOs have improved capacity in at least one area.
- Forty-six advocacy campaigns have been successfully implemented to further citizen interests.
- Each of these campaigns mobilized citizen participation through petitions, town hall meetings, and other forms of public debate and discussion. In all, approximately 35,000 citizens participated in these actions.

3.1.1 RESULT 1.1 – INCREASED OPERATIONAL CAPACITY

At least 40 Bosnian NGOs strengthen or increase their operational capacity, diversification of funding, internal governance, community liaison and ability to use the media.

Indicator: Number of NGOs with increased capacity in nine specific indicators (see Attachment 13)

Target: 40 IAP NGOs with improved capacity

Achieved:

- 47 NGOs have clear and understood mission statements that correspond to activities and that have are publicly presented.
- 42 NGOs have written Strategic Plans with a financial plan for the next 3 to 5 years
- 46 NGOs have adequate personnel systems
- 45 NGOs exhibit decentralized decision-making at the governing and executive levels
- 47 NGOs implement clear and complete financial management and control systems that are in compliance with local regulations and are able to meet donors' requirements
- 47 NGOs have a diversified financial portfolio

- 44 NGOs have defined and understood governance structures
- 51 NGOs strategically use the media to inform the public of their activities or issues and have a public relations plan and media archive
- 45 NGOs take actions to strengthen and develop community and constituent relationships and support for the organization

ADF worked with NGOs throughout Bosnia and Herzegovina. Over the life of the DemNet II program, IAP NGOs increased scores on organizational assessments by an average 35%. In general, the degree of change in IAP NGOs (as measured by a percentage increase in scoring on organizational assessments) was lower than those receiving more targeted assistance through the Small Training Packages. This is due to the generally higher capacity levels of the IAP NGOs at the start of their work with ADF. The most significant areas of improvement were in the financial areas and in General Management. General Management covered specific organizational practices and procedures such as Planning for Management, Organizational Development (staff training and development, strategic planning), Personnel Management, Volunteer Management, Information Management and NGO Management Capacity for an Intermediary Role.

As a result of their work with ADF, NGOs made important gains in human resource management, establishing systems that are well documented and promote staff-management dialogue and communication. DemNet NGOs are better able to recruit volunteers and collect information for results monitoring and reporting of achievements. In the area of Internal Governance, NGOs increased their capacity to present a clear and defined purpose through revised mission statements, which were approved by their board and assembly. These practices also improved the internal democratic processes, participatory decision-making, accountability, transparency, and constituency representation.

Table 4 : Improvements in Organizational Assessment Areas

	Internal Governance	Management	Gender	Financial Accounting	Financial Accountability	Financial Sustainability	Financial Planning	AVERAGE
IAP NGOs	24%	39%	12%	40%	25%	29%	33%	29%
Small Package Recipients								
IGP	33%	48%	31%	56%	59%	46%	44%	45%
PP	40%	37%	19%	N/A	N/A	48%	27%	34%
FDP	N/A	41%	N/A	N/A	N/A	24%	37%	34%

Attachment 14, the IAP Organizational Capacity Evaluation, provides additional detail and a complete analysis of capacity and skills that each group of IAP NGOs gained throughout the DemNet II program.

Illustrative Success Story

The Association of Professional Drivers and Auto-mechanics-Sarajevo was established in September 1953. By 2002 it was considered a hidebound pre-war organization that was part of the former communist legacy. With the urging of one of its leaders, the Association applied and was selected for the IAP program. When they joined the DemNet program, their office was furnished with a minimum of chairs, desks and fax and telephone. Its mission was unclear. Although they collected an annual membership fee from 3,500 members, it was obvious that the Association had very weak relations with its members. The Association had no clear future.

Within the DemNet II program, Association leadership attended nine training workshops, received in-house technical assistance, and benefited from an IAP grant. Within a year, the Association had the skills needed to successfully raise funds, to plan a public advocacy campaign, to mobilize members and to attract volunteers. They worked hard to overcome old fashioned management styles and applied new skills using computers, e-mail and establishing a web site. The Board of Directors is actively involved in creating the strategic direction of the association, the members take an active role, and the strategic plan was created in a participatory way.

In mid-2003 the Association undertook an advocacy campaign to amend the Law on Traffic Safety by requiring the mandatory use of headlights during daylight hours as a precondition for safe highway traffic. This advocacy campaign was the first project for this association and it was a great learning opportunity for them. In implementing the campaign the Association expanded actions beyond Sarajevo Canton and established many contacts with NGOs from throughout BiH. Furthermore, through this campaign the Association established a solid partnership with the cantonal and federal Ministry for Transportation and became an association recognized by local authorities.

Since this first campaign the organization has submitted other proposals to donors and received a grant from the Cantonal Ministry to publish a brochure on environmental impact of vehicle exhaust fumes. The Association initiated formation of the Union of Professional Drivers at the state level. They established contact with similar NGOs in Republika Srpska and expect to be mentors for the development of these NGOs. In addition to new partnerships in BiH, this organization also established a partnership with unions of professional drivers in Croatia and Slovenia and initiated the formation of the Balkan Union of Professional Drivers.

The Association has moved from being an unknown relic of the past with little relevance for its members to a dynamic and respected civil society organization that promotes the interests of its members.

3.1.2 RESULT 1.2 – INCREASED ADVOCACY CAPACITY

At least 40 Bosnian NGOs will increase their capacity to conduct advocacy on behalf of their members or constituents and to mobilize member/constituent participation in the effort

Indicator: The number of CSOs with an increased score on the Advocacy Capacities portion of the Organizational Assessment.

Target: 40 NGOs with increased scores

Achieved: 42 NGOs with an average 34% increase (IAP NGOs) and 22% increase (ADV STP). 47 advocacy campaigns were conducted, mobilizing an estimated 35,000 citizens.

In 2001, most NGOs that perceived a role for themselves in citizen participation and advocacy did not have the skills to be successful. Advocacy skills in Bosnian NGOs were weak. Collaboration and cooperation within the NGO community, and with other sectors of Bosnian society, was insufficient to ensure the effective aggregation and representation of citizen interests. NGOs did not have skills in building strong constituent and member relations, and were not able to mobilize citizen participation in support of their interests and issues.

As a result of DemNet II training and technical assistance, participating NGOs learned new techniques to educate the public and engage policy makers on issues, to use the media in order to influence the public, to build networks and community relations, and to monitor the effectiveness of the advocacy process. ADF's step-by-step training to build advocacy skills, coupled with the tailored technical assistance provided by DemNet II, succeeded in translating knowledge into action. Forty-two NGOs participated in advocacy workshops, planned an advocacy campaign and wrote project proposals seeking funding for their campaigns. Forty-seven advocacy campaigns were implemented at the state, entity, cantonal and municipal levels; all were successful in changing practices and legislation and all received publicity. 35,000 citizens were mobilized during the campaigns.

Attachment 15 summarizes the results of advocacy campaign conducted under DemNet II.

Illustrative Success Story

Renesansa Sarajevo joined the DemNet II program in 2002. At that time, they had about 130 members, mostly women with breast cancer, and five active members who undertook most of the work. The NGO did not have premises or employees. Its main activities were publishing and distributing leaflets about breast cancer and early diagnosis. Social events were organized from time to time for their members in the premises of other organizations.

As part of the Integrated Assistance Package, Renesansa broadened its mission to include advocacy on the part of women with breast cancer in Sarajevo. The organization planned and implemented an advocacy campaign for expanded benefits. During project implementation, some members of the organization died, including their young executive director. In spite of these traumatic events, volunteers and staff continued and, on March 5th 2004, Renesansa's advocacy efforts achieved success when the 55th Cantonal Government session adopted the

organization's proposed amendments on the provision of orthopedic devices for women with breast cancer.

The experience of the campaign strengthened the NGO's advocacy capacity. As part of the campaign there was a successful push for media coverage, and activities were extremely well covered by both printed and electronic media. There were several appearances on radio and TV by staff and volunteers. Membership increased by 20%. Intensive cooperation with health clinics was established so patients received better information. Collaboration was established with a wide range of potential donors, and future support has been committed by the American Jewish Joint Distribution Committee.

3.1.3 RESULT 1.3 – ADVANCED SKILLS FOR DEMNET NGOS

At least 20 DemNet I graduates increase their institutional capacity in at least one substantive area

Indicator: Assessments of participant institutional strength before and after capacity building.

Target: 20 NGOs increase capacity in at least one area

Achieved: 24 DemNet graduates increased capacity. 4 NGOs improved in three areas; 3 NGOs improved two areas; and 13 NGOs improved in one area.

Sixteen DemNet I graduates increased their institutional capacity through Advanced Training Grants. Two additional DemNet I graduates (CGS-Livno and Bureau for Human Rights-Bijeljina) increased their institutional capacity through participating in the telecottage program. Four DemNet II NGOs increased their institutional capacity through Advanced Training Grants awarded due to expansion of programs or training needs not covered by IAP. Two additional DemNet II NGOs (DON-Prijedor and Nove Nade-Capljina) increased their institutional capacity through participating in the telecottage program.

Table 5 : Areas DemNet NGOs Strengthened through ATGs

1	Written Strategic Plan with financial plan for next 3 to 5 years							
2	Adequate personal system							
3	Diversified financial portfolio							
4	Actions to establish, strengthen and develop relationships with local gov't							
5	Skilled staff to deliver workshop for beneficiaries							
6	Defined system for monitoring and project evaluation							
		1	2	3	4	5	6	
1	Corridor –Sarajevo		x					1
2	Obrazovanje gradi BH		x					1
3	DISS-Sarajevo		x		x			2
4	Prijateljice –Tuzla		x					1
5	CCI-Tuzla		x		x			2
6	Zemlja djece-Tuzla		x					1
7	CIP Zvornik		x					1
8	Zene sa Une-Bihać		x		x			2
9	Independent –Zenica		x					1
10	Forma F-Mostar		x					1

11	Centar za Promociju civilnog društva-Sarajevo				x				1
12	Luna Rudo	x		x	x				3
13	Pod istim suncem -Jablanica				x				1
14	Zena BIH-Mostar				x				1
15	Vidra -Banja Luka				x				1
16	Solidarnost za Jug-Trebinje	x		x			x		3
17	Žene za žene International, Sarajevo		x						1
18	Nove Nade Zvornik				x				1
19	Liga za zaštitu privatne svojine i ljudskih prava-Trebinje			x	x		x		3
20	OAZA-Sarajevo	x		x			x		3

A descriptive list of Advance Training Grants awarded to DemNet NGOs, and the results that were achieved, is provided as Attachment 16.

Illustrative Success Story

The Civil Society Promotion Center and ten other DemNet graduates from the Federation and the RS determined through a self-assessment that they needed stronger skills in creating successful partnerships with local government. An advanced training program was conceived to respond to this need. A DemNet II workshop conducted in March 2003 brought together NGO leaders and their respective local government representatives for the first time in a workshop setting. Thirteen NGO leaders and eleven elected representatives from local government participated in an intensive seven-day workshop based on the Elected Leadership series of UN Habitat training manuals. The workshop focused on the eleven leadership roles of elected officials (communicator, negotiator, facilitator, policy maker and decision maker, power broker, financier, institution builder, overseer, enabler and leader). In addition to providing a forum through which NGO leaders and local government officials could build contact and collaboration, the Advanced Training Grant also resulted in each having a clearer understanding of the role of elected officials and their relationship with citizens. A unique exchange of experience occurred between NGO and GO representatives characterized by promoting democratic leadership characteristics and practicing leadership skills for a larger audience.

3.1.4 RESULT 1.4 - BROADER CIVIL SOCIETY COMMUNITY

At least 50 additional NGOs gain increased skills in at least one area related to their operational or advocacy capacity

Indicator: Comparison of pre- and post-training assessments in half-day or one-day workshops for the broader civil society community.

Target: Minimum 50 NGOs improve in at least one area

Achieved: 157 NGOs

- 109 NGOs improved their project planning and proposal writing skills through mini-workshops conducted by ADF staff.
- 22 telecottages and the Telecottage Association increased organizational capacity in a variety of areas.
- 26 NGO members of various coalitions increased skills in coalition building, advocacy and project planning & proposal writing.

While the primary focus of the DemNet II program was expected to be a core group of NGOs that received intensive and comprehensive assistance, ADF developed the program to also provide benefits to other organizations within the civil society sector. This approach contributed to building a critical mass of organizations that value professionalism and take effective actions.

3.2 RESULTS AREA TWO:

Increased Communication, Collaboration and Joint Action among NGOs and Between NGOs and other Sectors

The isolation of civil society organizations is one of the key impediments to reaching their goals. Under DemNet II, ADF implemented strategies to increase communication, collaboration and joint action among NGOs, as well as between civil society groups and the government and business sectors. In particular, DemNet II sought to develop:

- Partnerships within civil society. Identifying potential allies; forms of alliances and coalitions; building issues-based networks and coalitions; planning and acting as a coalition; establishing a public identity; resolving conflict.
- Inter-sectoral partnerships. Building communication and partnerships with government and business; building dialogue and constructive linkages.

Over the life of the DemNet II program, NGOs increased scores on collaboration with other institutions and NGOs an average of 5.3 points on a 14-point scale. Twelve regional and national issue-based coalitions now exist to advocate on specific policy matters. There has been a 250% increase in consultation between government officials and NGOs on policy issues or local problems over the past year. Fifty two joint projects took place through partnerships between NGOs and government, including 38 advocacy campaigns that were implemented in partnership with government and business and 14 Nova Praksa development projects (details found in Section 3.4). USAID/BiH's 2004 Civil Society Assessment takes note that virtually all of the initiatives have had impact in terms of increased public awareness, tangible action by public authorities or communities, creation of mechanisms for public-private partnerships, and/or changes to laws or policies at some level.

ADF's survey instrument used to document collaboration can be found in Attachment 17.

3.2.1 RESULT 2.1 – SHORT-TERM COALITIONS

Increased number of NGOs participate in short-term issue-based coalitions that publicize the results of their work

Indicator: Achievement of this result indicated by comparison of the number of NGOs participating in these coalitions at the start and at the end of the program.

Target: Increase in number of NGOs participating in coalitions.

Achieved: 139 NGOs participated in new short-term coalitions that publicized their work.

Forty-two NGOs initiated and managed DemNet-supported advocacy campaigns implemented by short-term, issue-based coalitions that included a total of 139 partners.

Coalitions were formed at the national, Entity, canton, municipality, and MZ levels. Short-term coalitions had written memos of understanding, signed by all coalition members. Six CIM recipients worked with the local community on advocacy campaigns. Attachment 18 presents a list of all short-term coalition projects.

All campaigns publicized their work through public information activities such as press releases, brochures, posters and other printed material. Print and broadcast media were invited to and attended all events. Media coverage ranged from small articles in the newspaper to hour-long television broadcasts on NGO issues.

Although these coalitions were formed for the purpose of specific advocacy campaigns, NGOs that participated gained valuable experience in working together for common goals. Many will be more likely to work with other organizations in the future, and cooperation and collaboration within the civil society sector as well as with other sectors will continue to grow.

Illustrative Success Story

OAZA-Association for the Mentally Retarded in Sarajevo joined with thirteen other organizations to form a coalition pushing for a new and integrated model for the early detection, diagnosis and treatment of children with special needs, that connects all relevant institutions dealing with such children. This model, outlined in an existing law but never carried out due to a lack of enabling legislation, had stymied care-providers for more than 12 years.

The coalition, called "Give us a chance", included associations, public and governmental institutions (including the City of Sarajevo) and one humanitarian organization. OAZA prepared a coalition charter which was signed by an initial group of seven partners at the project promotion event held at the Clinical Center of Koševo Hospital. In the course of project implementation another six organizations joined the coalition.

OAZA engaged an expert team to fully develop new diagnostic and treatment protocols. OAZA conducted intensive promotional activities in the media, organized numerous public discussions, three round tables, a number of public educational activities, and published a bulletin. Coalition partners and parents of handicapped children were actively involved in all project activities. The proposed new model "Program of prevention, early detection and treatment of developmental and other difficulties of children in Sarajevo Canton" was adopted by the Canton on April 8, 2004.

3.2.2 RESULT 2.2 – CONSULTATION WITH GOVERNMENT

Increase in the amount of dialogue and consultation between CSOs and government officials on policy issues and/or the resolution of local problems

Indicator: Number of consultations that take place each year between NGOs participating in the program and government officials at the local, regional/canton, and national levels.

Target: 50% increase

Achieved: On an annual basis there was a 250% increase in the number of consultations between CSOs and government officials on policy and/or local problems.

One of the greatest areas of impact of the DemNet II program was the extent to which dialogue and consultation between NGOs and government officials expanded. As noted in the 2004 Civil Society Assessment, "...it is clear that nearly all of the NGOs involved have been able to establish partnerships with government to better advance the interests of their constituents, whether citizens or special interest groups."² ADF tracked two forms of dialogue and consultation between CSOs and government officials on policy issues and/or the resolution of local problems: individual meetings and public meetings (also referred to as open town meetings). Detailed data on dialogue and consultation can be found in Attachment 19.

Official meetings with government bodies are defined as meetings scheduled in advance with an agreed-upon agenda. The topic of the meeting should be policy or issue-oriented. The meeting is held to achieve the resolution of local problems and is documented by minutes. Four hundred ninety-four (494) official meetings took place between CSOs and government officials, an average of 10-11 per campaign. The length of campaigns ranged from 6-12 months. The number of official meetings held between NGOs and government in the 12-month period prior to CAP implementation was 172, resulting in a dramatic increase of 322 official meetings (187% increase).

Public town meetings include panel discussions, round tables and other public events with active participation of Government officials. Three hundred one (301) public meetings were held, an average of 6-7 per campaign. The number of public town meetings sponsored by NGOs in the 12-month period prior to CAP implementation was 57, resulting in another dramatic increase of 244, or a 428% increase.

Illustrative Example of Achievement

The **Center for Civic Cooperation - Gradacac** implemented a project aimed at improving the relationship between local communities and municipal officials by empowering the local communities and citizens to participate in infrastructure planning with the Municipality of Gradacac.

During project implementation, the NGO worked closely with municipal representatives and local community leaders. In order to collect the information needed on infrastructure needs and priorities, regular monthly meetings were held with the representatives of local communities and the municipality. The NGO and partners established a Coordination Council of Local Communities. They also organized three workshops for the members of the Council, educating them about the role of local communities in local governance, infrastructure development, and team building.

As a direct result of the project activities, a new professional position in the Municipality of Gradacac was established. The main tasks of that new position include cooperation with local communities; regular field visits to rural and urban local communities in the Gradacac municipality; and dissemination of all relevant information, documents and materials related to municipal activities. The NGO worked together with the Coordination Council and municipal representatives on identifying the infrastructure needs and priorities, and creating a proposal for the future planning of infrastructure development in rural areas. The

² USAID/BiH 2004 Civil Society Assessment Final Report – 25 June 2004, page 47

Municipality and the Coordination Council signed a Memorandum of Understanding defining future cooperation in infrastructure planning.

3.2.3 RESULT 2.3 – INTER-SECTORAL PROJECTS

At least 15 new and successful projects undertaken by NGOs in partnership with or with support from local government or business

Indicator: The number of new joint projects and assessment of the results achieved.

Target: 15

Achieved: 38

In defining this result, partnerships between NGOs and business or government are defined as a commitment and action to undertake joint projects that result in increased participation of NGOs and citizens in public life and public decision making. Over the three years of the DemNet II program 38 new and successful projects were undertaken by NGOs in partnership with local government, six of which also included local businesses as partners. Relationships were defined within a partnership statement, developed jointly by all partners.

Projects undertaken through the partnership approach included activities related to health, education, ecology, local economic development, public safety, social services and human rights. Many of these projects were advocacy campaigns designed to influence public opinion and actions on an issue of concern to both government and civil society organizations. A full description of the initiatives conducted and results achieved through Civic Action Partnership Grants can be found in Attachment 20. Attachment 21 highlights CAPs undertaken in partnership with business or government and the results of these projects.

Illustrative Example of Achievement

Independent Bureau for Development Modrica-Gradacac undertook a joint activity with local private enterprise and local government for the participatory creation of a Municipal Economic Development Strategy in Modrica Municipality. The NGO sponsored establishment of an Economic Forum in Modrica. They established a Conference, Forum Program Board and 8 Forum Committees. The representatives of the local associations of citizens, NGOs, small businesses, public sector and citizens of Modrica participated in the work of the committees, round tables, and workshops. As a result, they created and proposed the following proposals to the Municipal Assembly for their adoption:

- Establishment of the Municipal Development Foundation and
- Establishment of the Municipal Development Agency

These were adopted by the Assembly and financial support for economic development was included in the municipal budget. The Municipal Department of Economy appointed a professional for Department of Entrepreneurship and Support to Small and Medium Enterprises.

The Forum also prepared two new projects for the support of business in this area and the Forum's activities reactivated the local Association of Tradesmen with about 150 members. One of the most successful and significant activities under this project was the opening of the Business Incubator of Modrica/Incubator Center Tarevci. The opening of this Business Incubator represented the most concrete support to the sustainability of return process in this

area. This project has enabled five enterprises to provide jobs for around 200 returnees-citizens of the municipalities Modrica and Vukosavlje.

3.2.4 RESULT 2.4 - LONG-TERM COALITIONS

Formation of organic issue-oriented coalitions working on legal and regulatory reform that develops and implements action plan to achieve objective(s)

Indicator: Actions of the coalition, as documented in records of the coalition, review of the action plan, and assessment of the degree to which the action plan has been implemented.

Target: Initial target: 1 coalition working on legal and regulatory reform related to the NGO sector

Achieved: Twelve regional and national coalitions.

Although the DemNet II project design originally anticipated forming a coalition to work on legal and regulatory reform related to development of the non-profit sector, much of this work was completed by the International Center for Non-profit Law prior to start-up of DemNet II. DemNet II, thus, focused on helping BiH NGOs to develop long-term, organic coalitions for legal and regulatory reform related to other issues of importance to their missions.

ADF assisted the formation and development of twelve (12) regional and national organic issue-oriented coalitions, listed in Table 5. The DemNet II experience represented the first time that these NGOs had themselves initiated coalitions, rather than grouping themselves in name only so that they might qualify for international funding.

Table 6 : Long-Term Coalitions Formed

Coalition Name	No. of NGO Members
National Coalition for Prevention and Treatment of Alcohol and Drug Abuse Zajedno	22
North-East BiH Coalition for Prevention and Treatment of Alcohol and Drug Abuse	6
RS Coalition for Prevention and Treatment of Alcohol and Drug Abuse	5
Middle BiH Coalition for Prevention and Treatment of Alcohol and Drug Abuse	4
Herzegovina Coalition for Prevention and Treatment of Alcohol and Drug Abuse	3
Sarajevo Coalition for Prevention and Treatment of Alcohol and Drug Abuse	4
North-East BiH Disability Coalition	12
Orphans Support and Advocacy Coalition from Tuzla region	3
OSAP Coalition - Mostar region	10
OSAP Coalition – Zenica	4
OSAP BiH network (working group)	5
BiH National Environmental Coalition	5

Some of these coalitions are registered as legal entities while others are not formally registered. In all cases, however, NGO members have signed a Memorandum of Understanding that clearly defines the goals and objectives of the coalition related to legal and regulatory reform. A sample MOU is included as Attachment 22. Each coalition has also developed a written action plan, which it has begun carrying out.

There was also significant collaboration between government and CSO institutions in the work of the coalitions. For example, ministry of social welfare and other ministries participate in national coalitions to help design the action plan and contribute to specific activities. A full list of coalitions that received support is found in Attachment 23. On-going long-term coalition advocacy campaigns are described in Attachment 24.

Illustrative Example of Achievement

The **Northeast Bosnia Disability Coalition** has 13 members from Northeast BiH, including District Brcko. This coalition is formally registered and is active in the Federation and Republika Srpska. Its mission is to work for improved conditions and greater respect for the rights of people with disabilities. A preliminary plan of common activities was planned and its implementation is expected in the future.

Among the coalition's recent activities was a public advocacy campaign to promote and implement the UN Standard Rights for Disabled People in 32 municipalities in Northeast BH. Major activities were:

- Coalition meetings,
- Printing and distribution of more than 1000 copies of the UN Standards to representatives of municipal government,
- Participation of coalition representatives in municipal assembly sessions to present Standard Rights,
- Establishing database on disabled people in the region,
- Workshop on media and public presentation for coalition members,
- Three forum conferences on UN Standards for Northeast BH in Brcko, Doboj and Tuzla,
- Media outreach through press conference, radio, TV and newspaper to raise public awareness on disabled people's rights.

As a result of these actions, the general public and 32 municipal governments are well-informed about UN Standard Rights. The coalition received an official document from Tuzla Canton, Doboj and Bijeljina municipalities confirming that their representatives are informed about UN Standard Rights for disabled people. The coalition also received advisory status and an invitation to comment on local laws and regulations in those municipalities. Additional NGOs ("LSN" Doboj, "Association of Citizens on Dialysis" Tuzla, "House of Hope" Odzak, and "Paraplegic Association" Zenica) have expressed interest to become coalition members. The coalition also reached out internationally and made contact and will establish relationships with "Handicapped International".

3.2.5 RESULT 2.5 – GRASS-ROOTS INITIATIVES

Twenty initiatives conducted by grass-roots groups receiving micro grants succeed in mobilizing citizen participation

Indicator: Number of initiatives that mobilize citizen participation

Target: 20

Achieved: 37

ADF provided technical and financial support to encourage actions at the grassroots level that mobilize citizen participation. This strategy provided a means of supporting the development of civil society in highly rural areas of BiH, while encouraging efforts of citizens to become involved in shaping their own future. Thirty-seven (37) initiatives conducted by grass-roots groups that received micro-grants succeeded in mobilizing citizen participation. These initiatives were concrete activities contributing to local civic engagement, a locally based civil society and a democratic culture. Citizen participation includes citizen action to resolve local problems jointly, to influence local authorities, or otherwise engage in local civic affairs.

A full description of the initiatives conducted and results achieved through Civic Initiative Micro-grants can be found in Attachment 25.

Illustrative Example of Achievement

Together with their partner organization **Women's Forum Bratunac**, the NGO "**Maja**" equipped their office in the community of Kravica to have a suitable place to organize meetings and educational activities for women. Their office is the only place in that small rural community for the women to gather and socialize. Their mission is to work on strengthening their organization as well as to work on economic growth of their members through education in different areas such as agriculture and cattle breeding. The main activities within this project included organizing three round tables/ lectures on the following topics:

- Gender issues
- Family planning and child rearing practices
- Women's health and social protection and services.

These round tables had a massive response and were very well received by the 64 women who attended. Each of these round tables raised many questions regarding women's issues and their role in society. The participation in the round tables helped women to become more aware of their rights and responsibilities. Through its project activities the NGO has expanded membership from 68 to 95, and created a gathering place for women. The location has become small women's center, recognized by the whole community as a place capable of articulating women's interests and needs in order to encourage and empower women to take an active role in civil society development.

3.3 RESULTS AREA THREE:

Development of Indigenous NGO Support Structures

When ADF asked the Bosnian NGOs in June 2001 to name support structures, the most common response was that there were none. Additional probing elicited the names of a few key resources: the Center for Promotion of Civil Society (providing support to the sector as a whole) and the Tuzla Reference Group. Despite these laudable initiatives, Bosnian civil society was drastically under-served. Many areas of the country in both Entities had no support structures in place. Additionally, there were almost no support structures that focus on specific sectors.

As a direct result of DemNet II work, in June 2004 there are four NGO Resource Centers supporting NGOs from Drvar, Sanski Most, Tuzla and Doboje. Twenty-two telecottages in rural areas provide office support services to local NGOs in their locations, and provide access to information and networking that would otherwise be unavailable. The Doboje resource center specializes in supporting NGOs meeting the needs of people with disabilities. There is also a national Foundation serving the needs of orphans and other children not in parental care.

A Telecottage Association, created under the DemNet II program, supports the development of the telecottage industry. Finally, resources for training the civil society sector exist through two new institutions: Izbor Plus, a registered and experienced NGO training & consulting organization, and a Trainers' Network of for-profit and non-profit trainers.

3.3.1 RESULT 3.1 - SKILLED TRAINERS

Cadre of highly skilled trainers exists with the capacity to meet local NGO organizational development and management needs

Indicator: Independent assessment of trainers' skills and evaluations by participating NGOs of their ability to get their needs met.

Target: Eight highly skilled trainers meeting local NGO needs

Achieved: Eight highly skilled trainers meeting local NGO needs

ADF inherited skilled trainers for the DemNet II program, and further developed trainer skills through its own training of trainers and technical support processes. The eight trainers who provided services during DemNet II have excellent communication skills, the ability to design and conduct well-organized training sessions, and proven capacity for technical assistance that measurably transfers knowledge and skills.

DemNet II trainers (now members of the training institution Izbor Plus) conduct workshops in Strategic Planning, Policies and Procedures, Board Development, Finance Management, Marketing, Fundraising, Volunteer Management, Project Planning and Proposal Writing, Monitoring and Evaluation and Advocacy. They are highly rated by NGO clients, and consistently score between 4.4 and 4.5 on a 5-point scale in evaluations by clients. Attachment 26 presents trainer score summaries for all workshops.

Illustrative Examples of Achievement

CARE Bosnia-Herzegovina selected Izbor Plus as its training partner organization to implement the project "Strengthening Democracy in Eastern Bosnia-Herzegovina" targeting 8 NGOs in 4 municipalities. CARE commended Izbor Plus for its committed and resourceful staff and high degree of professionalism.

Mercy Corps Croatia hired Izbor Plus to provide Strategic Planning Training to a Zagreb-based NGO. 88% of the training participants rated the trainers as "Excellent". Comments from that training included: "The trainers are excellent, and very capably manage the topic. They are flexible and lead a dynamic workshop. They include all participants in the work and in that way achieve maximum results. The length of the workshop segments is well adjusted to the topic and therefore we were able to carefully follow each part of the workshop. As a result, I think that the great majority of participants got a handle on the theme and now we can implement strategic planning in our organization."

3.3.2 RESULT 3.2 – INDIGENOUS TRAINING ORGANIZATION

Formation of a local training and consulting organization

Indicator: Formal registration of this organization and the use of this organization by other contracting institutions.

Target: 1

Achieved: One training and consulting organization formed, registered, and used by other contracting parties.

The training and consulting organization Izbor Plus was registered in September 2002 and began providing services to clients outside the DemNet II program. Attachment 27 presents a copy of the Izbor Plus registration document. From September 2002 through June 2004, the organization concluded contracts with 24 clients (including ADF) with a total contract value of over \$85,000.

In addition to the former DemNet II trainers, Izbor Plus offers the technical skills of fifteen other professional Bosnian trainers, and offers training expertise in more than 20 content areas. A list of Izbor Plus trainers, content areas, and contracts to date is included as Attachment 28.

In addition, ADF and the World Bank SEED program collaborated to support the establishment of a national Trainers' Network, a membership-based organization of for-profit and non-profit trainers in Bosnia-Herzegovina.

3.3.3 RESULT 3.3 – NGO SUPPORT STRUCTURES

Creation of at least four NGO support structures providing technical and infrastructure support for the long-term development of civil society in BiH

Indicator: Existence of these support structures, managed by local NGOs, in four cities with active non-governmental sectors. This result also indicated by the services and infrastructure provided by these structures.

Target: 4

Achieved: 26

ADF created four NGO support structures to provide technical and infrastructure support for the long-term development of civil society in Bosnia and Herzegovina. These supporting structures are NGO resource centers situated in Tuzla (BOSPO), Dobož (Dystrophy Association Dobož), Sanski Most (Dom Mladih / Youth Center) and Drvar (RRS / Refugee Return Service).

In Tuzla, BOSPO provides training, material, consulting, facilitation, project implementation, resource distribution, information distribution, and office services to local CSOs. ERC – Dystrophy Association in Dobož organizes training, database development, publications, web development, resource distribution, internet use, information distribution, rent equipment, coalition membership, and works with disabled people. The Youth Center in Sanski Most organizes training and seminars, hosts meetings, distributes information, and provides database development, NGO - Forum registration assistance, and resource distribution. Finally, the Refugee Return Service in Drvar assists local CSOs with training, database development, publications, project implementation, information distribution, WEB development, and resource distribution

In most cases, local telecottages also serve as NGO support structures, providing meeting space, access to information, and training services as well as operational support. ADF also created the Telecottage Association, a nationally registered membership organization that serves the development and capacity needs of 22 DemNet sponsored and 2 Danish government sponsored telecottages nationwide.

Attachment 29 provides a description of grants provided to strengthen support institutions. A full list of NGO support structures in BiH (those that developed through the DemNet II program along with those that have developed without DemNet II support) is provided as Attachment 30.

Illustrative Example of Achievement

The **Sanski Most Youth Center** negotiated the donation of a building from the municipal government to house an NGO Resource Center. The Sanski-Most Resource Center opened on October 29, 2002. The Resource Center receives support as an item in the municipal budget, and has established a good relationship with the municipal government, as well as with the other NGOs and citizens. The Sanski Most municipality further supports civil society development through a new position, a Coordinator for the cooperation between government and NGOs.

The Resource Center organizes training/workshops including Project Proposal Writing, Policies and Procedures, Conflict Resolution, Media and NGO sector, Strategic Planning, and Fundraising. The Center enabled numerous inexperienced and undeveloped local NGOs to strengthen their organizational and professional capacities by educating them through training/workshops, and providing them with space, equipment and consulting services.

One offshoot of the Sanski-Most Center has been the formation of a local NGO Forum, for which the Resource Center provides space and equipment. The Sanski-Most NGO Forum was officially registered at the Cantonal Ministry on February 21, 2003. The NGO Forum includes 15 local NGOs from the region. The Forum organizes regular monthly meetings, provides all necessary information for its members and plans joint activities. The Forum collects a membership fee and is actively engaged in advanced planning for operations and sustainability. They have applied to IOCC with the project "Forum Business Center". This project (27,000 KM) was approved at the beginning of August 2003, and the Forum will continue to provide support and services to the NGOs and help the further development and strengthening of the NGOs in the region.

3.3.4 RESULT 3.4 – ORPHAN SUPPORT

Creation of a specialized NGO support foundation providing technical, infrastructure and financial support to orphan child institutions and NGOs.

Indicator: Existence of this foundation and the degree to which the foundation provides services to institutions and NGOs.

Target: 1

Achieved: One specialized foundation established. Interim support provided to 14 institutions. Three active orphan-support coalitions established.

The Land of Peace and Friendship Foundation was established by French and Bosnian citizens to serve the needs of orphans through therapeutic and creative activities. Its capital assets, mostly in land and infrastructure, exceed USD\$1 million. ADF helped established the first off-site grants program for the Foundation enabling it to fund activities supporting its mission in other parts of the country. As part of this effort, ADF established a grants management system that has since been institutionalized by the Foundation. The Foundation is fully self-supporting at present. ADF technical support was critical in helping the foundation establish and train a board, recruit staff and initiate a program. The Foundation now has grant making, financial management and operational policies and procedures in place. The Foundation established cooperative relationships with NGOs throughout Bosnia-Herzegovina as well as public institutions such as Dom Bjelave-Sarajevo (orphanage) and primary schools in Rajlovac and Ilidza. These relationships are now being sustained by the Foundation. The Foundation is now providing services and therapeutic experiences to increasing numbers of orphans and is in good financial shape for the future.

In addition to supporting the creation of a specialize foundation that provides long-term support to orphan child institutions, ADF also provides 15 direct grants to NGOs for orphan assistance programs. These programs assisted a total of 982 orphans country-wide. ADF assisted in the development of three active OSAP coalitions and two orphanage based NGOs (in Zenica and Mostar). The two new orphan advocacy NGOs include young residents of the orphanages on the board who serve in leadership and policy development roles along with orphanage administrators and members of local NGOs.

Illustrative Examples of Achievement

The **Land of Friendship and Peace (LFP)** provided recreational activities in December 2002 with OSAP support. Over 120 orphans age 0-20 years were direct beneficiaries. Children who attended received gifts, toys and food packages. Sleds and a VCR (for educational programs) were provided to the orphanage. Well-known personalities from Sarajevo Canton (artists, singers, actors) participated in a gift-giving ceremony.

Koraci ("Steps") is a new orphan support organization that grew out of the OSAP program. Mostar has been a city divided by more than a destroyed bridge. The city and its multiple orphan service providers represent the divisiveness and lack of basic communication that typifies service provision in BiH. The OSAP program served as a catalyst for increased communication and cooperation. During the OSAP regional coalition formation period May-July 2004, representatives of various institutions of the divided city of Mostar and surrounding area met together and discussed common issues for the first time since the war. Among them were Dr. Sandra Jovanovic, a representative from the Medjugorje Orphanage (West Mostar) and Sabaheta Kadic, a representative of Mostar Orphanage (East Mostar). These two decided to work together to establish a new NGO whose mission is to advocate for the rights of orphaned children. As a result of their efforts, the NGO "Koraci" (Steps) was registered in July 2004. Founding members of this new organization are current and former orphans from both orphanages and representatives of NGOs from the Hercegovina region. Currently, the organization is in process of capacity development.

A full description of the initiatives conducted and results achieved through OSAP grants can be found in Attachment 31.

3.3.5 RESULT 3.5 - TELECOTTAGES

At least 12 telecottages operated by NGOs serve the needs of local NGOs, business and the community

Indicator: Existence of telecottages, managed by local NGOs, providing at least four services to local NGOs, business and the community.

Target: 12 telecottages providing minimum of four services

Achieved: 22 telecottages managed by local NGOs exist and provide a minimum of seven services each. A Teledom Association has been formed to provide ongoing networking assistance and support for the continued development of the telecottage movement in BiH.

ADF assisted the establishment of 22 telecottages operated by NGOs to serve the needs of local CSOs, business and the community. Ten of these telecottages (or teledoms, as they are known locally) operate in the Federation and 12 in the Republika Srpska. Six telecottage managers are Bosniak, twelve are Serbian and four are Croatian. A full list of telecottages is provided as Attachment 32.

The basic services provided by all 22 telecottages include computer-, internet- and e-mail access, small business and NGO office services, basic computer education, and basic English language education. Every telecottage provides space, as available, for local community meetings, public lectures and round tables on topics and subjects of public interest and benefit. Every telecottage also has a Community Resource and Tourism Resource database to

provide essential information for the local community and visitors. Beyond these basic services, individual telecottages provide additional services to meet the needs of their communities and clients. A comprehensive list of services that have been provided by telecottages formed under the DemNet II program is found in Attachment 33.

Managers of telecottages were trained on how to start-up a telecottage in 2001 and 2003. The West Hercegovina NGO representatives and proposed managers participated in a World Learning-organized third country training in Hungary and Vojvodina in November 2001, while those from the RS telecottages participated in a similar program in May 2002. Additional training and technical assistance was provided by ADF as detailed in Attachment 6. The European Union of Telecottages (EUTA) held its first Europe-wide meeting in BiH in September 2003 in part to recognize and encourage the development and expansion of the telecottage movement in BiH. The directors of telecottage associations from Bulgaria, Estonia, Poland, Hungary, Russia, and Serbia-Montenegro worked with ADF and local teledom leadership to organize the educational and organizational development event for EUTA and BiH teledoms. The BiH Telecottage Association became a founding member of the European Union of Telecottage Associations (EUTA) in March 2004 at the constitutive assembly meeting of EUTA in Budapest, Hungary.

Telecottages are developing financial sustainability. Many operate in locales provided free of charge by local government. The telecottages also generate income. From December 2003-June 2004 (last three project quarters) reported income was 111,294 KM or \$69,560, an average of \$645/month per telecottage. Five telecottages have been registered as new NGOs by the NGO that established it, while the rest are branch offices of existing NGOs.

In looking toward the continued expansion of the telecottage movement, ADF assisted managers of existing telecottages to establish a Teledom Association. Teledom Association of BiH was officially registered effective March 18, 2004; its web site can be viewed at www.teledom.org/en/. It is the first association registered on the state level whose members are institutions operating in both entities and managed by all ethnic groups. This marks a success not only in the DemNet program, but generally for BiH. A description of the Telecottage Association can be found in Attachment 34.

Illustrative Examples of Achievement

The Kotor Varos Telecottage is the only place in the community where citizens can access the internet and use e-mail. The telecottage hosts a website and publishes a monthly news magazine. It has 10 regular business clients, provides business services and training, and rents space to a local micro-credit association. The municipality publishes reports and information in the telecottage news magazine. The telecottage's premises are provided free of charge by the municipality.

Telecottage Zvornik provides technical support and research services for print and broadcast media correspondents from Zvornik and elsewhere. Media benefiting from this service include: "Glas Srpski" Banja Luka, "Vecernje Novosti" Beograd, "Dnevni Avaz" Sarajevo, radio station "Radio Osvit" Zvornik, TV stations "TV Zvornik" Zvornik and "BN Televizija" Bijeljina. Newspaper articles and photos are sent from the Telecottage on a daily basis to a variety of media. As a result of this good co-operation, the Telecottage and its operating NGO, CIPP Zvornik have been featured or presented in all of the above media at least once in

each quarter. Telecottage Ljubuski and Fojnica provide similar media support services. Both centers provide free Internet access for reporters to research and prepare news stories.

3.4 RESULTS AREA FOUR:

Increased Citizen Participation in the Municipal Development Process

Civil society, the private sector, and government must be active in supporting the development of strong democratic governance in BiH. Civil society organizations (which include associations of citizens, humanitarian organizations, professional associations, membership associations, NGOs, and democratic trade unions) can be highly effective means of aggregating and channeling citizen participation. They can monitor government performance and demand accountability. These functions become more effective when public institutions develop mechanisms that facilitate citizen and civil society involvement in all phases of the policy process.

ADF received a modification to its cooperative agreement in January 2003 adding \$700,000 to establish a new Nova Praksa (New Practices) grant program. This grant program was to support local initiatives that enhance dialogue, cooperation, and partnership between civil society and government in Bosnia-Herzegovina. DemNet II's core training and technical assistance also supported Nova Praksa. Of particular interest were the development of mechanisms for public involvement in policy making, implementation, and review. Such mechanisms include public hearings, multi-sectoral boards or consultative committees, the appointment of CSO representatives to official decision-making bodies, and others.

ADF funded 27 projects through the Nova Praksa program. One project was terminated due to failure to perform. Nova Praksa projects were implemented in 21 municipalities throughout BiH. 20 projects were implemented in 17 municipalities in the Federation, eight projects were implemented in six RS municipalities. Four municipalities (Jajce, Maglaj, Bihac and Orasje) had two projects each. Results included:

- 20 participation mechanisms were established or re-invigorated through strengthening the capacity of municipal government or public institutions
- Collaboration between municipal officials and the public resulted in the participatory development of economic development policies and Local Environmental Action Plans
- With increased openness of municipalities to citizen participation, the DemNet program also saw increased willingness of citizens and local business to participate in local development activities – including the willingness to contribute time and resources.
- Sixteen public-private partnerships for local development activities were created.

A Results Table for the Nova Praksa component can be found in Attachment 35 and a full description of the initiatives conducted and results achieved through Nova Praksa Grants can be found in Attachment 36.

3.4.1 RESULT 4.1 – PARTICIPATION MECHANISMS

Increase in new participation mechanisms established or old mechanisms re-established

Indicator: Number of mechanisms for public participation being used that either did not exist or were not being utilized prior to the program.

Target: Net increase

Achieved: Twenty participation mechanisms established or re-invigorated.

DemNet II provided technical and grant support to assist municipal government in developing participation mechanisms. Twenty (20) mechanisms that enable municipal government or public institutions to provide services and get feedback from constituents were established or re-established. Examples of such mechanisms include:

- Providing public library with computer, other office equipment and Internet connection needed for establishment of direct link between local government and citizens
- Improvement of services provided by the main registrar office and its sub-offices in local communities of Teslić Municipality to citizens. Creation of unified electronic database. Provision of necessary hardware and software and training personnel of municipal and LC offices
- Establishment of an information center with unified database in the Registrar office in municipal building. Installation of informational terminals (info kiosks) that will provide information and direct link with municipal administration
- Public meetings for input on policies and other public decisions

Illustrative Example of Achievement

The Bureau for Planning and Urban Development in Kalesija used Nova Praksa funds to purchase equipment and software needed to create a digital database on property ownership and land-use designation and to develop a Municipal Land Use Plan. When all equipment was purchased and installed, the software provider trained personnel. Staff input all real estate data and issuing of land use permits. The Bureau for Planning and Urban Development formed four consultant teams, made of 32 volunteers, who prepared public campaigns and held public discussions in all 16 local communities. The purpose of these public discussions was getting citizens involved in the creation of draft land use plans of Kalesija municipality. There were 420 citizen inputs related to land use planning. 78% of them were complaints related to land used for construction and the rest of them complained about agricultural land. At public discussions organized by this municipal department all of those complaints were discussed in the presence of representatives of local authorities, political parties, LCs, NGOs and other institutions. These activities resulted in conclusions that were included into the final version of the municipal land use plan. This is the first official document accepted by the municipal administration and cantonal ministry that initiated development of municipality in a planned manner. The project was well covered by the media. This grant enabled procurement of a special software package (including training/technical support), computer, plotter, printer, scanner, UPS, laptop and video projector. Since the new methodology was introduced, the number of client visits to the Bureau for Planning and Urban Development increased by 35%.

3.4.2 RESULT 4.2 - PARTICIPATORY LOCAL DEVELOPMENT

Increase in number of major local development activities that take into account input from participation mechanisms

Indicator: Number of activities that were planned or affected by public participation

Target: Increase in number of activities

Achieved: Four major local development activities.

Although participation mechanisms may exist, it is important to be able to demonstrate that the participation they produce can have an effect on municipal decision-making – particularly in the area of local development. Through the DemNet II program four major local development activities were demonstrably affected by input received from citizens at the planning or implementation phases.

Illustrative Example of Achievement

NGO Bosanska Krupa 2001 and Initiating Committee of the Economic Forum (EF) held numerous public discussions and meetings with local and cantonal authorities, business, and NGOs about the establishment of an EF. Distribution of promotional materials and media campaign resulted in enormous interest and response from guests and citizens. More than 200 people were present at the founding assembly. After the presentation of EF project, President of the Forum and Presidents of all boards, members of Executive board and Sub-committees were elected. Representatives of international organizations, prominent entrepreneurs, foreign investors, representatives of other municipalities, Cantonal Prime minister, President of municipal council and Mayor addressed participants. EF membership includes 80 entrepreneurs, municipal officials and NGO representatives. The EF Executive board produced an Activity plan with a timeframe. The first product was a comprehensive database on the municipal economic situation that enabled creation of a social-economic map of Bosanska Krupa. Experts participated in workshops to draft a Development Strategy of Bosanska Krupa Municipality. Adoption of this document by Municipal Council will be due in September 2004. The EF Boards held 10 meetings attended by 126 people, a pre-constitutional conference attended by 60 people and 3 program workshops attended by 90 persons. The Municipal Economic department received a digital projector, server, 6 computers, scanner, printer and telefax.

3.4.3 RESULT 4.3 – PUBLIC-PRIVATE PARTNERSHIPS

Increase in public-private partnerships in local development activities

Indicator: Number of new public-private partnerships

Target: Net increase

Achieved: Sixteen public-private partnerships.

The concept of public-private partnerships takes citizens beyond the role of passive beneficiaries of local development activities and makes them an active partner in the process. Under the Nova Praksa grant program there were sixteen public-private partnerships in local development activities. These ranged from joining volunteer citizen labor with municipal public works equipment for community clean-up to a project that brought together volunteer

labor, financial contributions from families, municipal funding and donations from private enterprise to construct a water supply system.

In addition to the public-private activities undertaken through Nova Praksa, 38 additional partnerships were formed under other DemNet II program components.

Illustrative Example of Achievement

The City of Mostar consisted of six Municipalities at a time when one of them (Municipality Mostar North) in partnership with local Youth Center, GERC "Sumejja", local Ecological section "Munika" and Local Community Council, applied for Nova Praksa funding to install roadway lights and remove and flatten illegal waste dumps. This was not only a matter of solving road lights and clearing litter but also resolving a security issue for inhabitants, especially children. During the proposal review process, the OHR terminated all six Mostar Municipalities to integrate them into one unified City Administration. Just when the project was approved, the municipality ceased to exist. ADF, bearing in mind that all the other donors to Mostar North stopped funding or were on stand-by, decided to fund the project through 'GERC Sumejja'.

Project implementation went smoothly and met deadlines. Matching contributions exceeded expectations. When all the contributions are taken into account, the total value of the project increased to \$78,000. ADF funded 42% of total amount. Former Municipality Mostar North gave 7% just before its cessation. The new City Administration donated funds worth 16%. After the failure of tender for construction works and when it became obvious that the budget could not cover actual project costs, two local firms reduced their offers in order to contribute to their Local Community. Their contribution was worth 6% of total value of the project. A public enterprise contributed with 150 nursery plants worth 4%. A public utility company (electricity) loaned construction equipment, free of charge, worth 4%. Citizens of the local community contributed 4,500 voluntary labor hours worth 12%. Youth who surveyed citizens, analyzed and presented data, contributed 1%. Members of the project management contributed labor worth 3%. And GERC "Sumejja" contributed its staff, office and other resources worth 5%.

The project that was almost not funded due to political changes turned into a real success and a true example of what Nova Praksa was designed for – enhancing cooperation and partnership between civil society and government. In this case cooperation was developed among NGOs, local government, public institutions, business sector and citizens – youth - children. This project was not only about giving but working together to create better living conditions. Most importantly, all parties involved became aware of what they can achieve with joint efforts. They are determined to take on new challenges and work with nearby Local Communities that have asked for assistance.

4. LESSONS LEARNED

ADF's interventions have produced results that are replicable and could assist future efforts in BH, the region and elsewhere. Applicable lessons learned include the following:

4.1 PROJECT DESIGN & MANAGEMENT

4.1.1 IMPORTANCE OF LOCAL KNOWLEDGE AND EXPERIENCE

A project designed and managed in the field by individuals familiar with the situation and context is more likely to succeed. ADF's expatriate staff had extensive experience in Bosnia and other East European countries in transition and in working in environments experiencing ethnic tension. The Chief of Party had extensive knowledge of the country/region and appropriate language skills, which contributed to more rapid initial start-up and to long-term success. In addition, ADF's Deputy Director brought to the project over a decade of experience in the CEE working in NGO management and leadership development. ADF's national staff also had experience working in the international environment and additionally benefited from ADF internal training and by attending ADF workshops.

4.1.2 ADD-ONS CAN BE EFFECTIVELY INCORPORATED

ADF's flexibility in project design and implementation enabled the project to respond quickly and effectively to changes in the operating environment. The amendments to the Cooperative Agreement covering varied components responsive to needs are exemplary of this flexibility. The collegial working relationship established with USAID-Bosnia also enhanced the success of the project. The consultative process that existed between USAID and ADF under the Cooperative Agreement could serve as a model for other missions and implementing partners to follow.

4.1.3 ADF'S INTEGRATED APPROACHES TO CAPACITY BUILDING ARE EXCEPTIONAL

The comprehensive model and strategy of planned and targeted intervention used by ADF -- which includes training, technical assistance, and grants -- reflect the combination of needs of nascent and emerging NGO organizations to strengthen their role in civil society. To be optimally effective, the model is adapted within each context. Experience has shown that technical assistance and coaching that provide hands-on assistance and relationship building, although more time-consuming, has greater impact and value than one-off workshops. Often, NGO representatives attending workshops do not share knowledge gained with other members of their organization. Frequent NGO staff changes or departures resulted in a loss of skills for the organization concerned. Therefore, ADF followed up with hands-on training and technical assistance after each workshop. This approach also allows individual organizations to receive the appropriate amount of attention depending on their individual needs and level of development.

4.1.4 APPLY NEW TRAINING SKILLS IMMEDIATELY

Training of Trainers is most effective when trainers learn new skills and immediately use those skills. For example, the Advocacy ToT was designed to improve training skills and understanding of advocacy. In addition, a trainer's guide for a 4-day workshop was developed during the ToT. Advocacy Workshops for NGOs were delivered within 10 days of the ToT.

4.1.5 IMPORTANCE OF PLANNING FOR SUSTAINABILITY

The sustainability strategy was designed and built into the project from the start-up phase. This included reducing the budget for staff each year. Training staff began the transition developing and managing an independent training institution very early on in the project. A business plan was developed in the first year. The training organization was registered in Month 16 of a 36-month project. Afterwards, the founding members, as they became part-time ADF staff, endeavored to build a client roster for their organization with significant initial encouragement and assistance from ADF.

4.1.6 SELECTION OF NGO PARTICIPANTS

The selection process to choose candidates for the IAP program was time-consuming and rigorous, but allowed ADF to select the NGOs best-suited for the program. Clear criteria, applications, and individual site visits to short-listed candidates is one we recommend to others, because it worked well. Further, ADF engaged NGOs who had completed the program as panelists in the final selection meeting. These NGOs thus gained a better understanding of the fair and rigorous nature of the entire process.

4.1.7 INVEST IN DECENTRALIZED OFFICES

In DemNet I, Program Advisor staff in Mostar, Tuzla and Sanski Most were treated as home-based consultants. ADF sought to professionalize their working environment by establishing field offices, operating procedures and project vehicles to enable the Program Advisors to better reach clients and serve their needs. This was important because it instilled a greater sense of responsibility in the staff and also provided appropriate resources to enable them to get results.

4.2 SUPPORTING CITIZEN PARTICIPATION & CIVIC ENGAGEMENT IN BiH

4.2.1 THE IMPORTANCE OF APPLYING LEARNING AND PRACTICE

The practical nature of ADF's assistance under DemNet II led to exceptional results. For example, in advocacy, ADF assisted the NGO to gather concerned people together to define the problem or issue, then provide training in how to design, organize and implement a campaign. The ADF staff then followed up by providing ongoing technical support during the planning, implementing and evaluation of the relevant action. Financial support was made available to implement the campaign and to maximize citizen involvement in the process. Leaders and members of advocacy campaigns are now able to see the usefulness of advocacy for a wide range of areas. It's not just lobbying for legislation.

The Program Advisor was seen as a "team member" and partner of the NGO. Ongoing technical assistance visits and being in the field is an approach that is most effective and appreciated by NGOs. NGOs commented that they thought of ADF as being flexible and, most importantly, providing leeway to make and fix mistakes.

4.2.2 THE IMPORTANCE OF NETWORKING

The ADF NGO Fair led to an appreciation of citizen power and provided an opportunity for NGOs to feel valued. It also served as the incubator for coalitions through the establishment of a Coalition Corner for meeting of individuals with similar issues and interests.

For the first time, small rural grass-roots CSOs received training and grants. Regional internships have a role and can be very important in providing concrete and practical advice for NGOs when they are directed by NGO needs, provided regionally, and ideally without language barriers.

4.2.3 EVEN "DINOSAUR" ORGANIZATIONS CAN BE REFORMED

When ADF accepted the Association of Professional Drivers into the IAP program it was taking a risk. For the most part these older, communist-era, obligatory professional associations are barred from participating in programs aimed at reform. It is usually assumed that they are too set in their ways, or that their reputation is too negative. Under DemNet II we proved that even a hidebound old pre-war organization can transform into a modern advocacy-oriented group that advances the interests of its membership and looks beyond its borders (to another entity and to other countries) in a continuing quest for legitimacy and effectiveness. The Executive Director of the Driver's Association cornered the Chief of Party at the DemNet Awards Ceremony and, brimming with enthusiasm, explained how through this experience he has become aware of the power of his association (and its many members) for reform. He promised that he (and they) wants to keep pushing issues forward. Their success in the campaign was very motivational for them

4.2.4 TIMEFRAME FOR ASSISTANCE

Most NGOs commented that 9-10 month IAP periods were too short for all training, TA and implementation of strategic planning, an advocacy campaign, policies and procedures, etc. The package approach would have been better if there had been more opportunity for supplemental assistance after the basic IAP took place.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 CONCLUSIONS

The sustainability of DemNet II's institutional strengthening activities in BiH lies in the increased capacity, funding base, and effectiveness of the NGOs with which it has worked. These organizations, founded and developed under difficult conditions, demonstrate a level of commitment that bodes well for their continued survival. Moreover, with ADF's assistance these civil society organizations have established their legitimacy in the eyes of constituents, donors and the various levels of government alike. They are staffed with trained, experienced professionals who are able to conduct their organizations more effectively and efficiently. Also, they have demonstrated an ability to identify local and international resources and raise funds, and have expanded their funding base to multiple donors.

Participants will remember DemNet as a time when they learned a lot and put that learning into practice. NGOs are more diverse in their financial and material support than they were before our help. We introduced new approaches to learning for Bosnia (workshop followed by technical assistance followed by practical application).

The DemNet II program has established conditions whereby many CSOs are now driven by the needs and interests of their clients, constituents and community, rather than by those of the donor. NGOs understand the important of their constituents to keep their organizations strong. DemNet II pushed the NGOs out of the "humanitarian" or "entitlement" mindset so

prevalent in BiH in a number of ways. First, we had an ongoing emphasis on long-term impact rather than short-term activities. We made clear we weren't interested in hearing only about the number of public meetings they had but what these meetings produced or led to in terms of changes for their constituents. Furthermore, we required NGOs (and local government under the Nova Praksa program) to be fully accountable for their results as well as their financial management.

DemNet II clients responded, and they are proud of their ability to meet a high level of professional standards. Furthermore, the NGOs that ADF encouraged and supported have the capacity to continue to further citizen participation in BiH. Their strength lies not only in a conceptual understanding and appreciation for advocacy and other techniques to promote citizen participation, but also in the concrete and successful experience of undertaking these actions. ADF also provided assistance to small and rural communities that were often somewhat isolated or off the beaten path, and who would never generally have had access to donors. DemNet II was able to influence and impact the far reaches of the country.

The program has also had a very important impact on the relationship between government and NGOs. DemNet II served to bring local government and civil society together for action. It increased the visibility and legitimacy of NGOs and other civil society organizations in communities, media, with local government and with business. The results achieved through successful advocacy campaigns and joint action are remarkable in itself. Not only was ADF's advocacy training translated into practice, but the campaigns resulted in important changes that would otherwise not have happened. The positive experience from citizen participation that was gained on the government side as well as on the NGO and citizen side is likely to impact the governance relationship well into the future.

Finally, DemNet II is leaving a network of NGO support institutions that can continue to contribute to the development of civil society and citizen participation in Bosnia-Herzegovina. Four NGO Resource Centers are spread throughout the country, as well as more than a dozen coalitions that are a source of ongoing institutional development for their members. The telecottage movement is an important part of the support network. Telecottages provide a non-partisan environment where members of all ethnic groups gather, gain access to new information resources, and are able to relate better to one another and the rest of the world. The BiH Teledom Association is a founding member of the European Telecottage Association and is cooperating with three associations from now EU member countries (Hungary, Estonia and Slovakia). Furthermore, the first national Bosnian training organization, Izbor Plus, is well established, earning income, and providing continued quality training to local organizations.

ADF's DemNet II program was one of those rare occasions on which conditions in a country, the design of a program, and the way in which it is implemented combine to have an impact extending far into the future. As stated in the USAID/BiH 2004 Civil Society Assessment: "The DemNet project has played a significant role in building a critical mass of professional NGOs throughout the country and representing an array of sub-sectors. Its focus on internal capacity building has had a direct effect on external performance and impact of beneficiaries, as well as their prospects for sustainability, which has increased their confidence levels. Its emphasis on networking and coalition building has had multiple positive effects... Its support of NGO advocacy and civic initiatives has led to public-private partnerships and tangible outcomes..."

5.2 RECOMMENDATIONS

Democratic institutions and leaders are emerging and the NGO and civil society infrastructure is transitioning from a more nascent stage. DemNet has done much to support and even help initiate the processes leading to a stronger, more democratic civil society which is now more able to monitor and even effectively engage a complex and inefficient government to achieve citizens' interests and goals. New leaders and organizations are now capable, albeit on unsteady legs, to more effectively represent themselves and their constituency and community interests to government and to donors rather than quietly abiding government decrees and single focus donors.

While the NGOs assisted under ADF's Cooperative Agreement have been successful in developing alternative funding resources, the loss of USAID funding will be a blow. It is unrealistic to expect that local philanthropy in BiH has developed sufficiently or has the capacity to "kick in" to replace radically diminished USAID support. It is also unrealistic at this particular point to adopt a market-based approach to BiH NGO development so early in its infancy, i.e. expecting the sector to "consolidate" in the absence of funding and other support from the local communities. In this case, consolidation means that many useful NGOs will go out of business because support from local communities is simply not available and not forthcoming due to economic stagnation. The chosen approach neglects and ignores the obvious current momentum and success evident in coalition and telecottage activities and does not reinforce or reward the current and significant all-entity success and civil society organization evolution made to date.

This is still a critical time for BH civil society and democracy development and the U.S. needs to 'stay the course' to ensure better prospects for positive outcomes. There is no doubt that the services and activities of these organizations remain critical in Bosnia. In addition, this is not the time to abandon BiH's true civil society representatives, leaders and change agents. Support should continue and even be increased during the next three year period, if not only for 'development' purposes then to secure the gains and maximize the benefits of past investments. This will ensure ongoing development in the region and contribute to security in the larger global community.

Support to NGOs need not be a stand-alone activity. CSOs should be integrated into all aspects/pillars of USAID programs. It is a cross-cutting sector. In many development areas, CSOs are the ones taking the lead and being pro-active. These activities are welcomed and even applauded and joined by government officials as seen with the large cross-sector participation in the orphans and alcohol and drug abuse prevention coalitions. Citizen participation should also be highlighted in these development efforts. Continued strengthening of the CSOs that participate in sectoral development work should take place.

Well managed programs and organizations that expand and support citizen participation activities and produce concrete results should continue to receive support in order to build on the current momentum and success resulting from USAID's past DemNet investment. New emphasis should be placed on supporting issue-based groups of citizens and nascent community-based 'grass roots' groups and volunteers to enable problem solvers to learn how to organize themselves and others more effectively to achieve results, not just registered

CSOs or government. Future support should take into consideration the DemNet and Izbor Plus assessment of NGO needs.

The telecottage Association and its members can be included in economic development and local government programs.

Finally, we recommend that there be increased/expanded regional (EE, SEE) cooperation and contact on a regular basis. Also opportunities should be provided for valuable exchanges to occur between BH civil society organizations and counterparts in adjacent countries and the region to encourage ongoing growth and continuation of learning.

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #1.1: At least 40 Bosnian NGOs will strengthen or increase their operational capacity, diversification of funding, internal governance, community liaison, and ability to use the media							
All NGOs have clear and understood mission statements that correspond to activities and is publicly presented.	Definition: Written form, understood by the staff, board and NGO members...(at least three persons gave same explanation), publicly presented (on the wall, brochures, pamphlets etc.). Unit: Number of NGOs	NGO staff, board members, NGO members; Written materials, notes and internal reports from PAs	Assessment process	At the start and the end of the IAP cycle	PA with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director
All NGOs have written Strategic Plan with financial plan for next 3 to 5 years	Definition: Written form, with projection of 3 to 5 years budget, reviewed each year. Unit: Number of NGOs	NGO staff, board members, NGO members; Written plan, notes and internal reports from PAs	Assessment process	At the start and the end of the IAP cycle	PA with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director
COMMENTS/NOTES: Assess usefulness/impact, where is applicable, of Internship and/or Mentoring relationships.							

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				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #1.1 (cont.): At least 40 Bosnian NGOs will strengthen or increase their operational capacity, diversification of funding, internal governance, community liaison, and ability to use the media							
All NGOs have adequate personnel system	Definition: Internal policies and procedures (staff manual that includes job descriptions, contracts, statute, bylaws, conflict of interest statements, hiring policy and vacation policy, organizational chart etc) Unit: Number of NGOs	NGO staff, board members; Written materials	Assessment process, PA's reports	At the start and the end of the IAP cycle	PA with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director
All NGOs exhibit decentralized decision-making, both at the governing and daily executive level	Definition: They have established system of delegation of tasks, transparent decision-making, involvement of Assembly and Board members in decision-making is limited to specific points, flow of information, developed teams and leaders etc Unit: Number of NGOs	NGO staff, board members; Written materials	Assessment process and PA reports	At the start and the end of the IAP cycle	PA with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director
All NGOs implement clear and complete financial management and control systems that are in compliance with local regulations and they are able to meet donors' requirements.	Definition: They have policies about financial management and control system, which are implemented in a practice; Written reports to local authorities, donors according to funding agreement and with internal policies. Unit: Number of NGOs	NGO staff, board members; Reports; written plan	Assessment process and PA reports	At the start and the end of the IAP cycle	Finance manager and assistant	Quarterly	Finance unit, Country Director
COMMENTS/NOTES: Assess usefulness/impact, where is applicable, of Internship and/or Mentoring relationships.							

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				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #1.1 (cont.): At least 40 Bosnian NGOs will strengthen or increase their operational capacity, diversification of funding, internal governance, community liaison, and ability to use the media							
NGOs have diversified financial portfolio	Definition: More than two different donors, international and local, (membership fee, service providing, income generating projects, etc) and written Fundraising plan. Unit: Number of NGOs	NGO staff, Contracts with donors	Assessment process and PA reports	At the start and the end of the IAP cycle	PA with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director
All NGOs have a defined and understood governance structure	Definition: They have established NGO Assembly and Board. NGOs have Statute and Bylaws which regulate democratic governing and managing NGO/roles and responsibilities of the Assembly, Board and staff in written form. All staff understand structure. Unit: Number of NGOs	NGO staff, board members, written documents	Assessment process, PA notes and reports	At the start and the end of the IAP cycle	PA	Quarterly	PA, Country Director
COMMENTS/NOTES: Assess usefulness/impact, where is applicable, of Internship and/or Mentoring relationships.							

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				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #1.1 (cont): At least 40 Bosnian NGOs will strengthen or increase their operational capacity, diversification of funding, internal governance, community liaison, and ability to use the media							
75% of NGOs strategically use the media to inform the public of their activities or issues and have a public relations plan and media archive.	Definition: Press releases, pamphlets, brochures, public relations plan and media archive, participating and organizing in various media (print and electronic) events Unit: Number of NGOs	NGO staff, board members, promotional material and written documents	Assessment process and PA reports	At the start and the end of the IAP cycle	PA with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director
75% of NGOs take actions to strengthen and develop community and constituent relationships and support for the organization	Definition: Developed system of communication with constituent and community through public meetings, round tables, events etc. Increased number of information exchanges, volunteers included in planned voluntary programs. Unit: Number of NGOs	NGO staff, board members, members of NGO; Written reports	Assessment process and PA reports	At the start and the end of the IAP cycle	PA with cumulation by the Results Monitoring Manager	Quarterly	PA, Country Director
COMMENTS/NOTES: Assess usefulness/impact, where is applicable, of Internship and/or Mentoring relationships.							

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #1.2: At least 40 Bosnian NGOs will increase their capacity to conduct advocacy on behalf of their members or constituents and to mobilize member/constituent participation in the effort							
NGOs increase score on the civil society organization (CSOs) advocacy capacity index	Definition: The ADF Advocacy Capacity Index Unit: Number of NGOs	NGO staff, board members; CAP reports	Formal assessment at start & end of IAP cycle. Update on advocacy conducted during PA visits	At the start and the end of the IAP cycle and quarterly	PA with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director
COMMENTS/NOTES: The advocacy index is attached.							

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #1.3: At least 20 DemNet I graduates increase their institutional capacity in at least one substantive area							
Increased capacity of institutional strength before and after capacity building for Dem Net I NGOs receiving Advanced Training Grants	Definition: Assessment in area for which they apply and receive advanced training Unit: Numbers of NGOs that increased institutional capacity	NGO staff, Board Members, written materials	Assessment process	At the start and the end of ATG	PA with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director
COMMENTS/NOTES: Assess usefulness/impact, where is applicable, of Internship and/or Mentoring relationships.							

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #1.4: At least 50 additional NGOs will gain increased skills in at least one area related to their operational or advocacy capacity							
Increased skills and understanding in NGOs of presented topics after half-day or one day workshops	Definition: Pre and post workshop NGO self-assessment and workshop evaluation Unit: Number of NGOs	Training participants; Evaluation forms of NGOs	Workshop assessments	On the beginning and ending of the each mini-workshop Cumulate monthly	PA with cumulation by the Results Monitoring Manager	Semi - annual	Internal: Results Monitoring Manager. External: Country Director
COMMENTS/NOTES: Assess usefulness/impact, where is applicable, of Internship and/or Mentoring relationships.							

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT 2.1							
An increased number of CSOs participating in DEM NET program in short- term issue- based coalitions that publicise the results of their work							
Increase in the number of NGOs belonging to Coalitions before and after DemNet II interventions	A coalition can be ad hoc or registered, but should have a written memo of understanding, signed by all coalition members. MOU clearly defines the goals and objectives, and method of publicizing their expected results. UNIT: Change in the number of NGOs that show they belong to coalitions	IAP recipients and DemNet I NGOs	1. Assessment at the beginning of program 2. Periodic Assessments YY 1-3	Month 3, Year 1, Quarterly	DF/CB Facilitator	Quarterly	Internal: DF/CB Facilitator External: CD
Increase in number of coalitions before and after DemNet II interventions	A coalition can be ad hoc or registered, but should have a written memo of understanding, signed by all coalition members. MOU clearly defines the goals and objectives, and method of publicizing their expected results. UNIT: Change in the number of coalitions	IAP recipients and DemNet I NGOs	1. Assessment at the beginning of program 2. Periodic Assessments Y1-3	Month 3, Year 1, Quarterly	DF/CB Facilitator	Quarterly	Internal: DF/CB Facilitator External: CD
COMMENTS/NOTES							
Dialog Fora , Coalition Building Training/TA							

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT 2.2 Increase in amount of dialogue and consultation between CSOs and Gov't officials on policy issues and/or resolution of local problems							
Number of official meetings between CSOs and Government bodies before and after DemNet II intervention	Official meetings with Government bodies are in advance arrange meetings, with agenda, policy issue oriented, in order to achieve the resolution of local problems, documented. Unit: Number of official meetings.	Bosnian CSOs, Report on official meetings, articles in the newspapers, copy of press release; CIM Reports, CAP Reports	1) Program Advisors report; 2) PAs attending events	Baseline assessment in Month 5. Monthly updates	CIM Coordinator, DF/CB Facilitator, PAs	Quarterly	Internal: CIM Coordinator, DF/CB Facilitator. External: CD
Number of public town meetings with participation of government officials	Public town meetings: panel discussions, round tables and other public events with active participation of Government officials. Unit: Number of public town meetings,	Bosnian CSOs, Report on official meetings, articles in the newspapers, copy of press release; CIM report, CAP report	1) Program Advisors report; 2) PAs attending events	Baseline assessment in Month 5. Monthly updates	CIM Coordinator, DF/CB Facilitator, PAs	Quarterly	Internal: CIM Coordinator, DF/CB Facilitator. External: CD
COMMENTS/NOTES Dialog Fora, CIMs, CAPs							

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				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT 2.3 At least 15 new and successful project undertaken by NGOs with partnership and support from local Gov't or business in target sector							
Number of Projects undertaken by NGOs in partnership with local Gov't	The Partnership between NGO's and local Government is a relation in which they undertake joint projects that include increase participation of NGOs and citizens in public life and public decision making. These relations will be defined within document (contract, memo of understanding etc) signed by both NGO as well as gov't bodies. UNIT: Number of new projects that are designed and implemented jointly.	Bosnian NGOs, Government data base, CAP reports, Field visits, CAP agreements	Assessment at the beginning, review of CAP agreements, PA visits to and assessment of projects and the partnership	Monthly	PA with cumulation by the Results Monitoring Manager	Quarterly	Internal: PAs and Results Monitoring Manager External: CD
Number of Projects undertaken by NGOs in partnership with business	The Partnership between NGO's and Business is a relation in which they undertake joint projects that result in increased participation of NGOs and citizens in public life and public decision making. These relations will be defined within document (contract, memo of understanding etc) signed by both NGO as well as business. UNIT: Number of new projects that are designed and implemented jointly.	Bosnian NGOs, CAP reports, PA reporting	Assessment at the beginning, review of CAP agreements, PA visits to and assessment of projects and the partnership	Monthly	PA with cumulation by the Results Monitoring Manager	Quarterly	Internal: PAs and Results Monitoring Manager External: CD

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT 2.3 (cont.): At least 15 new and successful project undertaken by NGOs with partnership and support from local Gov't or business in target sector							
Project meet their results	Successful project produces 100% results. UNIT: Number of successfully projects implemented	Bosnian NGOs, NGO reports, Field visits	Assessment at the beginning and at the end of CAP grants	End of each grant	PA with cumulation by the Results Monitoring Manager	Quarterly Cumulative	Internal: PAs and Results Monitoring Manager External: CD

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT 2.4 Formation of an organic issue oriented coalition working on NGO legal and regulatory reform that develops and implement action plan to achieve this objective using available local NGO recourses							
Organic issue - oriented coalition formed	Organic issue- oriented Coalition can be ad hock or registered group of CSOs. All coalition members should sign MoU which clearly defines the goals and objectives related to the legal and regulatory reform in BH UNIT: Coalition formed (y/n)	Bosnian CSOs, Working plan in written form, Implementation plan	Coalition reports. DF/CB notes and reports on TA sessions	Quarterly	PAs, DF/C B Facilitator	Quarterly	Internal: DF/CB Facilitator. External: CD
Action plan produced and being implemented	Action plan is a written document should include information such as: who, where, when, what, why, how. Implementation means that actions in the plan are being carried out as planned. UNIT: Action plans being implemented (y/n)	Coalition reports, Bosnian CSOs	Review of action plan. Observation of action. Interviews with coalition members	Quarterly	PAs, DF/C B Facilitator	Quarterly	Internal: DF/CB Facilitator. External: CD

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT 2.5 20 initiatives conducted by grass roots based groups receiving micro grants succeed in mobilizing citizen participation							
Number of initiatives that mobilize citizen participation	The initiatives are concrete activities that contribute to local civic engagement, a locally based civil society and a democratic culture. Citizen participation includes citizen action to resolve local problems jointly, to influence local authorities, or otherwise engage in local civic affairs Unit: Number of initiatives that succeed in mobilizing participation	CIM reports, grass-roots groups, community members	Review of CIM reporting, field visits, interviews with community members	Monthly report	PAs, CIM coordinator,	Quarterly Cumulative	Internal: CIM Coordinator External: CD

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
Result 3.1: Cadre of highly skilled local trainers exists with the capacity to meet local NGO organizational development and management needs							
Six DemNet PAs rate as highly skilled in an Independent assessment of skills	Definition: Highly skilled means act on high professional level, providing required training, possessing high communication skills, ability to prepare quality material, to organize training sessions and presentations estimated through independent assessment. Unit: No of highly skilled local trainers	Independent assessment contractor at start of program. Subsequently, no. of positive participant evaluations, self-evaluation, peer evaluation	Contractor's report. DD observation and management of evaluation process	Semi-annually	DD	Semi-annually	Internal: DD External: CD
Participating NGOs state that their needs are met	Definition: Evaluation will be done through verbal form (post-trainings discussions) and written evaluation forms including participants' opinion on trainers' ability to convey the knowledge, respond to the specific needs, utilize training time, cope with conflict situations and to apply appropriate methodology in order to meet expected customers' needs. Unit: 90% of participating NGOs stated their needs were met.	Meetings with IAP NGOs, semi-annual NGO assessments of program, statistics based on evaluation forms	Collection of evaluation forms and making statistic presentation. Semi-annual assessment of program by participating NGOs	Quarterly	PAs, DD	Quarterly	Internal: DD External: CD
COMMENTS/NOTES: PA = Program Advisors. DD = Deputy Director. CD = Country Director							

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #3.2: Formation of a local training and consulting organization							
Registration application filed within first 12 months of program	Definition: Registration application filed within first 12 months of program and submitted to the responsible institutions (court or responsible ministry). Unit: Submitted Statute of the training and consulting organization to the responsible institution	Registration documentation	Review of documentation. DD reporting on technical assistance	At time of application / once	DD	After 1 year	CD
COMMENTS/NOTES: DD = Deputy Director. CD = Country Director							

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				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #3.3: Creation at least 4 NGO support structures providing technical and infrastructure support for the long-term development of civil society in BiH							
Existence of support structure in 4 cities	Definition: Existence of support structure in 4 cities means establishment of 4 resource centres in key regions in B&H with each center working with minimum 20 NGOs. Unit: number of resource centres	SIG reports, support structure staff, media and public relations materials, PA reports	Review of documentation, visits to support structures	Quarterly	PAs	Quarterly	Internal: program staff External: CD
Evaluation of services and infrastructure provided by these structures	Definition: Services and infrastructure provided by these structures involve free legal assistance, info exchange, advocacy for the sector, research on civil society issues, training and NGO related events schedule Unit: No of NGOs satisfied with service provided	SIG reports, RC evidence/ documentation, NGOs that use centres	Site visits, interviews with CSOs receiving services, observation of services, review of SIG reports	Quarterly	PAs	Quarterly	Internal: program staff External: CD
COMMENTS/NOTES: PAs = Program Advisors							

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #3.4:							
Creation of a specialized NGO support foundation providing technical, infrastructure and financial support to orphan child institutions and NGOs.							
Foundation enables NGOs serving orphans to expand services	Definition: Foundation provides at least 12 grants to NGOs located throughout the country. Unit: Number of NGOs with expanded services with foundation support	OSAP reports, support structure staff, media and public relations materials, PA reports	Review of foundation reports, visits to off-site NGO programs	Monthly	PAs, DD	Quarterly	Internal: program staff External: CD
Foundation provides increased number of on-site services to orphans and NGOs	Definition: Services and infrastructure provided by the foundation involve on-site recreational therapy for orphans and support services to local NGOs supporting similar activities throughout the country. Unit: No. of additional services and number of beneficiaries	OSAP reports, foundation evidence/ documentation, orphans and NGOs that use center	Visits to foundation, interviews with orphans and CSOs receiving services, observation of services, review of OSAP reports	Monthly	PAs, DD	Quarterly	Internal: program staff External: CD

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #3.5:							
At least 12 telecottages operated by NGOs serve the needs of NGOs, local business and the community.							
Number of telecottages operated by NGOs	The telecottages are community-bases multi-purpose info centers providing access to a range of telecommunication & office services. The telecottage also provides other services according to the needs in which it operates. Unit: Number of initiatives that succeed in mobilizing participation	Telecottages, NGO managers, community members	Review of telecottage reporting, field visits, interviews with community members	Monthly report	PAs, Telecottage Program Manager	Quarterly Cumulative	Internal: Telecottage Program Manager External: CD

PERFORMANCE INDICATOR	INDICATOR DEFINITION AND UNIT OF MEASUREMENT	DATA SOURCE	METHOD/ APPROACH OF DATA COLLECTION	DATA COMPILATION, VALIDATION AND ANALYSIS		REPORTING	
				SCHEDULE/ FREQUENCY	RESPONSIBLE PARTY	SCHEDULE BY REPORT	RESPONSIBLE PARTY
RESULT #4:							
Increased Citizen Participation in the Municipal Development Process							
4.1 Increase in new participation mechanisms are established or re-activated.	Definition: New mechanisms created, including public hearings, appointment of CSO reps. on government bodies, joint commissions. Unit: number of new mechanisms	Collect information from CSOs, govt. or legislative records.	Assessment process	At the start and the end of the NP grant	NP manager with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director
4.2 Increase in number of major local development activities that take into account input from participation mechanisms	Definition: Key decisions can be in target issue areas identified in advance. Participation mechanisms can include town meetings, joint commissions. Unit: Number of activities that were planned or affected by public participation	Monitoring govt. records or through contacts with relevant NGOs or key informants who participate in decisions	Assessment process	At the start and the end of the NP grant	NP manager with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director
4.3 – Increase in public private sector partnerships in local development activities	Definition: Partnerships should be for development or community improvement activities or policy-making. Private sector partner organization could be profit or non-profit organization. Unit: Number of partnerships.	Collect information directly from partners, partnership agreement, observation of activities, interviews with partners.	Assessment process	At the start and the end of the NP cycle	NP manager with cumulation by the Results Monitoring Manager	Quarterly	Internal: Results Monitoring Manager. External: Country Director

Attachment 2
Complete NGO List

No	NGO Name	Town	Sector	Assistance from ADF	Entity
1	Demokratska inicijativa sarajevskih Srba	Sarajevo/Ilidza	Civil Society	CAP	F
2	Alternative	Kakanj	Civil Society	CIM, NP, Mini-workshop	F
3	HD Prijateljice	Tuzla	Humanitarian	CAP	F
4	Solidarnost za jug	Trebinje	Civil Society	CAP, TD, ATG	RS
5	Biro za ljudska prava Bijeljina	Bijeljina	Human Rights	TD	RS
6	Izbjeglicki servis za povratak	Drvar	Community Development	CAP, SIG	F
7	Lex International	Banja Luka	Human Rights	CAP	RS
8	Centar za gradjansku suradnju	Livno	Civil Society	CAP, TD, NP	F
9	CORRIDOR	Sarajevo	Humanitarian	ATG	F
10	Centar informativno pravne pomoci	Zvornik	Human Rights	CAP, TD	RS
11	UG "zENE SA UNE"	Bihac	Civil Society	NP	F
12	Centri civilnih inicijativa	Tuzla	Civil Society	CAP	F
13	Centar za promociju civilnog drustva	Sarajevo	Civil Society	CAP, ATG,	F
14	Omladinski klub "Pod istim suncem"	Jablanica	Community Development	CAP, TD	F
15	Udruzenje gradjana za lokalne razvojne inicijative ALDI	Gorazde	Economic Development	CAP	F
16	Nezavisni biro za razvoj Modrica - Gradacac	Gradacac-Modrica	Economic Development	CAP	F-RS
17	Udruzenje distroficara Doboj	Doboj	Health	CAP, SIG, Mini-workshop	RS
18	Udruzenje zena "zena BiH"	Mostar	Women	CAP	F
19	Independent - Ustanova za zastitu ljudskih prava	Zenica	Human Rights	TD, Mini-workshop	F
20	Udruzenje mladih Luna	Rudo	Economic Development	CAP, TD	RS
21	Centar za gradjansku saradnju	GradaCac	Civil Society	IPP, CAP	F
22	Demokratski centar	Zvornik	Civil Society	IPP	RS
23	DON	Prijedor	Civil Society	IPP, CAP, CIM, OSAP, TD, Mini-workshop	RS
24	EKO Neretva	Jablanica	Ecology	IPP, CAP, NP	F
25	Lasta	Drvar	Ecology	IPP, CAP, Mini-workshop	F
26	Liga za zastitu privatne svojine i ljudskih prava	Trebinje	Human Rights	IPP, CAP, NP, ATG	RS
27	Demokratski centar "Nove Nade"	Capljina	Civil Society	IPP, CAP, TD	F

Attachment 2
Complete NGO List

28	Sportsko ribolovno drustvo	Sarajevo/Ilidza	Sports	IPP	F
29	Udruzenje gradjana DIA	Novi Grad/ Bosanski Novi	Civil Society	IPP, Mini-workshop	RS
30	OAZA	Sarajevo	Health	IPP, CAP, ATG	F
31	Udruzenje paraplegicara regije Doboj	Doboj	Health	IPP, CAP	RS
32	VESTA	Tuzla	Civil Society	IPP, CAP	F
33	zene za zene International	Sarajevo	Women	IPP, CAP	F
34	Humanitarna organizacija Crvenog kriza Tuzlanskog Kantona	Tuzla	Health	IPP, CAP	F
35	Savez potrosaca BiH	Sarajevo	Economic Development	IPP	F
36	Udruzenje izbornih sluzbenika U BiH (UISBiH)	Sarajevo	Civil Society	IPP, CAP, NP	F
37	Nezavisna unija profesionalnih novinara BiH - NUPN BiH	Sarajevo	Journalism	IPP, CAP	F
38	Udruzenje omladine i roditelja "Vratite nam osmjeh"	Srpsko Sarajevo	Youth	IPP, CAP	RS
39	Ekoloska udruga "Lijepa nasa"	Capljina	Ecology	IPP, CAP, NP	F
40	Udruzenje samostalnih obrtnika	Mostar	Economic Development	IPP, CAP	F
41	Prvi osmjeh	Banja Luka	Health	IPP, CAP, CIM, Mini-workshop	RS
42	Udruzenje gradjana vozaca i automehanicara u gradu Sarajevu	Sarajevo	Labor	IPP, CAP	F
43	Viktorija 99	Jajce	Community Development	IPP, CAP, NP	F
44	Nasa djeca	Zenica	Youth	IPP	F
45	Udruzenje gradjanki Renesansa	Sarajevo	Health	IPP, CAP	F
46	Savez izvidjaca Kantona Sarajevo	Sarajevo	Youth	IPP, CAP	F
47	Kulturno edukativni centar ONIKS	Visegrad	Civil Society	IPP	RS
48	U.G.P.U.Z. "Sunce"	Bugojno	Community Development	IPP, CAP	F
49	UG Paraplegicara i oboljelih od dječije paralize Opcine Tuzla	Tuzla	Health	IPP, CAP	F
50	Regionalno udruzenje distroficara	Bijeljina	Health	IPP, CAP	RS
51	LOTOS	Zenica	Health	IPP, OSAP	F

Attachment 2
Complete NGO List

52	Udruzenje gradjana privrednika poslodavaca općine Zenica	Zenica	Economic Development	IPP, CAP	F
53	Asocijacija za seksualno i reproduktivno zdravlje XY	Sarajevo	Health	ADV	F
54	Udruga poduzetnika i poslodavaca	Zepce	Economic Development	ADV, CAP	F
55	Udruzenje poslodavaca u FBiH	Sarajevo	Economic Development	ADV, CAP	F
56	Udruzenje roditelja hendikepirane djece i omladine "Leptir"	Srebrenica	Health	ADV	RS
57	Crveni polumjesec Ze-Do Kantona Zenica	Zenica	Health	FDP	F
58	UG "Centar za zene"	Breza	Women	FDP	F
59	Kinolosko drustvo "Capljina"	Capljina	Sports	FDP	F
60	organizacija zena ZORA	Milici	Women	IGP	RS
61	Ekoloski pokret "EKO Jajce"	Jajce	Ecology	IGP, Mini-workshop	F
62	Udruzenje zena "Maja"	Bratunac	Women	IGP, OSAP, CIM, Mini-workshop	RS
63	Udruzenje zena "Priroda"	Bratunac	Women	IPP, CAP, CIM, OSAP, Mini-workshop	RS
64	UG samostalnih privrednika Stolac	Stolac	Economic Development	IPP, CAP	F
65	Unija studenata Univerziteta u Sarajevu - USUS	Sarajevo	Youth	IPP, CAP	F
66	DAR	Prozor	Civil Society	IPP, CAP	F
67	HO ALTRUIST	Mostar	Community Development	IPP, CAP, CIM, Mini-workshop	F
68	Društvo z azastitu prirode, kulturno-istorijskih dobara i unapredjenje poljoprivrede RS "Pounje"	Kostajnica	Community Development	IPP, CAP	RS
69	Savez udružene za pomoc mentalno retardiranim osobama u FBiH "SUMERO"	Sarajevo	Health	PP	F
70	Društvo crvenog kriza-krsta BiH	Zenica	Health	PP	F
71	Udruzenje hendikepiranih osoba "zelje"	Visegrad	Health	PP	RS
72	VNG International	Sarajevo	Local Government	NP	F
73	Općina Stari Grad	Sarajevo	Local Government	NP	F
74	Futura Plus	Teslic	Community Development	NP, Mini-workshop	F

Attachment 2
Complete NGO List

75	NVO Bosanska Krupa 2001	Bosanska Krupa	Economic Development	ID, NP	F
76	Opcina Jajce	Jajce	Local Government	NP	F
77	Opstina Trnovo	Trnovo	Local Government	NP	RS
78	Ju Opca biblioteka Maglaj	Maglaj	Local Government	NP	F
79	Opcina Bosansko Grahovo	Bosansko Grahovo	Local Government	NP	F
80	Opcina Novo Sarajevo	Sarajevo	Local Government	NP	F
81	JU Centar za socijalni rad Zenica	Zenica	Local Government	NP	F
82	Mjesna zajednica Bocinja	Maglaj	Local Government	NP	F
83	Opcina Zavidovici	Zavidovici	Local Government	NP	F
84	Centar za kulturu Orasje	Orasje	Local Government	NP	F
85	Sumejja	Mostar	Community Development	NP	F
86	Zavod za planiranje, urbanizam i razvoj	Kalesija	Local Government	NP	F
87	Opcina Siroki Brijeg	Siroki Brijeg	Local Government	NP	F
88	Humanitas	Doboj	Community Development	NP	RS
89	Jedinstvena organizacija mladih / JOM	Jelah	Youth	NP	F
90	Zaklada zemlja prijateljstva i mira	Rakovica	Youth	OSAP	F
91	Demokratsko vijece Bosnjaka	Bijeljina	Humanitarian	OSAP	F
92	Piramida	Mostar	Youth	OSAP	F
93	Srcem do mira	Kozarac	Youth	OSAP	RS
94	Biro za ljudska prava	Tuzla	Human Rights	OSAP	F
95	Alfa	Bihac	Youth	OSAP	F
96	Amica-Prijateljice	Srebrenica	Humanitarian	OSAP	RS
97	Sara Vita	Sarski Most	Youth	OSAP	F
98	UG "Mi za djecu"	Sarajevo	Youth	OSAP	F
99	JU "Dom I porodica"	Zenica	Local Government	OSAP	F
100	BOSPO	Tuzla	Training	SIG, Mini-workshop	F
101	Udruzenje gradjanki Muslimanki T K SUMEJA	Tuzla	Women	Mini-workshop	F
102	Sanus	Prijedor	Ecology	CIM, Mini-workshop	RS
103	UG plesni klub Romantik	Sarajevo	Arts	CIM, Mini-workshop	F
104	Forum nevladinih organizacija "Derventa"	Derventa	NGO Forum	Mini-workshop	RS
105	Udruga forum zena Sabina Jamakovic	Olovo	Women	CIM, Mini-workshop	F

Attachment 2
Complete NGO List

106	Klub Doboj 92	Doboj	Community Development	Mini-workshop	RS
107	UG gradjana povratnika Zdravo komsije	Gorazde	Humanitarian	CIM, Mini-workshop	RS
108	Udruzenje za pomoc djeci i omladini sa posebniom potrebama "Sunce"	Pale	Health	Mini-workshop	RS
109	Savez izvidjaca Općine Ilidza / RS	Ilidza	Youth	CIM, Mini-workshop	F
110	HO Prijatelji u nevolji	Kladanj	Humanitarian	Mini-workshop	F
111	ED Fojnica	Fojnica	Ecology	CIM, Mini-workshop	F
113	Asocijacija klubova liječenih alkoholicara FBiH	Sarajevo	Health	CIM, Mini-workshop	F
114	Napredna omladinska alternativa RS	Banja Luka	Youth	Mini-workshop	RS
115	Udruzenje zena "Kljucki biseri"	Kljuc	Women	Mini-workshop	F
116	UG Mjesne zajednice Kakanj - II	Kakanj	Community Development	CIM, Mini-workshop	F
117	HO Dom mladih Sanski Most	Sanski Most	Youth	SIG, mini-training	F
119	PRO TEMPORE	Prijedor	Community Development	Mini-workshop	F
120	Udruzenje studenata Nikola Tesla	Doboj	Youth	Mini-workshop	F
121	Kulturno sportski klub Haljinici	Haljinici	Sports	CIM, Mini-workshop	F
122	Pro et contra	Prijedor	Youth	Mini-workshop	RS
123	Udruzenje zena LIWOMAN	Livno	Women	Mini-workshop	F
124	Udruzenje za pomoc djeci i zenama zrtvama porodicnog nasilja 'zenski centar'	Trebinje	Women	Mini-workshop	RS
125	NVO Incijativa 21	Tuzla	Civil Society	Mini-workshop	F
126	HO Partner	Banja Luka	Humanitarian	CIM, Mini-workshop	RS
127	UZ Brezanke	Breza	Women	Mini-workshop	F
128	Sportsko drustvo Hrasanjka	Neum	Sports	CIM, Mini-workshop	F
129	Asocijacija radio amatera BiH	Sarajevo	Sports	Mini-workshop	F
130	UG Novi horizonti	Tuzla	Health	CIM, Mini-workshop	F
131	UG PROI	Sarajevo	Health	CIM, Mini-workshop	F
132	UZ Golub	Fakovici	Women	Mini-workshop	F
133	UG Planinarsko drustvo "Tajan"	Zenica	Sports	CIM, Mini-workshop	F
134	Organizacija za razvoj kreativnih aktivnosti mladih, OZ Petrovo	Petrovo	Youth	Mini-workshop	F
135	UG Dijete i majka	Zavidovici	Youth	Mini-workshop	F

Attachment 2
Complete NGO List

136	Altius	Sarajevo	Youth	Mini-workshop	F
137	Inicijativa gradjana Općine Odzak	Odzak	Civil Society	Mini-workshop	F
138	HO Snaga zene	Tuzla	Women	Mini-workshop	F
139	Otvoreno društvo Behar	Stari Vitez	Civil Society	Mini-workshop	F
140	Asocijacija sjedeće odbojke BiH	Zavidovici	Sports	Mini-workshop	F
141	Udruženje povratnika prognanih i raseljenih lica Opštine Teslic	Teslic	Humanitarian	Mini-workshop	RS
142	Sportski savez BiH	Sarajevo	Sports	Mini-workshop	F
143	Zdravo da ste	Banja Luka	Humanitarian	Mini-workshop	RS
144	UG OKO	Kozarska Dubica	Women	Mini-workshop	RS
145	Omladinski centar Laktasi	Laktasi	Youth	TD, CIM, Mini-workshop	RS
146	Udruženje žena Majka i dijete	Rudo	Women	CIM, Mini-workshop, OSAP	RS
147	Centar za pravnu i psiholosku pomoć ženama	Zenica	Women	Mini-workshop	F
148	Omladinski centar	Bosanski Petrovac	Youth	Mini-workshop	F
149	Vijeće škole, roditelja i učenika osnovne škole Skender Kulenovic	Zenica	Community Development	Mini-workshop	F
150	Srpsko građansko vijeće	Bosanski Petrovac	Community Development	Mini-workshop	F
151	Udruženje žena Duvanjske	Tomislavgrad	Women	CIM, Mini-workshop	F
152	UG Demokratska inicijativa	Sipovo	Civil Society	Mini-workshop	RS
153	Mladi u akciji MOST	Doboj	Youth	CIM, Mini-workshop	RS
154	Planinarsko društvo Bjelasnica	Sarajevo	Sports	CIM, Mini-workshop	F
155	Udruženje samohranih majki	Zenica	Women	Mini-workshop	F
156	RIM	Ljubinje	Youth	Mini-workshop	RS
157	UG za sprečavanje okrutnosti nad životinjama SOS	Sarajevo	Humane Society	CIM, Mini-workshop	F
158	Udruženje poljoprivrednih proizvođača Drina	Bratunac	Economic Development	Mini-workshop	RS
159	Udruženje žena Stublićanka	Doboj	Women	Mini-workshop	RS
160	Omladinski centar	Bjeljina	Youth	CIM, Mini-workshop	RS
161	Mješovita srednja škola Mehmedalija mak Dizdar	Breza	PTA	Mini-workshop	F
162	UG OAZA	Mostar	Ecology	CIM, Mini-workshop	F
163	Savjet mladih Visegrad	Visegrad	Youth	Mini-workshop	RS
164	UG Nova Romska Nada	Lukavac	Human Rights	CIM, Mini-workshop	F

Attachment 2
Complete NGO List

165	HO Lotosice	Tuzla	Women	Mini-workshop	F
166	EKO POKRET ZELENI	Bosanska Krupa	Ecology	Mini-workshop	F
167	Društvo za zaštitu i unapređenje okoline HORLJAVA	Cazin	Ecology	CIM, Mini-workshop	F
168	Dar prirode	Novi Grad	Ecology	CIM, Mini-workshop	RS
169	Udruženje roditelja djece sa posebnim potrebama lukavac	Lukavac	Health	CIM, Mini-workshop	F
170	EKOTIM	Sarajevo	Ecology	Mini-workshop	F
171	ekoloski pokret zeleni	Bosanska Krupa	Ecology	Mini-workshop	F
172	KULT	Sarajevo	Community Development	Mini-workshop	F
173	Korak	Kozarska Dubica	Ecology	Mini-workshop	RS
174	Klub potrosaca NARCIS	Zenica	Economic Development	Mini-workshop	F
175	Fondacija gradjana Simin Han	Simin Han	Community Development	CIM, Mini-workshop	F
176	Udruženje žena Konjcanke	Konjic	Women	CIM, Mini-workshop	F
177	UG Pomoc zivotinjama	Sarajevo	Humane Society	Mini-workshop	F
178	UG Asocijacija mladih Vizije,	Vitez	Youth	CIM, Mini-workshop	F
179	Planinarsko društvo Cusine	Jajce	Sports	CIM, Mini-workshop	F
180	UG Kolibri	Banja Luka	Arts	CIM, Mini-workshop	RS
181	Teledom Ljubuski	Ljubuski	Telecottage	TD	F
182	Franjevacki Dom, Kuca mira	Rama - Scit	Faith-based	TD	F
183	Informativno edukativni klub "TELEDOM"	Grude	Telecottage	TD	F
184	Informativni centar	Nevesinje	Telecottage	TD	RS
185	Demokratski centar "Nove nade"	Visegrad	Civil Society	TD	RS
186	Milicanin	Milici	Community Development	TD	RS
187	DC "Nove nade"	Foca/Srbinje	Civil Society	TD	RS
188	Omladinski centar "Stella"	Fojnica	Youth	TD	F
189	Centar mladih	Kotor Varos	Youth	TD	RS
190	Udruženje gradjana "Omladinski Centar"	Gornji Vakuf - Uskoplje	Youth	TD	F

Attachment 2
Complete NGO List

	Coalition of CSOs to Assist People with Disabilities North-East Bosnia				
191	Udruzenje praplegicara	Bjeljina	Health	Coalition	RS
192	Udruzenja M.S. Birac	Srebrenica	Health	Coalition	RS
193	Regionalno udruzenje distroficara	Bijeljina	Health	Coalition	RS
194	Savez za sport i rekreaciju invalida	Tuzla	Health	Coalition	F
195	Udruzenje distroficara tuzlanskog kantona	Tuzla	Health	Coalition	F
196	Udruzenje civilnih invalida, amputiraca i lica ostecenih extremiteta Kantona Tuzla	Tuzla	Health	Coalition	F
197	Edukativno resursni centar Doboj	Doboj	Health	Coalition	RS
198	Udruzenje "Leptir"	Srebrenica	Health	Coalition	RS
199	regionalno udruzenje distroficara	Doboj	Health	Coalition	RS
200	Udruzenje paraplegicara regije Doboj	Doboj	Health	Coalition	RS
201	Udruzenje paraplegicara i oboljelih od dječije paralize	Tuzla	Health	Coalition	F
202	Proizvodnja ortopedskih pomagala	Tuzla	Business	Coalition	F
	AD Koalicija "Zajedno"				
203	Viktorija	Banja Luka	Health	Coalition	RS
204	Grad	Banja Luka	Civil Society	Coalition	RS
205	Kolibri	Banja Luka	Youth	Coalition	RS
206	HO Zajednica "Susret"	Banja Luka	Humanitarian	Coalition	RS
207	OC Laktasi	Laktasi	Youth	Coalition	RS
208	Vizije	Vitez	Youth	Coalition	F
209	Viktorija 99	Jajce	Community Development	Coalition	F
210	Sunce	Bugojno	Community Development	Coalition	F
211	DAR Rama	Prozor-Rama	Civil Society	Coalition	F
212	UGPROI	Sarajevo	Health	Coalition	F
213	AKLA	Sarajevo	Health	Coalition	F
214	Udruzenje Mladih Trezvenjaka-UMT	Sarajevo	Youth	Coalition	F
215	SOS- Kinderdorf	Sarajevo	Youth	Coalition	F
216	Narko-Ne	Sarajevo	Youth	Coalition	F

217	Sara	Srebrenica	Community Development	Coalition	RS
218	Izvor	Tuzla	Health	Coalition	F
219	Nada	Tuzla	Health	Coalition	F
220	Psychiatric ClinicTuzla	Tuzla	Public Institution	Coalition	F
221	CIPP zvonik	Zvornik	Civil Society	Coalition	RS
222	HO Prijateljice	Tuzla	Humanitarian	Coalition	F
223	Pod Istim Suncem	Jablanica	Community Development	Coalition	F
224	Altruist	Mostar	Civil Society	Coalition	F
225	Humanitarna organizacija zena "Prijateljice"	Konjic	Humanitarian	Coalition	F
	OSAP regionalna koalicija Tuzla				
226	Ministry for Labor and Social Policy Tuzla Canton	Tuzla	Public Institution	Coalition	F
227	Save The Children UK	Tuzla	International	Coalition	F
228	Familija	Tuzla	Humanitarian	Coalition	F
	OSAP mreza - radna grupa				
229	SOS- Kinderdorf	Sarajevo	Youth	Coalition	F
230	World Vision	Zenica	International	Coalition	F
231	Mi za djecu	Sarajevo	Youth	Coalition	F
232	Duga	Sarajevo	Health	Coalition	F
233	JU Dom-porodica	Zenica	Public Institution	Coalition	F
234	Zemlja prijateljstva i mira	Sarajevo	Foundation	Coalition	F

Organizational Assessment - ECO

1. Internal Governance

1.1 Clarity of Purpose

Does the NGO have the capacity to present a clear and defined purpose? How was this purpose adopted by the NGO?

Performance Indicator 1.1:

The organization has a mission statement.

Measurement Units 1.1:

1.1.01 Does the NGO distribute a brochure or annual report with a printed mission statement that was approved by a vote of the General Assembly?

Yes

No

1.1.02 Has the mission statement ever been revised and the revision approved by a vote of the General Assembly?

Yes

No

1.1.03 Was the mission statement presented to General Assembly and approved by vote?

Yes

No

1.1.04 Was the mission statement presented to the Board of Directors and voted on?

Yes

No

1.1.05 Is the mission statement printed in an NGO brochure or annual report?

Yes

No

1.1.06 Mission statement is defined through participatory maner of board and staff?

Yes

No

1.1.07 Does the NGO have a mission statement?

Yes

No

1.2 Participation

To what extent does the NGO Board of Directors (BD) and General Assembly (GA) practice participatory decision making?

Performance Indicator 1.2:
The organization practices participatory decision-making.

Measurement Units 1.2:

Meetings and Agendas

- 1.2.01 The NGO Board of Directors meets monthly.
 Yes No
- 1.2.02 The NGO Board met within the last (30) days.
 Yes No
- 1.2.03 Minutes of NGO board meetings are available to General Assembly members at the NGO offices.
 Yes No
- 1.2.04 NGO prepares an agenda for the next board that shows the schedule for the next meeting and points for action or discussion.
 Yes No

Rules and Procedures

- 1.2.05 NGO has written by-laws and a copy is provided to each new board member.
 Yes No
- 1.2.06 GA members are informed by the Board of the NGO by-laws.
 Yes No
- 1.2.07 NGO by-laws provide scheduled opportunities for member comment and input at board meetings.
 Yes No

1.2.08 NGO conducts an annual orientation for new General Assembly members on NGO rules and procedures.

Yes

No

Board Decisions

1.2.09 NGO board decisions are taken by individual vote and the vote is recorded.

Yes

No

1.2.10 Key NGO board decisions are referred to the General Assembly for vote approval.

Yes

No

Members and Committees

1.2.11 The NGO has 5+ members on its board.

Yes

No

1.2. NGO board has 2 or more committees, that each met within the last two (2) months. In addition, each committee has written minutes of meeting and at least at least two members of committees are non-board members.

Yes

No

1.3 Accountability

Does the NGO promote accountability?

Performance Indicator 1.3(a):

The NGO distributes progress and annual reports to members, its General Assembly and the public.

Measurement Units 1.3(a):

1.3.01 Reporting

Scale

3. NGO regularly prints copies of the annual report (in 100s) and distributes them to members, donors, government and general public.

2. NGO produces occasional progress report on different activities and presents them to members, board, and donors.

1. NGO does not produce a progress or annual report.

Performance Indicator 1.3(b):
NGO conducts annual surveys of member satisfaction.

Measurement Units 1.3(b):

1.3.02 Member satisfaction

Scale
5. NGO conducts annual surveys of member satisfaction and reports back to members with results <u>disaggregated by gender</u> .
4. NGO conducts annual surveys of member satisfaction and reports to the members.
3. NGO conducts annual surveys of member satisfaction.
2. NGO has conducted an annual survey of member satisfaction in the last three years.
1. NGO does not conduct surveys of member satisfaction.

1.4. Transparency

Does the NGO have an open decision making process?

Performance Indicator 1.4(a):
Documented decision making process is open, made available and shared with non-board members.

Measurement Units 1.4(a):

1.4.01 Decision Making Process

Scale
6. Board disseminates board decisions to staff and General Assembly (GA) members and invites staff and GA members to speak at board and committee meetings.
5. Printed minutes of board meetings are made available, regularly disseminated and shared with non-board members and board decisions are recorded by individual vote.
4. Printed minutes of board meetings are made available and shared with staff and General Assembly members but decisions are not recorded by vote.
3. Written minutes exist and are available, but not regularly disseminated.
2. Minutes of NGO board meetings are not available to non-board members
1. Board meetings are not documented and there are no written minutes.

Performance Indicator 1.4(b):
An open decision making process invites dialogue on decision making.

Measurement Units 1.4(b):

1.4.02 Dialogue on Decision Making

- | |
|---------------------------------------------------------------------------------------------------------------|
| Scale |
| 2. Board regularly provides opportunities for staff members and GA to address the Board decisions and agenda. |
| 1. No dialogue on decision making is invited. |

1.5 Constituency Representation

How is constituency represented in the internal governance of NGOs?

Indicators:

- 1.5(a) The composition of the NGO board and committees.
- 1.5(b) Internal governance is regularly informed by constituency input

Performance Indicator 1.5(a):
The composition of the NGO board and committees.

Measurement Units 1.5(a):

1.5.01 Gender Balance

- | |
|--------------------------------------------------------------------------------------------------------------------|
| Scale |
| 4. Gender balance on NGO board and committees is 25% or more (at least 25% of the NGO board is of opposite gender) |
| 3. Gender balance on NGO board and committees is from 10%-25% |
| 2. Gender balance on NGO board and committees is from 5%-9% |
| 1. Gender balance on NGO board and committees is zero |

1.5.02 Youth Participation

- | |
|------------------------------------------------------|
| Scale |
| 3. 11% and more of GA members are under 25 years old |
| 2. 1-10% of GA members are under 25 years old. |
| 1. No GA members are under 25 years old. |

1.5.03 Board Committees

Scale	
3.	NGO has 2+ committees that include General Assembly members
2.	NGO has 2+ committees but no GA representation on committees
1.	NGO has no board committees

Performance Indicator 1.5(b):
Internal governance is regularly informed by constituency input.

Measurement Units:

1.5.04 NGO Constituency Representation (those whom you intend to serve)

Scale	
5.	NGO constituency is represented by 2 or more board members.
4.	NGO constituency is represented by one (1) member on board.
3.	All NGO constituencies are identified clearly in mission statement but not represented on board.
2.	One NGO constituency is clearly identified in the NGO mission statement but not represented on the board.
1.	NGO constituency is not identified or represented on the board.

1.5.05 Constituency Input

Scale	
5.	NGO conducts opinion surveys/Participatory Rapid Appraisal (PRA) solicit constituency input and presents results <u>disaggregated by gender</u> .
4.	NGO conducts opinion surveys/PRA to solicit constituency input.
3.	NGO provides regular opportunities at board meetings for constituency input on interest/needs/priorities.
2.	NGO holds annual or semi-annual meetings to community wide meetings to collect constituency input.
1.	NGO has no specified and clear mechanism for constituency input.

1.6 Board Elections and the Rotation of Leadership Responsibility

Performance Indicator 1.6:
NGO elects board members and rotates leadership responsibilities.

Measurement Units 1.6:

1.6.01 Rotation of Leadership Responsibilities

Scale
6. Board president and officers serve fixed terms then leave positions.
5. Board president has changed in the last 3 years.
4. 1-2 board officers have changed in the last 3 years.
3. Board offices are unchanged in the last 3 years and board president is unchanged in the last 5+ years.
2. 1-2 new board members were elected in the last 3 years.
1. No elections of a new board member in the last 3 years.

1.7 Definition and Clarity of Board Roles

Performance Indicator 1.7:
Board defines roles and orients new members.

Measurement Units 1.7:

1.7.01 Board's Roles and Responsibilities

Scale
4. NGO provides board members with board member manual and conducts orientations for new members and officers.
3. NGO has both a written statement of board members' roles and responsibilities <u>and</u> written job descriptions of office roles and responsibilities.
2. NGO has a written statement of board members' roles/responsibilities <u>or</u> written job description of office roles and responsibilities.
1. NGO has no written statement of board members' roles or officers' responsibilities and no written materials for the orientation of new board members.

Organizational Assessment - ECO

2. Advocacy

2.1 Planning for Advocacy

To what extent is the NGO knowledgeable of and able to plan an advocacy initiative?
This question includes three elements:

- NGO knowledge of specific advocacy techniques.
- NGO experience in advocacy planning.

Performance Indicator 2.1:

NGO affirms its role in advocacy, is skilled in advocacy planning.

Measurement Units 2.1:

Stakeholder Analysis:

2.1.01 NGO has prepared a written assessment of stakeholders.

Yes

No

Strategic Planning for Advocacy:

2.1.02 NGO has a written description of an advocacy strategy.

Yes

No

2.1.03 NGO has collected research information in support of an advocacy campaign.

Yes

No

2.1.04 NGO has a written goal statement for an advocacy issue.

Yes

No

2.1.05 NGO has a timeframe for an advocacy strategy and achievement.

Yes

No

2.1.06 NGO has reviewed its mission statement to ensure consistency with its advocacy issue.

Yes

No

2.1.07 NGO has identified resources needed for advocacy campaign.

Yes

No

2.1.08 NGO has prepared a budget for an advocacy initiative.

Yes

No

Knowledge of Advocacy Techniques:

2.1.09 NGO board officers can identify 6 or more key techniques of effective advocacy.

Yes

No

2.1.10 NGO board officers can identify 2 key techniques of effective advocacy

Yes

No

2.1.11 NGO has previous experience in advocacy planning.

Yes

No

Perceptions of Advocacy:

2.1.12 NGO officers believe advocacy is an appropriate role for NGOs and believe in influencing decision makers.

Yes

No

2.1.13 NGO officers believe advocacy is an appropriate role for NGOs but do not believe that they can influence decision makers.

Yes

No

2.1.14 NGOs does not identify advocacy as an appropriate role for NGOs.

Yes

No

2.1.15 NGOs does not seek to influence decision makers.

Yes

No

2.2 Constituency Building

Does the NGO have the capacity to identify constituents' needs and priorities, to organize them, and to facilitate the constituency organizing themselves and mobilizing other constituents around an advocacy issue?

Performance Indicator 2.2:
NGO is skilled in constituency building.

Measurement Units 2.2:

2.2.01 NGO has promoted the establishment of a constituency organization to pursue an advocacy initiative.

Yes

No

2.2.02 Non- General Assembly members of the constituency initiated advocacy and requested the NGO's support.

Yes

No

2.2.03 NGO mobilizes resources from its constituency for advocacy.

Yes

No

2.2.04 NGO has included non- General Assembly members of the constituency in NGO meetings to prepare advocacy strategy.

Yes

No

2.2.05 NGO has collected information from its constituency to support an advocacy initiative.

Yes

No

2.2.06 NGO has publicly announced its advocacy aims but does not promote public participation in advocacy implementation.

Yes

No

2.2.07 NGO has informed staff or General Assembly members of its advocacy aims but has made no public announcement.

Yes

No

2.2.08 NGO has not informed staff or its General Assembly of its advocacy aims and has not invited public participation.

Yes

No

Performance Indicator 2.2 (b):
NGO promotes membership.

Measurement Units:

2.2.09 Membership

Scale	
5.	membership increased by 50%+ in the last 2 years.
4.	membership increased by 20%-49% in the last 2 years.
3.	membership increased by 6%-19% in the last 2 years.
2.	membership increased by less than 5% in the last 2 years.
1.	No increase in the membership in the last 2 years.

2.2.10 Promotion of membership

Scale	
5.	NGO has a target plan to increase membership of the minority gender by 25% or more.
4.	NGO has a target plan and organizes membership drives to increase membership by 10% in each of the next 2 years.
3.	NGO has a plan to increase membership campaigns every 1-2 years.
2.	NGO invites individuals to join but does not conduct an organized effort to promote membership.
1.	NGO has no written plan or activities to promote membership.

2.3 Research & Monitoring

Does the NGO have the capacity to conduct research and analysis to contribute to policy dialogue and inform decision makers / public opinion?

Performance Indicator 2.3:
NGO conducts advocacy research and monitoring.

Measurement Units 2.3:

- 2.3.01 NGO conducts and reports analysis of stakeholders (constituency, allies, opponents, and decision makers).
 Yes No
- 2.3.02 NGO investigates and reports on policy statements, applicable laws, decrees, and state budgets.
 Yes No
- 2.3.03 NGO collects and analyzes data / statistics for advocacy.
 Yes No
- 2.3.04 NGO monitors the implementation and outcomes of decisions.
 Yes No
- 2.3.05 NGO disseminates research reports to decision makers and constituents.
 Yes No
- 2.3.06 NGO analyzes the cultural and social contexts of issues and decisions.
 Yes No
- 2.3.07 NGO contracts for research in support of advocacy.
 Yes No

2.4 Public Education

Does the NGO use multiple techniques to educate the public and engage policy makers on advocacy issues?

Performance Indicator 2.4:
NGO educates public and decision makers on advocacy issues.

Measurement Units 2.4:

- 2.4.01 NGO assesses the effectiveness of public education efforts.
 Yes No
- 2.4.02 NGO meets with decision makers.
 Yes No
- 2.4.03 NGO interviews citizens.
 Yes No
- 2.4.04 NGO advertizes in the public media to educate the public and decision makers.
 Yes No
- 2.4.05 NGO sends faxes/letters/telegrams to the press, decision makers, and partners in public education.
 Yes No
- 2.4.06 NGO disseminates position papers on public issues.
 Yes No
- 2.4.07 NGO disseminates periodic newsletters to educate the public and decision makers.
 Yes No
- 2.4.08 NGO meets with local groups to educate them on advocacy issues.
 Yes No

- 2.4.09 NGO public education materials identify the significance of gender within an advocacy issue.
 Yes No
- 2.4.10 NGO conducts household / school / factory visits to educate the public and decision makers.
 Yes No
- 2.4.11 NGO holds public meetings or rallies to educate the public and decision makers.
 Yes No
- 2.4.12 NGO conducts post / leaflet / telegram campaigns.
 Yes No
- 2.4.13 NGO holds press conferences.
 Yes No
- 2.4.14 NGO produces public murals to educate the public and decision makers.
 Yes No
- 2.4.15 NGO sets up information stands and exhibit displays at public fora.
 Yes No

2.5 Media Relations

Does the NGO use media as a means to promote itself, to social market its ideas, and/or to advocate for an issue?

Performance Indicator 2.5:

The NGO uses media to influence the public and decision makers.

Measurement Units 2.5:

Media Usage:

- 2.5.01 NGO advertizes in newspapers.

Yes

No

2.5.02 NGO purchases air-time on radio.

Yes

No

2.5.03 NGO purchases air-time on television.

Yes

No

2.5.04 NGO rents billboard space.

Yes

No

2.5.05 NGO purchases advertising space in a public place.

Yes

No

2.5.06 NGO has a website.

Yes

No

2.5.07 NGO sponsors public events or media programs.

Yes

No

Media Relations:

2.5.08 NGO holds press conferences.

Yes

No

2.5.09 NGO invites media representatives / journalists to events.

Yes

No

2.5.10 NGO sends press releases to the media.

Yes

No

2.5.11 NGO has sent a press release to the media on a "hot issue" in the past 12 months. (A "hot issue" is an issue of public concern that was covered concurrently in at least 4 major newspapers).

Yes

No

2.5.12 NGO sends information videos to the media.

Yes

No

- 2.5.13 NGO has a media / public affairs officer on staff.
 Yes No
- 2.5.14 NGO has a media figure on its board of directors.
 Yes No
- 2.5.15 NGO seeks invitations to participate in media programs.
 Yes No
- 2.5.16 NGO has a database / mailing list of media representatives / journalists.
 Yes No
- 2.5.17 NGO prepares and sends media files to the press.
 Yes No

Media and Advocacy:

- 2.5.18 NGO uses the media to advocate on an issue.
 Yes No
- 2.5.19 NGO uses the media to promote itself.
 Yes No

2.6 Networking & Community Relations

Does the NGO build networks and community relations to support its position, to social market the network's ideas and/or to advocate for an issue?

Performance Indicator 2.6:

The NGO builds networks and community relations of support.

Measurement Units 2.6:

Networking with Other NGOs:

- 2.6.01 NGO has paid annual dues to a federation in the last 2 years.
 Yes No

- 2.6.02 NGO participates actively in regional federations or as a member of another federation / network.
 Yes No
- 2.6.03 NGO staff meet every 1-3 months with staff of other NGO(s).
 Yes No
- 2.6.04 NGO regularly sends information on its plans and activities to other NGOs (other than its annual report).
 Yes No
- 2.6.05 NGO has implemented an activity or program with other NGO(s) within the last 2 years.
 Yes No
- 2.6.06 NGO works closely with other NGOs on an advocacy issue.
 Yes No
- 2.6.07 NGO has jointly prepared within the last 3 years a written plan with other NGOs that defines their respective roles in a joint activity.
 Yes No
- 2.6.08 NGO has by-laws or a written agreement for joint operations with other NGO(s).
 Yes No
- 2.6.09 NGO shares resources with other NGOs.
 Yes No
- 2.6.10 NGO has joined with other NGOs for meetings with decision makers in the last 2 years.
 Yes No

Networking with Public Institutions / Government:

- 2.6.11 NGO has implemented an activity (not advocacy) jointly with a public institution in the last 3 years.
 Yes No

2.6.12 NGO has conducted an advocacy initiative jointly with a public institution in the last 3 years.

Yes

No

Networking with Business:

2.6.13 NGO has implemented an activity (not advocacy) jointly with a business in the last 3 years.

Yes

No

2.6.14 NGO has conducted an advocacy initiative jointly with a business in the last 3 years.

Yes

No

2.7 Monitoring for Advocacy

Does the NGO monitor the effectiveness of the advocacy process in which it participates?

Performance Indicator 2.7:

The NGO monitors outcomes of advocacy initiative.

Measurement Units 2.7:

2.7.01 Partners in Advocacy Initiatives

Scale

3. NGO monitors changes in its relationship with partner NGOs in a collaborative advocacy initiative and reports these changes to senior management staff or the board for review.
2. NGO does not monitor its relationship with partner NGOs in advocacy collaboration.
1. NGO has had no partner in an advocacy initiative in the last 3 years.

2.7.02 Feedback on Advocacy Strategy & Implementation

Scale

7. NGO prepares its advocacy message or advocacy implementation plan based on feedback disaggregated by gender.
6. NGO develops its advocacy message or implementation plan based on the monitoring of feedback (opinion survey, focus group) to previous advocacy initiatives.
5. NGO conducts opinion surveys for feedback on advocacy initiatives.
4. NGO conducts focus groups for feedback on advocacy initiatives.
3. NGO meets with its constituents / audience for feedback on advocacy.
2. NGO does not collect information on advocacy outcomes.
1. NGO has no baseline data to support their advocacy initiative.

Organizational Assessment - ECO

3. General Management

3.1 Planning for Management

To what extent is the NGO able to plan its activities, to plan for organizational development, and to solicit constituency input in its planning?

Performance Indicator 3.1a:

The NGO prepares future plans for activities, services and programs (ASPs).

Measurement Units 3.1a:

3.1.01 Updating Plans

Scale

3. NGO management reviews its plans and achievements quarterly with the board of directors and revises the plans as needed.
2. NGO management reviews its plans and achievements semi-annually with the board of directors and revises the plans as needed.
1. NGO management reviews its plans and achievements with the board of directors once each year.
0. NGO board does not review management plans during the year.

3.1.02 Using Plans

Scale

4. NGO board shares written evaluations of plan achievements with stakeholders and the General Assembly annually.
3. NGO management presents written annual evaluations of plan achievements to the board of directors annually for review.
2. NGO compares annual plans and achievements to evaluation staff performance annually.
1. NGO reports actual achievements in activities, services and programs and compares these actual achievements to *planned* achievements.
0. NGO does not compare actual achievements to its annual plans.

3.1.03 Scope of Planning

Scale

2. NGO prepares a written plan for next year that includes the separate plans for each activity, service or program with revenues that exceed LE 5,000 per year.
1. NGO prepares a written plan for one or more activities, services and programs for next year.
0. NGO does not prepare written annual plans for specific activities, services or programs (not including the budget).

3.1.04 Communicating the Plans

Scale

5. NGO includes its next year plans in its annual report that it disseminates to stakeholders and the public.
4. NGO presents and distributes its annual written plan to the General Assembly.
3. NGO shares and distributes its annual written plan to staff.
2. NGO distributes its annual written plan to every board member.
1. NGO presents its annual written plans at a board meeting but does not distribute copies to board members.
0. NGO does not present its annual written plan to the board or does not prepare a written annual plan.

3.1.05 Approving Plans

Scale

4. NGO plans for activities, services and programs are presented annually to the General Assembly and approved by vote.
3. NGO plans for activities, services and programs are presented to the General Assembly but not voted on.
2. NGO plans for activities, services and programs are presented to the Board of Directors and voted on by individual ballot.
1. NGO plans for activities, services and programs are presented to the Board of Directors but not voted on by individual ballot.

3.1.06 Timeframe for Strategic Planning.

Scale	
4.	NGO has prepared a written plan for 3-5 years and presented it to the General Assembly within the past 3 years.
3.	NGO has prepared a written plan for 3-5 years and presented it to the Board of Directors within the past 3 years.
2.	NGO has prepared a written plan for the next 2 years and presented it to the Board of Directors within the past two years.
1.	NGO prepares a written plan for the next year only.
0.	NGO did not prepare a written plan last year for this current year.

Performance Indicator 3.1b: The NGO prepares future plans for organizational development (OD).

Measurement Units 3.1b:

Staff Training and Development:

3.1.07 NGO budget allocates funds for board member training / development.

Yes

No

3.1.08 NGO budget allocates funds for program staff training / development.

Yes

No

3.1.09 NGO budget allocates funds for administrative training / development.

Yes

No

3.1.10 NGO refers to its mission statement or annual strategic plan in preparing staff training plans.

Yes

No

3.1.11 NGO has a written plan for staff training.

Yes

No

Preparing for Strategic Planning:

3.1.12 NGO board has prepared a 5-year vision statement for the NGO (different from the mission statement).

Yes

No

3.1.13 NGO has contracted for an external consultant to assess its organizational capacity and future development.

Yes

No

3.1.14 NGO allocates funds and prepares a specific agenda on strategic planning for organizational development.

Yes

No

3.1.15 NGO has conducted (within the last 3 years) a retreat or special workshop for board members and senior staff to prepare strategic plans for organizational development.

Yes

No

Indicator 3.1c:

The NGO solicits customer input for future plans.

Measurement Units 3.1c:

3.1.16 Soliciting Customer Input: How and How Often?

Scale

3. **NGO has prepared a written report of the findings of a customer satisfaction survey or focus group and presented the report to the Board of Directors within the last 3 years.**
2. NGO has conducted a customer satisfaction survey, a focus group or solicited written comments / suggestions from service customers within the past 3 years.
1. NGO has used a suggestion box for customer comments / suggestions on the NGO's services and activities and encouraged customers to provide comments within the past 3 years.
0. NGO has not conducted a customer survey or focus group or invited customer input on NGO activity and service plans in the last 3 years.

3.1.17 Soliciting Customer Input: The Scope

Scale	
4.	NGO conducts customer satisfaction surveys of 100+ customers and reports findings by gender and age groups.
3.	NGO conducts customer satisfaction surveys of 50-99 customers and reports findings by gender and age groups.
2.	NGO reports women's inputs and priorities from customer satisfaction surveys or focus groups.
1.	NGO does not report customer input by gender or age groups.

3.2 Personnel Management

Does the NGO have an established system for personnel management? Does the NGO promote staff-management dialogue and communication?

Performance Indicator 3.2: NGO personnel management is well documented and promotes staff-management dialogue and communication.

Measurement Units 3.2:

3.2.01 NGO has written job descriptions for all professional staff positions.

 Yes No

3.2.02 NGO has written job descriptions for all administrative staff positions.

 Yes No

3.2.03 NGO has a current organizational chart.

 Yes No

3.2.04 NGO keeps personnel files for all staff.

 Yes No

3.2.05 NGO has a personnel manual that is used by staff.

 Yes No

- 3.2.06 NGO uses sign-in and attendance sheets for staff.
 Yes No
- 3.2.07 NGO has contracts for paid staff.
 Yes No
- 3.2.08 NGO has a staff comment / suggestion box for staff feedback.
 Yes No
- 3.2.09 NGO has a staff newsletter or bulletin board for staff announcements.
 Yes No
- 3.2.10 NGO conducts written needs assessments for staff training.
 Yes No
- 3.2.11 NGO conducts written staff performance evaluations.
 Yes No
- 3.2.12 NGO has an established salary scale for staff positions.
 Yes No
- 3.2.13 NGO has a written policy statement on hiring and firing staff.
 Yes No
- 3.2.14 NGO has a written policy statement on staff-management communication.
 Yes No
- 3.2.15 NGO has one or more women in a senior management position.
 Yes No
- 3.2.16 NGO conducts annual staff retreats / workshops for planning and communication.
 Yes No
- 3.2.17 NGO posts the written minutes of staff meetings.
 Yes No

3.2.18 NGO has a regular schedule of staff meetings.

Yes

No

3.2.19 NGO personnel decisions are documented in NGO records.

Yes

No

3.3 Volunteer Management

Does the NGO effectively recruit, manage and motivate volunteers?

Performance Indicator 3.3:
NGO effectively attracts and manages volunteers.

Measurement Units 3.3:

3.3.01 NGO has a coordinator for volunteers.

Yes

No

3.3.02 NGO has 2 or more volunteers who assist in services or administration each week.

Yes

No

3.3.03 NGO has a volunteer manual or volunteer job description.

Yes

No

3.3.04 NGO has a written policy statement on the role of volunteers.

Yes

No

3.3.05 NGO advertises to recruit volunteers.

Yes

No

3.3.06 NGO has a written strategic plan for volunteer recruitment and management.

Yes

No

3.3.07 NGO monitors volunteer time and labor inputs.

Yes

No

3.3.08 NGO conducts a training program for volunteer.

Yes

No

3.3.9 NGO holds an annual event / celebration to honor its volunteers.

Yes

No

3.4 Information Management

Does the NGO collect information for results monitoring and the reporting of activities' achievements?

Performance Indicator 3.4:

NGO systematically collects and uses information for management.

Measurement Units 3.4:

3.4.01 NGO program officers use computers for reporting.

Yes

No

3.4.02 NGO collects and reports activities data by gender and age groups.

Yes

No

3.4.03 NGO practices annual results monitoring.

Yes

No

3.4.04 NGO reports results achievements annually.

Yes

No

3.4.05 NGO has an information or MIS officer or unit.

Yes

No

3.4.06 NGO has a computerized MIS and produces quarterly computer reports of activity data.

Yes

No

3.4.07 NGO board receives monthly or quarterly statistical reports on NGO activities and reviews the data at board meetings.

Yes

No

3.5 NGO Management Capacity for an Intermediary Role

Does the NGO have the capacity to play an intermediary role of support to primary-stratum (community-based) NGOs?

Performance Indicator 3.5:
NGO has the capacity to effectively manage an intermediary role.

Measurement Units 3.5:

- | | | | |
|--------|----------------------------------------------------------------------------------------------|-----------------------------------------|----------------------------------------|
| 3.5.01 | NGO provides sub-grants to other NGOs. | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| 3.5.02 | NGO maintains NGO portfolios (client files for assisted NGOs). | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| 3.5.03 | NGO trains its staff in organizational development skills and concepts to assist other NGOs. | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| 3.5.04 | NGO provides training or technical assistance to other NGOs. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| 3.5.05 | NGO conducts organizational assessments of other NGOs. | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| 3.5.06 | NGO maintains a database of consultant expertise. | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| 3.5.07 | NGO hires / recruits consultants to assist other NGOs. | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| 3.5.08 | NGO has a staffperson assigned to NGO client management / intake. | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| 3.5.09 | NGO develops information materials for organizational learning. | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

Organizational Assessment - ECO

4. Financial Management

4.1 Financial Accounting

Does the NGO implement a financial accounting system that ensures both internal control and management capacity for compliance?

Performance Indicator 4.1:

NGO implements a thorough and documented system of internal control and management is capable of grant compliance.

Measurement Units 4.1:

4.1.a Internal Control

Authorization

4.1.01 NGO check / cash requests are always signed by the authorized preparer and review person(s).

Yes

No

4.1.02 NGO contracts are always signed by the authorized person.

Yes

No

4.1.03 NGO has written procedures, approved by the Board of Directors, that specify the limits of authority to sign financial documents.

Yes

No

4.1.04 NGO has a written delegation of authority to sign financial documents in the event of absence.

Yes

No

Segregation of Duties

4.1.05 Segregating responsibility and duties in financial transactions.

Scale

3. All financial transactions are implemented by 3 or more persons.

2. All financial transactions are implemented by 2 persons.

1. Not all financial transactions are implemented by 2 persons.

4.1.06 NGO has written policies and procedures that segregate duties and responsibilities in all financial transactions.

Yes

No

4.1.07 NGO conducts an independent check of a sample of financial transactions at least once every three months.

Yes

No

Safeguarding of Assets

4.1.08 NGO stores checks and cash-on-hand in a locked safe on the premises.

Yes

No

4.1.09 NGO follows a written policy for deposit of excess cash in the bank.

Yes

No

4.1.10 NGO conducts a physical count of inventory and fixed assets at least once each year and presents a written report to the Board of Directors.

Yes

No

4.1.11 NGO updates a register of fixed assets at least once each month.

Yes

No

4.1.12 NGO maintains insurance against loss equal to the value of its assets.

Yes

No

4.1.13 NGO maintains liability insurance on vehicles and appropriate staff.

Yes

No

4.1.14 NGO uses keys / passwords to restrict access to financial files / records.

Yes

No

4.1.15 NGO backs up computer files of financial accounts at least once each week and stores the back-up files off site.

Yes

No

4.1.16 NGO has written procedures for the timely settlement of staff advances..

Yes

No

4.1.17 NGO keeps deeds and valuables in a safebox.

Yes

No

4.1.18 NGO controls access to facilities and assets.

Yes

No

4.1.19 NGO provides written procedures for the use of key assets.

Yes

No

Documentation of Expenditure

4.1.20 NGO keeps monthly files of expenditures that include: cash/check requests, delivery notes for good/services received, original invoices, and receipts of payment.

Yes

No

4.1.21 NGO keeps a payroll file with signed receipts of payment for each employee.

Yes

No

4.1.22 NGO payroll sheets show deductions and tax withheld for each employee.

Yes

No

4.1.23 NGO has a written statement of documentation to be included in files of expenditures.

Yes

No

4.1.24 NGO uses purchase request forms for all purchases.

Yes

No

4.1.25 NGO uses advance request forms for all advances issued to staff.

Yes

No

4.1.26 NGO uses travel authorization forms for all travel.

Yes

No

4.1.27 NGO uses annual leave request forms.

Yes

No

4.1.28 NGO produces a monthly bank reconciliation report for each account.

Yes

No

4.1.29 NGO keeps a separate file of current service contracts and leases that it references in check requests.

Yes

No

4.1.30 NGO keeps a file of project agreements / amendments and budgets.

Yes

No

4.1.31 NGO keep bank-books for all bank accounts.

Yes

No

4.1.b Management Capacity for Compliance

4.1.32 NGO personnel files include social insurance forms (e.g. Forms 1 & 6) for all employees.

Yes

No

4.1.33 NGO keeps a file of Forms 2 submitted for each calendar year.

Yes

No

4.1.34 NGO has a copy of the applicable NGO law.

Yes

No

4.1.35 NGO has a copy of B&H *Generally Accepted Accounting Principles*.

Yes

No

4.1.36 NGO has an accountant with experience in preparing financial statements for non-USAID donors.

Yes

No

- 4.1.37 NGO has a finance manager with experience in preparing financial statements for non-USAID donors.
 Yes No
- 4.1.38 NGO has an accountant with experience in preparing financial statements for a USAID sub-grant.
 Yes No
- 4.1.39 NGO has a finance manager with experience in preparing financial statements for USAID sub-grants.
 Yes No
- 4.1.40 NGO has an accountant who has completed training in financial reporting for USAID sub-grants.
 Yes No
- 4.1.41 NGO *executive director* has completed training in financial reporting for USAID sub-grants.
 Yes No
- 4.1.42 NGO has a copy of USAID's standard provisions for compliance.
 Yes No
- 4.1.43 NGO has a summary checklist of applicable USAID compliance provisions for their sub-grants.
 Yes No
- 4.1.44 NGO has prepared a training program curriculum for new accountants that includes accounting standards and USAID standard provisions.
 Yes No
- 4.1.45 NGO has implemented a training program in USAID financial policies and procedures in the last 3 years.
 Yes No

4.2 Financial Accountability

Does the NGO ensure the accuracy of its financial reports and shares appropriate financial information with its Board of Directors, staff, and General Assembly?

Performance Indicator 4.2:
NGO conducts audits and prepares and disseminates financial reports on a regular basis.

Measurement Units 4.2:

4.2.01 NGO prepares monthly financial reports for presentation to the Board of Directors.

Yes

No

4.2.02 NGO financial accounts are included in its annual report.

Yes

No

4.2.03 NGO has a designated staff person to conduct internal audits.

Yes

No

4.2.04 NGO contracts for an external audit each year.

Yes

No

4.2.05 NGO contracts a top-ranked auditing firm for annual audits.

Yes

No

4.2.06 NGO has an accounting & financial procedures manual for financial reporting.

Yes

No

4.2.07 NGO presents its financial accounts, financial reports and budgets to the General Assembly for vote and approval.

Yes

No

4.2.08 NGO prepares financial reports and accounts for grants to donors.

Yes

No

4.2.09 NGO accounts to donors for sub-grants that it gives to other NGOs from donor grants that it receives.

Yes

No

4.2.10 NGO presents the financial review reports that it receives from donors to its staff, Board of Directors and General Assembly.

Yes

No

4.2.11 NGO staff receive quarterly financial reports for their program(s).

Yes

No

4.2.12 NGO staff receive an annual financial report for their program(s).

Yes

No

4.2.13 NGO programs and services are shown as separate sub-accounts in the NGO's financial accounts and reports.

Yes

No

4.3 Financial Sustainability

Does the NGO plan for financial sustainability and conduct fund-raising activities?

Performance Indicator 4.3:

NGO plans for financial sustainability and a diversity of resources, and conducts fund-raising activities.

Measurement Units 4.3:

4.3.01 Revenue from "own" sources

Scale

4. More than 50% of the NGO's total annual revenues (TAR) comes from "own" sources, i.e. membership dues, sales, service fees, income from investments).
3. From 26-50% of the NGO's TAR comes from "own" sources.
2. From 10-25% of the NGO's TAR comes from "own" sources.
1. **Less than 10% of the NGO's TAR comes from "own" sources.**

- 4.3.02 NGO currently has grants from 2 or more donors.
 Yes No
- 4.3.03 NGO prepares an annual analysis of financial trends and program costs.
 Yes No
- 4.3.04 NGO prepares an annual cost analysis of its largest two programs or services.
 Yes No
- 4.3.05 NGO prepares a cost analysis to calculate its Indirect Cost Rate (ICR).
 Yes No
- 4.3.06 NGO has an established (calculated) ICR.
 Yes No
- 4.3.07 NGO prepares fund-raising plans for 2-3 years.
 Yes No
- 4.3.08 NGO conducts an annual fund-raising activity.
 Yes No
- 4.3.09 NGO conducts 2 or more different fund-raising activities each year.
 Yes No
- 4.3.10 NGO has prepared a strategic review of fund-raising options and calculated the expected financial returns of selected fund-raising activities within the last 3 years.
 Yes No
- 4.3.11 Two or more NGO board members or senior managers have completed training in the strategic planning and implementation of NGO fund-raising.
 Yes No
- 4.3.12 NGO has contracted for consultant support in the planning and implementation of a fund-raising campaign.
 Yes No

4.3.13 NGO has presented a 3-year strategic plan for fund-raising to the General Assembly for vote and approval.

Yes

No

4.3.14 NGO budgets include one or more line items for fund-raising expenditure.

Yes

No

4.3.15 NGO board members play an active role in fund-raising activities.

Yes

No

4.4 Financial Planning

Does the NGO budget for the future and practice strategic financial planning?

Performance Indicator 4.4:

NGO has developed capacities for strategic financial planning and financial projections.

Measurement Units 4.4:

4.4.01 NGO prepares budget forecasts.

Scale

3. NGO prepares 2-3 year budget forecasts and presents the forecasts to the Board of Directors for review.
2. NGO prepares 2-3 year budget forecasts for the organization and its major programs.
1. **NGO prepares a budget for next year only (as required by MISA).**

4.4.02 NGO compares actual to budgeted program costs.

Scale	
4.	NGO prepares <u>monthly</u> financial reports that compare actual to budgeted costs for each major program.
3.	NGO prepares <u>quarterly</u> financial reports that compare actual to budgeted costs for each major program.
2.	NGO prepares <u>annual</u> financial reports that compare actual to budgeted costs for each major program.
1.	NGO prepares <u>occasional</u> financial reports that compare actual to budgeted costs for each major program.

4.4.03 NGO provides program financial data to program staff for budgeting and planning.

Yes

No

4.4.04 NGO has, within the last 3 years, contracted for consultant support in preparing 2-3 year financial projections for the organization as a whole and its major programs.

Yes

No

4.4.05 NGO has calculated the cost of services per client or result within the last 3 years.

Yes

No

4.4.06 NGO calculates the cost of services per client or result *annually*.

Yes

No

4.4.07 NGO has reviewed its ICR calculations within the last 3 years.

Yes

No

4.4.08 NGO prepares annual cash flow projections for major services or the organization overall.

Yes

No

4.4.09 NGO uses a computer to prepare its financial projections.

Yes

No

4.4.10 NGO staff train the staff / board members of other NGOs in financial planning.

Yes

No

4.4.11 NGO reviews program costs *annually* to identify opportunities for cost reduction.

Yes

No

4.4.12 NGO has a written policy to enhance cost recovery and surplus growth.

Yes

No

4.4.13 Two or more NGO staff / board members have attended training in financial planning in the last 3 years.

Yes

No

MEMORANDUM

TO: "EKO NERETVA", JABLANICA
FROM: ANELA ČAVDAR
SUBJECT: COMMENTS ON PROJECT PROPOSAL FOR CAP
DATE: APRIL 3, 2002

Dear Mr. Čilić

The ADF team reviewed your project proposal titled "Campaign for Creating Local Environmental Action Plan for Jablanica Municipality". The proposal is good, but it is necessary to add elements, which will clarify certain parts of your proposal. The purpose of our comments, which you should incorporate in your proposal, is to help you strengthen your organization and to gain a routine in project proposal writing, as well as to reach full project purpose, to satisfy ADF criteria, and most importantly to make change in your area. This is one more opportunity to gain new knowledge about project proposal writing and public advocacy. The whole project proposal will be commented on in detail in the below text according to the sections of your project proposal.

EXECUTIVE SUMMARY: Very well written, contains all necessary elements, organizational description, problem statement, approach to its solution, as well as needed budget for implementation.

STATEMENT OF THE PROBLEM: Also very well written, including problem itself, how it arose, beneficiaries and what can happen if the problem will not be resolved.

BACKGROUND: Very good, here you give more information about the nature of the problem, and how you identified this problem, and support its identification with attached public poll results, minutes from meetings, which were dedicated to this issue. Also, you briefly and clearly described the relation between projects already implemented by your organization and the defined problem, and ways how you will solve this problem as a long-term solution.

Report

Sample IAP - Comments on Initial Proposal

America's Development Foundation

APPROACH: In this part, your description of approaches to solution and activities that you planning in order to solve this problem is very poor. The activities, which are listed in implementation plan, are not even mentioned here (i.e. cleaning of 20 garbage depones, planting trees, ecological -tours, cleaning of rivers and lake). These activities should be described in detail, while stating the relation between these activities and the goals of this proposal. Also it is necessary to describe the locations where these activities will be implemented (i.e. are these 20 garbage depones located in the town Jablanica, in its suburbs or near river or lake. Do you already identify these locations or it will be identified through defining priorities during creation of LEAP plan? Also in implementation plan you mentioned meetings in local communities (mjesna zajednica). It is necessary to state which local communities. Does Jablanica have only 5 local communities or did you choose just these 5?

When you write about ways to mobilize members and citizens, you should also describe the reasons why you mobilize them and what their tasks will be. Some meetings in local communities and public panel discussions have the same topic. What is relation between them and what should be results? What will be first and what will be second? Why it is necessary to have both meetings in local communities and public panels with same topic? Then, what are you expecting to result from the distribution of leaflets, brochures, TV program...? How do you see the continuation of the project? What will happened after the LEAP plan is adopted?

All activities are just listed in Implementation plan but not described in Approach. All activities that will be implemented in order to solve problem should be described in detail in Approach.

Also the component for public advocacy is not clearly seen in this part, but it can extracted from the listed activities. As you know, a project proposal should be clear, not to force readers to presume or guess. To avoid any doubts, activities, their purpose, and expected results should be described in detail with advocacy point of view. For example, defined the purpose and ways how you will monitor decision making about ecological interventions and gain greater citizen participation in decision making process. Also, define what is goal of the concrete actions, i.e. cleaning of garbage depones, cleaning of rivers and lake, as well as tree planting. Is the overall goal merely physical activity of citizens and members and improving environment or is the goal to point out the problem and gain citizen support for campaign?

Also, the role and activities of your partner should be described in detail.

In this part of the proposal, it is necessary to take in consideration the upcoming elections in October, and to give review its possible impact on your campaign. Describe why one year is needed to implement this campaign. Is it realistic or can it be done in less time?

IMPLEMENTATION PLAN: Very detailed plan with clear timeframe and persons in charge.

MONITORING & EVALUATION: This part should be improved with the knowledge you gained during the last workshop on Monitoring and Evaluation. For example, you stated that 10,000 viewers will be acquainted with proposed vision for Jablanica Municipality, and the verification source is archive of TV Jablanica. How do you know that the numbers will be 10,000, and how it is found in the archive? As far as we know, BH still does not have rating system for TV viewers. Maybe it will be better to change this, and to measure this activity with number of phone calls during TV program, occasional public poll with citizens when they call eco-phone, with question: are you familiar with proposed vision. It is necessary to re-evaluate all other indicators in this regard.

ORGANIZATION CAPABILITY: This part is very good, but you need to describe your experience with public campaigns, what were their goals, purpose and their results.

BUDGET:

- Utility costs – in narrative budget you stated that this figure is 50% of total cost. That should be also in budget form (table).
- Office supplies cost – How did you arrive at \$2000? You should break down this cost per month.
- Promotional material costs – in narrative budget part you stated the number of copies of leaflets, T- shirts, posters. Those also need to be in budget table, break down by number of copies, kind of promotional material and its costs.

In overall, budget is well written with good relation between operational costs and activities costs.

One thing to avoid in a project proposal is “we are expecting that...” or “we are hoping”. You are not writing an essay. You should work with facts. And the most important thing is to not give readers reasons to raise questions. Do not assume that the donor is familiar with your issue.

Otherwise, this is very good project proposal. It has a certain flow and relation between individual parts, which you unfortunately lose a little between Approach and Implementation Plan, and between budget and narrative budget.

CAP is different kind of project than IDG – CAP funds are not for institutional development. ADF policy is: Covering operational staff salaries through CAP is up to 50% of total salary amount, but only if these salaries are not covered through IDG. That means that covering these salaries can be possible only upon ending of IDG funds, and no more than 50% of total amount. Same principle is for covering office costs.

If you have any questions, please do not hesitate to contact me. Corrections in project proposal should made and submitted to Program Advisor by Monday 22 April 2002.

Regards

Anela Čavdar

ADF Program Advisor

Integrated Assistance Package Plan- IAP plan

OCD: EKO NERETVA

Date, place: 12 October 2001, Jablanica

Telephone, fax, e-mail: 036/753-656; eko-ner@bih.net.ba

OCD Representatives, who participated in IAP plan creation:

Idriz Čilić, Zekija Begović, Amir Zahirović, Nina Knežević, Meliha Šubara

We, undersigned, agree that the IPP plan is a result from the evaluation of the organization and conversations between OCD and ADF Program Advisors. ADF shall undertake training/technical assistance as stated in the section Training and Technical Assistance of the Plan.

OCD shall fully participate in training and technical support as well as application of new knowledge/skills with the aim to develop the organization. ADF and OCD shall jointly seek other sources of funds for the rest of the investments.

OCD Program Advisor:

Anela Čavdar

OCD Executive Director:

Idriz Čilić

Integrated Assistance Package Plan- IAP plan

	ORGANIZATIONAL DEVELOPMENT			COALITION BUILDING AND ADVOCACY
	Internal Governance	General Management	Financial Management	Public Advocacy
RESULTS	<p>1.5 The composition of the NGO board and committees by gender and youth in balance</p> <p>1.7 Board defines roles and orients new members.</p>	<p>3.1 (b) Strategic Plan with timeframe</p> <p>3.1 (c) The NGO prepares future plans for organizational development (OD).</p> <p>3.1 (d) The NGO solicits customer input for future plans.</p> <p>3.2 NGO has an established system for personnel management</p> <p>3.3 NGO has an established system effectively attracts and manages volunteers</p> <p>3.4 NGO systematically collects and uses information / monitoring for management.</p> <p>3.5 NGO has the capacity to play an intermediary role of support to primary-stratum (community-based) NGOs</p>	<p>4.1 NGO implements a thorough and documented system of internal control and management is capable of grant compliance.</p> <p>4.2 NGO conducts audits and prepares and disseminates financial reports on a regular basis.</p> <p>4.3 NGO plans for financial sustainability and a diversity of resources, and conducts fund-raising activities.</p> <p>4.4 NGO has developed capacities for strategic financial planning and financial projections.</p>	<p>2.2 NGO is skilled in</p> <p style="padding-left: 20px;">(a) constituency building and</p> <p style="padding-left: 20px;">(b) Promotion of membership</p> <p>2.3 NGO has the capacity to conducts advocacy research and monitoring</p> <p>2.6 NGO builds networks and community relations of support</p>

<p>TRAINING / TECHNICAL ASSISTANCE</p>	<p>1.5 and 1.7 Board Development – Training, “in-house training, and technical assistance</p>	<p>3.1 (b, c, and d) Strategic Planning - Training, “in-house training, and technical assistance.</p> <p>NGO Marketing – Training and technical assistance.</p> <p>3.2 and 3.3 Policies and Procedures - Training and technical assistance.</p> <p>3.4 Monitoring and Evaluation - Training, “in-house training and technical assistance.</p> <p>3.5 All Training, “in-house training, and technical assistance</p>	<p>4.1 and 4.2 Finance Management – Training and technical assistance.</p> <p>4.3 Fundraising - Training, “in-house training, and technical assistance.</p> <p>4.4 Strategic Planning - Training, “in-house training, and technical assistance.</p>	<p>2.2 and 2.3, Public Advocacy - Strategic Planning - Training, “in-house training, and technical assistance.</p> <p>Project Proposal Writing - Strategic Planning - Training, “in-house training, and technical assistance.</p> <p>NGO Marketing – Training and technical assistance.</p>
<p>OTHER INVESTMENTS</p>	<p style="text-align: center;">Investments covered by Institutional Development Grant</p> <ul style="list-style-type: none"> • Operational costs (i.e. salary, utilities, equipment) Salaries: Executive director (12 months x 8 hours per day) Finance Coordinator (12 months x 8 hours per day) Administrative Assistant (12 months x 8 hours per day) • Support for activities designed to increase members, to increase community understanding and support Development of promotional materials • Development of promotional materials for organizational marketing and public information. Design and printing of promotional materials costs. 			

Eko Neretva Jablanica
List of Training & Technical Assistance and Grants

Training Topics:

1. Board Development
2. Strategic planning
3. Public advocacy
4. Fundraising
5. Project proposal writing
6. Monitoring, evaluation and reporting
7. Policies and Procedures
8. NGO Marketing
9. Finance management

Technical assistance (based on ongoing contact):

1. Board Development – Development of bylaws
2. Strategic planning – “In-house” training, development of Strategic Plan
3. Public advocacy – Development of Advocacy Campaign project proposal
4. Fundraising – “In-house” training, Development of fundraising plan
5. Project proposal writing – Development and review of project proposal for ADF and other donors (REC, IRC, QIF, World Bank)
6. Monitoring, evaluation and reporting – Development of Evaluation plan (creating indicators)
7. Policies and Procedures – Development of policies and procedures (policies for relationship with donors; public relationship; finance management; travel; accounting; fixed assets management; record keeping and filing)
8. NGO Marketing – Development of promotional materials and marketing plan
9. Finance management – Establishing of good finance management practice, accounting and book keeping, cash book transactions and records, improving financial reporting and planning skills, process and documents.
10. Report writing – Review of reports for ADF and other donors
11. Problem solving – Staffing, recruiting board members, partnership relations

Grants:

Institutional Development Grant – \$9,995 (12 months for salaries, equipment, promotional material)

Civic Action Partnership Grant – \$8,000 (8 months for campaign to create LEAP for Jablanica Municipality)

Nova Praksa – \$34,843 (3 months in cooperation with Jablanica Municipality and Utility Company to implement one LEAP objective on waste recycling system).

**"EKO NERETVA" Jablanica
ACHIEVED RESULTS**

ORGANIZATIONAL DEVELOPMENT – Internal Governance	
RESULT	ACHIEVED THROUGH
1.5 The composition of the NGO board and committees by gender and youth in balance.	New Board member recruitment; Board development training, (defining of committees, creating and adopting of board bylaws).
1.7 Board defines roles and orients new members.	<p>Board meetings with defining job description for board members; "In-house" workshop for new Board members (November 2001, role and responsibilities of board members). Created and adopted new bylaws: New statute, Policies and procedures for board, Policies and procedures for organization and personnel, and Strategic Plan.</p> <p>Ongoing education of Board members and implementation of Policies and procedures, and plans.</p> <p>Assembly members adopted all policies and procedures and plans in February 2002.</p>
ORGANIZATIONAL DEVELOPMENT – General Management	
RESULT	ACHIEVED THROUGH
3.1 (b) Strategic Plan with timeframe	After Strategic Planning training (November 2001), "EKO Neretva" worked on strategic planning preparations, and in January 2002, organized workshop for strategic planning where board members, staff, volunteers, and members / beneficiaries participated.
3.1 (c) The NGO prepares future plans for organizational development (OD).	In Strategic plan strategic directions and goals for organizational and activities development were created and defined. Implementation of Strategic plan started after adoption by the board.

3.1 (d) The NGO solicits customer input for future plans.	During strategic planing, they organized public poll, which treated future direction of organizational work.
3.2 NGO has an established system for personnel management	Created and adopted new bylaws: New statute, Policies and procedures for board, Policies and procedures for organization and personnel, adopted by the board and assembly.
3.3 NGO has an established system effectively attracts and manages volunteers	Training and "in-house" workshop for volunteers created and adopted policy ad procedure for volunteers. (April 2002)
3.4 NGO systematically collects and uses information / monitoring for management.	Monitoring & Evaluation and Reporting Training (March 2002). Application of skills and knowledge gained on the training in everyday work.
3.5 NGO has the capacity to play an intermediary role of support to primary-stratum (community-based) NGOs.	Ongoing activities on organizational development.
ORGANIZATIONAL DEVELOPMENT – Financial Management	
RESULT	ACHIEVED THROUGH
4.1 NGO implements a thorough and documented system of internal control and management is capable of grant compliance.	Created and adopted new bylaws: New statute, Policies and procedures for board, Policies and procedures for organization and personnel, and Finance management and accounting.
4.2 NGO conducts audits and prepares and disseminates financial reports on a regular basis.	Technical assistance in financial reporting, establishing internal audit committee
4.3 NGO plans for financial sustainability and a diversity of resources, and conducts fund-raising activities.	Fundraising training, Marketing training, (April 2002), created fundraising plan, and strategic plan.
4.4 NGO has developed capacities for strategic financial planning and financial projections.	Strategic planing and Fundraising training and Technical assistance.

COALITION BUILDING AND ADVOCACY – Public Advocacy	
RESULT	ACHIEVED THROUGH
2.2 NGO is skilled in (a) constituency building and (b) Promotion of membership	Public Advocacy Training (December 2001), Implementation of Civic Action in Partnership Grant – Campaign for Creating Ecological Action Plan (LEAP) for Jablanica Municipality. Marketing Training and organizing of events for members and beneficiaries.
2.3 NGO has the capacity to conduct advocacy research and monitoring	Public Advocacy Training and Monitoring & Evaluation and Reporting Training
2.6 NGO builds networks and community relations of support	Public Advocacy Training and Implementation of LEAP Campaign

**Review of Workshops Delivered to IAP, ADV, FDP, PP and IGP Grantees
(by type, date, place, number of NGOs and number of participants)**

Type of workshop	Date	Place	NGOs	Participants
Board Development	October, 2001	Jahorina	13	26
Strategic Planing	November, 2001	Celebici	7	14
Strategic Planing	November, 2001	Teslic	6	12
Public Advocacy	December, 2001	Neum	13	26
Project Proposal Writing	January, 2002	Jablanica	4	8
Project Proposal Writing	January, 2002	Banjaluka	5	10
Project Proposal Writing	January, 2002	Sarajevo	4	8
Finance Management	February, 2002	Sarajevo	13	26
Volunteer Management	February, 2002	Prijedor	3	4
Monitoring and Evaluation	March, 2002	Mostar	7	14
Monitoring and Evaluation	March, 2002	Banjaluka	6	12
Policies and Procedures	April, 2002	Cazin	7	14
Policies and Procedures	April, 2002	Celebici	6	12
Fundraising	May, 2002	Prijedor	3	6
Fundraising	May, 2002	Mostar	3	9
Fundraising	May, 2002	Gradacac	3	6
Fundraising	May, 2002	Sarajevo	3	6
Fundraising	May, 2002	Doboj	1	13
Marketing	June, 2002	Jajce	3	5
Marketing	June, 2002	Prijedor	3	6
Marketing	June, 2002	Sarajevo	3	9
Marketing	June, 2002	Mostar	3	6
Marketing	June, 2002	Doboj	1	10
Introductory workshop	July, 2002	Jahorina	19	38
Public Advocacy	September, 2002	Neum	19	37
Project Proposal Writing	October, 2002	Tuzla	7	14
Project Proposal Writing	October, 2002	Celebici	6	11
Project Proposal Writing	October, 2002	Zenica	6	12
Strategic Planing	Oct-November, 2002	Celebici	7	12
Strategic Planing	Oct-November, 2002	Šcit	12	25
Policies and Procedures	December, 2002	Vogosca	11	19
Policies and Procedures	December, 2002	Tuzla	8	15
Board Development	December, 2002	Zabljak-Uсора	10	20
Board Development	December, 2002	Mostar	9	17
Marketing	March, 2003	Mostar	6	12
Marketing	March, 2003	Sarajevo	7	13
Marketing	March, 2003	Tuzla	6	12
Fundraising	April, 2003	Vogosca	10	20
Fundraising	April, 2003	Zenica	8	14
Volunteer Management	April, 2003	Vogosca	10	20
Volunteer Management	April, 2003	Zenica	9	14
Monitoring and Evaluation	May, 2003	Banjaluka	8	14
Monitoring and Evaluation	May, 2003	Vogosca	9	14
Public Advocacy	August, 2003	Jahorina	10	19
Strategic planing (PP)	September, 2003	Sarajevo	3	6
Project Proposal writing (IPP, FDP, ADV)	September, 2003	Banjaluka	3	6
Project Proposal writing (IPP, FDP, ADV)	September, 2003	Jahorina	7	14
Project Proposal writing (IPP, FDP, ADV)	September, 2003	Celebici	3	6
Board Development (IGP)	October, 2003	Sarajevo	4	10
Board Development (in house)	October, 2003	Kostajnica	1	7
Board Development (in house)	October, 2003	Sarajevo	1	10
Policies and Procedures (IPP, IGP)	Oct-November, 2003	Sarajevo	10	19

Fundraising (PP)	November, 2003	Zenica	3	6
Monitoring and Evaluation (IPP, ADV)	November, 2003	Jahorina	5	10
Monitoring and Evaluation (IPP, ADV)	November, 2003	Celebici	5	10
Strategic Planing	December, 2003	Zenica	3	8
Strategic Planing	December, 2003	Celebici	3	9
Board Development (in house)	December, 2003	Bratunac	1	9
Board Development (in house)	December, 2003	Mostar	1	6
Marketing (IPP, FDP, PP, IGP)	February, 2004	Vogosca	7	14
Marketing (IPP, FDP, PP, IGP)	February, 2004	Vogosca	7	14
Finance Management (IGP)	March, 2004	Sarajevo	4	7
Fundraising	March, 2004	Jajce	3	3
Fundraising	March, 2004	Mostar	5	10
Volunteer Management	March, 2004	Jajce	3	3
Volunteer Management	March, 2004	Mostar	5	10

**Review of Mini Workshops Delivered to Clients
(by type, date, place and number of organizations)**

Type of Mini Workshop	Date	Place	Number of Organizations
Project Proposal Writing (CIM)	August, 2002	Sarajevo	5
Project Proposal Writing (CIM)	August, 2002	Banjaluka	1
Project Proposal Writing (SIG)	August, 2002	Sarajevo	3
Coalition Building Middle Bosnia Coalition	October, 2002	Jajce	6
Coalition Building for AD Coalition	November, 2002	Sarajevo	6
Project Proposal Writing (CIM)	November, 2002	Sarajevo	2
Project Proposal Writing (CIM)	November, 2002	Sanski Most	6
Project Proposal Writing (SIG)	November, 2002	Sarajevo	2
Project Proposal Writing (SIG)	November, 2002	Tuzla	2
Coalition Building AD Coalition	December, 2002	Sarajevo	4
Coalition Building for OSAP Coalition	January, 2003	Sarajevo	11
Project Proposal Writing (CIM)	February, 2003	Sarajevo	9
Project Proposal Writing (CIM)	February, 2003	Sanski Most	8
Coalition Building OSAP Coalition	February, 2003	Banjaluka	15
Coalition Building AD Coalition	February, 2003	Banjaluka	6
Project Proposal Writing (CIM)	May, 2003	Sarajevo	4
Project Proposal Writing (CIM)	May, 2003	Mostar	2
Project Proposal Writing (CIM)	May, 2003	Tuzla	4
Project Proposal Writing (CIM)	September, 2003	Banajluka	3
Project Proposal Writing (CIM)	September, 2003	Tuzla	4
Coalition Building for OSAP Coalition	December, 2003	Sarajevo	6
TOTAL			109

**Review of Workshops Delivered to Telecottages in Bosnia and Herzegovina
(by type, date, place, number of participants and participants' perception)**

Type of workshop	Date	Place	Number of organizations	Number of participants	Expectations (average) ¹	Approach (average) ²
Strategic Planning	January 2003	Mostar	6	6	4.57	4.71
Strategic Planning	February 2003	Zvornik	6	7	4.57	4.71
Community Development and Citizens Participation	March 2003	Rama - Sćit	12	16	-	-
Project Proposal Writing	April 2003	Teslić	7	14	4.28	4.28
Association Building	August 2003	Mostar	9	9	-	-
Association Building	August 2003	Borje	11	11	-	-
Marketing	June 2003	Sarajevo	22	35	4.78	4.83
Fundraising	September 2003	Neum	22	30	4.89	4.81
Business Plan Development	September 2003	Neum	22	28	4.89	4.85
Project Proposal Writing	October 2003	Tuzla	4	8	4.54	4.90
Board Development	October 2003	Jablanica	8	8	4.87	4.87
Strategic Planning (TDA)	December 2003	Vogosca	11	11	4.82	4.73
Project Proposal Writing	April 2004	Vogošća	24	24	4.35	4.75
Policies and Procedures	May 2004	Vogosća	11	12	4.83	4.83
TDA Development Workshop	July 2004	Ilidža	11	12	4.72	4.64

- Legend:**
1. Participants' expectation measured on a scale from 1 to 5. 5 means completely fulfilled expectations.
 2. Workshop methodology measured on a scale from 1 to 5. 5 means that participants are completely satisfied.

**Review of Workshops Delivered to Coalitions
(by type, date, place, number of participants and participants' perception)**

Type of workshop	Date	Place	Number of organizations	Number of participants	Expectations (average) ¹	Approach (average) ²
Advocacy – AD Coalition	August 2003	Jahorina	4	14	4.84	4.92
Project Proposal Writing – AD Coalition	September 2003	Banjaluka	3	6	5.00	5.00
Advocacy – OSAP Coalition	September 2003	Jahorina	4	17	4.41	4.50
Project Proposal Writing – OSAP Coalition	October 2003	Tuzla	5	15	4.54	4.90
Advocacy -Disability Coalition	November 2003	Teslić	12	15	4.81	4.87
Project Proposal Writing – Disability Coalition	December 2003	Teslić	9	15	4.92	4.92
UN Standard Rights – Disability Coalition	February 2004	Gradačac	10	16	-	-
Strategic Planing – AD Coalition	February 2004	Vogošća	9	9	4.89	4.89
Project Proposal Writing – AD Coalition	June 2004	Banjaluka	6	6	4.50	4.75
Event Planning – AD Coalition	June 2004	Sarajevo	9	9	4.89	4.89

- Legend:**
1. Participants' expectation measured on a scale from 1 to 5. 5 means completely fulfilled expectations.
 2. Workshop methodology measured on a scale from 1 to 5. 5 means that participants are completely satisfied.

Review of Technical Assistance and Facilitation Services Delivered to Coalitions

#	Coalition	Event	Place	Date	Type of assistance
1.	National Coalition for Prevention and Treatment of Alcohol and Drug Abuse "Zajedno"	Meeting	Vogošća	May, 2003	The first meeting of regional coalition representatives, including presentation of regional coalitions and identifying needs, issues and themes. Assessment of interest and possibilities of establishment of strong coalition on national level
		Workshop	Jahorina	August, 2003	Improving the knowledge of the coalition members about advocacy; Developing public advocacy skills, preparing coalition representatives to develop public advocacy campaign
		Meeting	Sarajevo	August, 2003	Definition of coalition's vision, mission and name; developing fact-sheet; definition of goals and activities of future advocacy campaign.
		Meeting	Banja Luka	August, 2003	Developing of coalition's action plan and definition of goals for public advocacy campaign.
		Workshop	Banja Luka	September, 2003	Project proposal writing workshop
		Meeting	Tuzla	November, 2003	Developing coalition logo, web page, data base, presentation of project proposal of public advocacy campaign
		Meeting	Laktaši	December, 2003	Coalition Board meeting; developing of "Code of Conduct" for coalition members
		Meeting	Sarajevo	December, 2003	Coalition Board meeting; education of coalition members for implementation of survey on national level
		Meeting	Laktaši	January, 2004	The third Coalition Board meeting
		Workshop	Vogosca	February, 2004	Developing three-year strategic plan for national coalition
		Meeting	Celebici	May, 2004	AD National Coalition Assembly meeting
		Meeting	Sarajevo	June, 2004	Event planning, press conference and presentation of survey results

2.	North-East Bosnia BiH Regional Coalition for Prevention and Treatment of Alcohol and Drug Abuse	Meeting	Tuzla	March, 2003	Initial coalition building meeting
		Workshop	Tuzla	April, 2003	Strategy of coalition building development-mini workshop
		Meeting	Srebrenica	May, 2003	Developing operational plan for regional coalition building
		Meeting	Zvornik	June, 2003	Preparing Assembly; adopting the Statute and other documents
		meeting	Tuzla	April, 2004	Coordination meeting of national coordinator with representatives of regional coalition
3.	Republic of Srpska Regional Coalition for Prevention and Treatment of Alcohol and Drug Abuse	Workshop	Banja Luka	February, 2003	Workshop on Coalition Building
		Meeting	Laktaši	April, 2003	Round table in Laktasi municipality to define new strategy to fight drugs through better collaboration of NGO and government institutions
		Meeting	Banja Luka	June, 2003	Regional coalition building meeting, definition of vision, mission and coalition office
		Meeting	Banja Luka	June, 2003	Preparation activities for International Day Against Drugs
4.	Middle BiH Regional Coalition for Prevention and Treatment of Alcohol and Drug Abuse	Meeting	Rama-Šćit	April, 2003	Initial coalition building meeting
		Meeting	Vitez	November, 2003	Information sharing meeting, approving elected regional coordinator, planning for future steps
		Meeting	Jajce	May, 2004	Evaluation meeting and resolving strategic issues of regional coalition
		Meeting	Bugojno	June, 2004	Reporting on national coalition efforts and planning future steps
5.	Herzegovina Regional Coalition for Prevention and Treatment of Alcohol and Drug Abuse	Meeting	Mostar	February, 2003	Initial Regional Coalition building meeting
		Meeting	Mostar	May, 2003	Coalition building meeting to define geographic scope of coalition, delegation of tasks and duties, developing activity plan

6.	Sarajevo Regional Coalition for Prevention and Treatment of Alcohol and Drug Abuse	Meeting	Sarajevo	November, 2002	Initial coalition building meeting
		Workshop	Sarajevo	December, 2002	Mini workshop-coalition building
		Meeting	Sarajevo	January, 2003	Developing Statute, Memorandum of Understanding, and other documentation
		Meeting	Sarajevo	May, 2004	Information sharing and meeting with national coordinator
7.	North-east BiH Disability Coalition	Meeting	Sarajevo	November, 2002	ADF NGO Fair Coalition building corner meeting
		Workshop	Tuzla	May, 2003	Initial mini workshop on coalition building
		Meeting	Tuzla	May, 2003	Coalition building meeting to explore the contributions and resources that each NGO can bring to coalition, and to consider strategic approach for organizing coalition
		Workshop	Teslic	November, 2003	Public Advocacy Campaign Development Workshop
		Workshop	Teslic	December, 2003	Project Proposal Writing Workshop
		Workshop	Gradacac	February, 2004	Workshops on UN Standard Rights
8.	Orphans Support and Advocacy Coalition from Tuzla region	Workshop	Tuzla	February, 2003	Initial Workshop on coalition building
		Workshop	Tuzla	March, 2003	Orphan Support and Advocacy Coalition Meeting
		Workshop	Tuzla	October, 2003	Project Proposal Writing Workshop

9.	Eco Coalition	Meeting	Šarajevo	November, 2002	ADF's NGO fair, coalition corner meeting
		Meeting	Tasovcici - Capljina	May, 2003	Environmental Protection Regional Coalition building meeting
		Workshop	Grude	June, 2003	Environmental Protection Regional Herzegovina Coalition meeting
		Meeting	Sarajevo	April, 2003	Environmental Protection National Coalition meeting
		Meeting	Sarajevo	September, 2003	Environmental Protection Coalition meeting
		Meeting	Sarajevo	October, 2003	Environmental Protection Coalition meeting
		Meeting	Sarajevo	December, 2003	Coalition building meeting
10.	OSAP Coalition Banja Luka region	Workshop	Banja Luka	February, 2003	Workshop on OSAP coalition building
		Meeting	Banja Luka	September, 2003	Coalition building meeting
		Meeting	Banja Luka	October, 2003	Meeting in ADF office in Banja Luka with OSAP coalition representatives
		Meeting	Banja Luka	October, 2003	Coalition building meeting
		Meeting	Kozarac	November 2003.	Regional OSAP Coalition building meeting
11	OSAP Coalition Mostar	Meeting	Mostar	February, 2003	Initial OSAP regional coalition building meeting
		Meeting	Mostar	May, 2003	Coalition building meeting
		Workshop	Mostar	May, 2004	Initiation meeting for establishing a new NGO
		Meeting	Mostar	June, 2004	Establishing new NGO by and for orphaned children and youth

12	OSAP Coalition Sarajevo and network working group	Meeting	Sarajevo	November, 2002	ADF NGO fair coalition building corner meeting
		Workshop	Sarajevo	January, 2003	Initial OSAP Regional Coalition meeting
		Workshop	Jahorina	October, 2003	Workshop on Public Advocacy Campaign
		Meeting	Sarajevo	October, 2003	Meeting aimed on definition of topics suitable for Forum "What after 18?"
		Meeting	Sarajevo	November, 2003	OSAP network working group meeting related to the Forum preparation
		Meeting	Sarajevo	November, 2003	Meeting related to Forum preparation
		Forum	Sarajevo	December, 2003	Forum "What after 18?" for more than 90 members of OSAP network from entire BiH. Topics discussed related to problems of orphans who are over age 18, placed in orphanages.
		Meeting	Sarajevo	January, 2004	Meeting for OSAP networking group on presentation of post-forum activities and results and future planning
		Workshop	Sarajevo	April, 2004	Workshop for writing project proposal for OSAP network
13	OSAP Coalition Zenica	Mini-Forum	Zenica	December, 2003	Forum is held in orphanage Zenica to help orphans define their point of view on orphans' issues
		Meeting	Zenica	February, 2004	Meeting of youth – orphanage residents
		Workshop	Zenica	April, 2004	Meeting aimed to encourage and initiate participation of all relevant and significant players in establishing youth NGO
		Meeting	Zenica	May, 2004	Initial meeting for establishing a new NGO
		Meeting	Zenica	May, 2004	Establishing of the new NGO, by and for orphaned children and youth

14	Coalition for Economic Development of Middle BiH region	Workshop	Jajce	October, 2002	Workshop "Building an effective coalition"
		Meeting	Sarajevo	November, 2002	ADF NGO fair coalition building corner meeting
		Workshop	Sipovo	February, 2003	Coalition building meeting aimed to regulate legal status of coalition and to define future steps
		Workshop	Sarajevo	May, 2003	Workshop on coalition building
15	Coalition of Safe Houses for Women	Meeting	Sarajevo	November, 2002	ADF NGO fair coalition building corner meeting
		Meeting	Sarajevo	January, 2003	Initial coalition building meeting
16	Coalition for prevention of Animal Abuse	Meeting	Sarajevo	November, 2002	ADF NGO fair coalition building corner meeting

The **Project Planning/Proposal Writing** was held for 26 municipal officials from 14 municipalities and 1 NGO (Association of municipalities and cities from RS) on November 11-13, 2003 in Vogosca. The purpose of the training was to help applicants prepare proposals for Nova Praksa. The training topics included:

- Analysis of Project Proposals and Donor Applications
- Project Title and Problem Statement
- Project Goals, Beneficiaries and Target Groups
- Activity and Implementation Planning
- Monitoring and Evaluation
- Budget
- Project Summary and Attachments
- Common Errors in Project Proposal Writing.

ADF's Training materials including ADF's Project Proposal Writing Manual, related worksheets and handouts were distributed to all participants. Participants' rating of the Program Advisors was as follows: "Expectations Fulfilled" 4.33 out of 5 and 4.48 out of 5 for Methodology. The following municipalities were represented:

Participants	Municipality
Jasminko Šabotić, Leka Jasmina	Ilidža
Edin Hadžić	Doboj Jug
Devleta Zubčević, Pejo Ivanović	Orašje
Asim Kapić, Adnan Pozderac	Cazin
Milorad Pavlović, Danijela Maksimović, Tanja Milinković	Bijeljina
Vladislava Popović Đorđić	Savez opština i gradova RS
Muhamed Alić, Mujo Tosunbegović	Kalesija
Miro Popović, Ninković Dušan	Derventa
Jasna Hajulahović, Uma Isić	Maglaj
Gordana Pečanac, Orahovac Zehra	Novo Sarajevo
Hazima Pečirep	Novi Grad Sarajevo
Milorad Bodroža, Mladen Kukrić	Drvar
Lukač Stevan, Miroslav Bilčar	Bosansko Grahovo
Smajlović Ibrahim, Beazeta Kešetović	Srebrenik
Nada Perišić	Domaljevac-Šamac

TRAINING OF TRAINERS WORKSHOPS
November 2001 – May 2004

1. Advanced Strategic Planning, conducted by Nader Tadros (ADF Washington), Sarajevo, November 2001
2. Public Advocacy, conducted by Gordana Stojanovic (Legal Services Coalition, Osijek, Croatia), Sarajevo, December 2001
3. Monitoring and Evaluation, conducted by EOS (Zagreb, Croatia), Sarajevo, September 2002
4. Master Class – Facilitating Training for Adults, conducted by Andrew Anderson - SEED, Mostar, December 2002
5. Fundraising, conducted by CDF Budapest, February 2003
6. Project Cycle Management, MDF, Holland, April 2003
7. Voluntary Management, conducted by MI Association (Split, Croatia), Split, May 2003
8. Code of Conduct, conducted by CMS, Bucharest, Romania, May 2003
9. Conflict Management Skills, conducted by CMS, Sofia, Bulgaria, September 2003
10. Public Advocacy, conducted by Gordana Stojanovic, (Legal Services Coalition, Osijek, Croatia), Sanski Most, March 2004
11. Monitoring and Evaluation, MDF, Holland, May 2004
12. Monitoring and Evaluation, conducted by Izbor Plus (Slavica Draskovic), Sarajevo, May 2004

Internship Applicant	Purpose	Location	Period	Host Institution	Results achieved
Udruzenje vozaca i automehanicara Sarajevo	Joining the European Association of Drivers and Automechanics	Zagreb, Croatia	May 28-31, 2004	Croatian Association of Drivers and Automechanics	Three representatives of the organization participated on Congress of European Association of Drivers and Automechanics held in Croatia
	Exchanging experience with Croatian Association related to planning, programs, fundraising				Meeting with ZET-Zagreb Electronic Tramway to learn about developing self-sustainable projects.
	Planning national level advocacy campaign with RS association	Banja Luka		RS Auto Moto Union	Initiative of Balkan Union of Professional Drivers together with representatives from Croatia, Slovenia and Macedonia. Potential application for being host for next European Congress.
Oaza Sarajevo	Getting acquainted with new models of fostering and taking care of mentally retarded persons	Novi Sad, Serbia and Montenegro	June 6 - 11, 2004	School for Primary and High education "Milan Petrovic", Poljoprivredno dobro "Cenej"	OAZA visited one of the famous experimental schools in the region with different approach to its beneficiaries; programs include day care, therapeutic center, creative workshops and health clinic.

<p>Oaza Sarajevo</p>	<p>Established mutual cooperation through common projects</p>	<p>Belgrade, Serbia and Montenegro</p>		<p>Savez drustava za pomoc mentalno nedovoljno razvijenim licima Srbije HO "Decje srce", Republicko udruzenje Srbije za pomoc osobama sa autizmom, Centar za smestaj i dnevni boravak djece i omladine ometene u razvoju Beograd, Zavod za psihifizicka ostecenja i govornu patologiju</p>	<p>OAZA got acquainted with several new models, including the inclusion of parents through "Small schools for parents", children without difficulties and children with difficulties to work together. OAZA's proposal for mutual cooperation and common project has been accepted.</p>
	<p>Getting acquainted with employment regulations for mentally retarded persons and enterprises that employ them</p>	<p>Zagreb, Ljubljana-Croatia, Slovenia</p>	<p>June 20-26, 2004</p>	<p>Zvaze Drustev za pomoc osebam z metnjami v dusevnom razvoju Slovenije»Sozitje» Entreprice»Zelva»-Slovenia</p>	<p>OAZA got acquainted with legislation that is better than BH. NGOs have status of special public interest whereby rights and responsibilities of CSOs dealing with issue of mentally retarded persons are defined. Funding is by public process and social programs implemented on local community and national levels.</p>
				<p>Hrvatski savez udruga za osobe sa mentalnom retardacijom, Summer camp Puntizela, Udruga za pomoc osobama sa mentalnom retardacijom Pula Club Tim Zadar, Centar za rehabilitaciju Mir Split</p>	<p>OAZA saw model of inclusive living which does not exist in BH. This model has functioned through clubs. OAZA members were invited to spend one week in summer at Croation Center for rehabilitation "Mir" Split.</p>

Oaza Sarajevo	Getting acquainted with different law regulations concerning employment for mentally retarded persons. Visiting enterprises where these people work	Zagreb, Ljubljana-Croatia, Slovenia	June 20-26, 2004	Zvaze Društva za pomoć osobama s mentalnom retardacijom u Sloveniji»Sožitje» Entrepriše»Zelva»-Slovenia	In Slovenia OAZA got acquainted with different legislation, much more favourable than in BH. These organizations have status of special public interest organizations and according to that all rights and responsibilities of organizations dealing with issue of mentally retarded persons have been defined. Financing goes through public announcement and special social programs have been implemented on local community level and national one.
				Hrvatski savez udruga za osobe sa mentalnom retardacijom Summer camp»Puntizela» Udruga za pomoć osobama	In Croatia OAZA had the chance to see model of inclusive living, which does not exist in BH. This model has functioned through clubs. OAZA got the invitation to spend seven summer days with its members together with Croatia Center for
Prvi osmijeh, Banja Luka	Establishing cooperation with Croatian NGO, Getting acquainted with law and regulation of celiakia in Croatia, Exchange experience and gain knowledge about celiakia, Explore future cooperation through project	Zagreb, Croatia	March 29, 2004 and April 24, 2004	Hrvatsko društvo za celiakiju, Zagreb	Hrvatsko društvo za celiakiju, Croatian umbrella NGO for celiakia shared experience, regulations stipulating benefits for celiakia patients, client advocacy issues, models of stimulating private donors to make donations; they learned more about food tests and the extended list of gluten free products. Prvi osmijeh presented their work, established and initiated new joint projects (diagnosis and treatment in adults).

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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IDG	38 grants					\$386,844.17	\$0.00	
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IDG 1									
1	Centar za gradjansku saradnju	Gradacac	IDG	01-08	5.12.01	4.12.02	\$ 9,985		
2	DC Nove nade	Zvornik	IDG	01-10	5.12.01	4.9.02	\$ 9,999		
3	DON	Prijedor	IDG	01-05	30.11.01	30.11.02	\$ 9,995		
4	EKO Neretva	Jablanica	IDG	01-01	19.11.01	18.11.02	\$ 9,955		
5	Lasta	Drvar	IDG	01-09	5.12.01	4.8.02	\$ 9,997		
6	Liga za zastitu privatne svojine i ljudskih prava	Trebinje	IDG	01-07	3.12.01	2.10.02	\$ 9,846		
7	DC Nove nade	Capljina	IDG	01-12	5.12.01	4.9.02	\$ 10,000		
8	Sportsko ribolovno drustvo	Sarajevo	IDG	01-03	13.11.01	18.9.02	\$ 7,792		
9	DIA	Novi Grad	IDG	01-04	30.11.01	30.11.02	\$ 8,960		
10	Udruzenje gradjana za pomoc mentalno retardiranim osobama	Sarajevo	IDG	01-13	5.12.01	4.8.02	\$ 9,987		
11	Udruzenje paraplegicara regije Doboje	Doboj	IDG	01-02	19.11.01	19.9.02	\$ 10,000		
12	Vesta	Tuzla	IDG	01-11	5.12.01	4.8.02	\$ 9,832		
13	Zene za zene	Sarajevo	IDG	01-06	3.12.01	2.12.02	\$ 10,000		
	SUBTOTAL						\$ 126,349		

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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IDG II								
1	Udruženje građanki Renesansa	Sarajevo	IDG II	02-01	16.9.02	15.6.03	\$ 9,899	
2	Ekološka udruga Lijepa naša	Čapljina	IDG II	02-02	16.9.02	15.6.03	\$ 9,984	
3	Nezavisna unija profesionalnih novinara BiH	Sarajevo	IDG II	02-03	16.9.02	15.6.03	\$ 9,960	
4	Kulturno edukativni centar ONIKS	Višegrad	IDG II	02-04	16.9.02	15.6.03	\$ 9,953	
5	Udruženje građana Naša djeca	Zenica	IDG II	02-05	16.9.02	15.6.03	\$ 9,870	
6	Udruženje vozača i automehaničara	Sarajevo	IDG II	02-06	16.9.02	15.6.03	\$ 10,000	
7	Crveni križ Tuzlanskog kantona	Tuzla	IDG II	02-07	16.9.02	15.6.03	\$ 9,947	
8	Prvi osmijeh	Banja Luka	IDG II	02-08	16.9.02	15.9.03	\$ 9,991	
9	Regionalno udruženje distrofičara	Bijeljina	IDG II	02-09	16.9.02	15.7.03	\$ 9,883	
10	Sunce	Bugojno	IDG II	02-10	16.9.02	15.9.03	\$ 9,981	
11	Udruženje privrednika - poslodavaca općine Zenica	Zenica	IDG II	02-11	16.9.02	15.9.03	\$ 9,898	
12	Vratite nam osmijeh	S. Sarajevo	IDG II	02-12	16.9.02	15.6.03	\$ 9,940	

	NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
13	Udruženje građana Paraprlegičari	Tuzla	IDG II	02-13	16.9.02	15.7.03	\$ 9,935		
14	Udruženje samostalnih obrtnika	Mostar	IDG II	02-14	16.9.02	15.6.03	\$ 9,995		
15	LOTOS	Zenica	IDG II	02-15	1.10.02	30.6.03	\$ 9,390		
16	Savez potrošača BiH	Sarajevo	IDG II	02-16	1.10.02	30.6.03	\$ 7,145		
17	Udruženje izbornih službenika	Sarajevo	IDG II	02-17	1.5.03	31.8.03	\$ 8,800		
18	Izbor plus Training Services	Sarajevo	TTA	All Grants			\$ 22,310		
	SUBTOTAL						\$ 186,880		

IDG III

1	Udruzenje samos. Privr. Stolac	Stolac	IDG III	03-03	1.9.03	30.4.04	\$ 10,000		
2	Altruist	Mostar	IDG III	03-02	1.9.03	30.4.04	\$ 10,000		
3	Udruzenje zena priroda	Bratunac	IDG III	03-01	1.9.03	31.5.04	\$ 9,113		
4	Unija studenata Univerziteta	Sarajevo	IDG III	03-06	1.9.03	30.4.04.	\$ 9,944		
5	Drustvo za zast.prirode	Kostajnica	IDG III	03-04	1.9.03	30.4.04	\$ 9,995		
6	DAR	Prozor	IDG III	03-05	1.9.03	28.2.04	\$ 4,996		
	Izbor plus Training Services	Sarajevo					\$ 19,567		
	SUBTOTAL						\$ 73,615		

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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IPP CAP	31 grants	\$281,260.72	\$48,041.09
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IPP CAP 1									
1	Centar za gradjansku saradnju	Gradacac	CAP	01-02	1.6.02	31.3.03	\$ 12,149	\$ 1,078	NGO Volunteers
2	DON	Prijedor	CAP	05-02	1.6.02	30.11.03	\$ 6,739	\$ 716	NGO Volunteers
3	EKO Neretva	Jablanica	CAP	04-02	1.6.02	31.1.03	\$ 8,000	\$ 7,210	World Bank
4	Lasta	Drvar	CAP	03-02	1.6.02	30.11.03	\$ 7,373	\$ -	
5	DC Nove nade	Capljina	CAP	08-02	5.6.02	4.12.02	\$ 9,860	\$ 2,610	NGO Volunteers
6	Udruzenje gradjana za pomoc mentalno retardiranim osobama	Sarajevo	CAP	07-02	1.8.02	31.3.03	\$ 11,870	\$ 3,450	Local Community Canton Sarajevo
7	Udruzenje paraplegicara regije Dobo	Doboj	CAP	09-02	5.6.02	4.2.03	\$ 11,666	\$ 2,125	NGO Volunteers
8	Vesta	Tuzla	CAP	06-02	1.6.02	30.11.02	\$ 11,941	\$ 2,366	NGO Volunteers
9	Zene za zene	Sarajevo	CAP	02-02	1.6.02	31.3.03	\$ 9,436	\$ 1,080	Women for Women USA
SUBTOTAL							\$ 89,034	\$ 20,635	

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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IPP CAP ROUND II

1	Udruženje građanki Renesansa	Sarajevo	CAP	03-01	1.3.03	31.7.03	\$ 8,895	\$ 2,755	Volunteers
2	Ekološka udruga Lijepa naša	Čapljina	CAP	03-12	1.3.03	30.9.03	\$ 10,001	\$ 1,998	REC, Volunteers
3	Nezavisna unija profesionalnih novinara BiH	Sarajevo	CAP	03-14	15.5.03	14.1.04	\$ 10,543		
4	Udruženje vozača i automehaničara	Sarajevo	CAP	03-15	15.5.03	14.1.04	\$ 7,370	\$ 1,985	Local community, membership fee
5	Crveni križ Tuzlanskog kantona	Tuzla	CAP	03-02	1.3.03	31.10.03	\$ 12,954	\$ 1,612	Local community, membership fee
6	Prvi osmijeh	Banja Luka	CAP	03-03	1.3.03	31.10.03	\$ 6,061		
7	Regionalno udruženje distrofičara	Bijeljina	CAP	03-04	1.3.03	31.10.03	\$ 8,187	\$ 1,968	Local community
8	Sunce	Bugojno	CAP	03-07	1.3.03	31.8.03	\$ 7,085		
9	Vratite nam osmijeh	S.Sarajevo	CAP	03-11	1.3.03	31.10.03	\$ 10,689		
10	Udruženje građana Paraprlegičari	Tuzla	CAP	03-06	1.3.03	30.9.03	\$ 7,051	\$ 1,110	NGO Volunteers
11	Udruženje samostalnih obrtnika	Mostar	CAP	03-05	1.3.03	30.11.03	\$ 9,012	\$ 1,250	Membership fee
12	Savez izviđača KS	Sarajevo	CAP	03-09	1.3.03	31.10.03	\$ 10,040		
13	Udruženje izbornih službenika	Sarajevo	CAP	03-10	1.3.03	30.11.03	\$ 8,100	\$ 2,800	Local community
14	Viktorija 99	Jajce	CAP	03-08	1.3.03	31.8.03	\$ 5,368		
	SUBTOTAL						\$ 121,356	\$ 15,478	

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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IPP CAP ROUND III

1	Udruga poduzetnika I poslodavaca	Zepce	IPP CAP	03-04	15.11.03	15.5.04	\$7,769.00	\$3,457.00	Membership fee
2	Udruzenje poslodavaca federacije	Sarajevo	IPP CAP	03-05	15.11.03	15.5.04	\$9,963.00	\$1,671.60	Membership fee
3	Udruzenje gradjana Stolac	Stolac	IPP CAP	03-03	15.11.03	15.5.04	\$11,262.00		
4	Altruist	Mostar	IPP CAP	03-01	15.11.03	15.5.04	\$9,245.00	\$4,639.00	Volonteers
5	Priroda	Bratunac	IPP CAP	03-06	15.11.03	15.5.04	\$5,430.00	\$2,160.00	Volonteers
6	Pounje Kostajnica	Kostajnica	IPP CAP	03-08	1.12.03	30.4.04	\$8,315.00		
7	Demokratska inicijativa Rame DAR	Prozor	IPP CAP	03-07	1.12.03	30.4.04	\$8,967.00		
8	USUS	Sarajevo	IPP CAP	03-02	15.11.03	15.5.04	\$9,920.00		
	SUBTOTAL						\$70,871.00	\$11,927.60	

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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CIM	38 grants					\$72,244.28	\$0.00	
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CIM 1									
1	Sanus	Prijedor	CIM	01-CIM	15.3.02	15.6.02	\$ 1,900		
2	Forum zena Sabina Jamakovic	Olovo	CIM	02-CIM	1.4.02	30.6.02	\$ 2,000		
3	Zdravo komsija	Gorazde	CIM	03-CIM	1.4.02	30.7.02	\$ 1,882		
4	UZ Maja Kravica	Bratunac	CIM	04-CIM	10.5.02	9.8.02	\$ 1,966		
5	Odred izvidjaca Igman 92	Ilidza	CIM	05-CIM	10.5.02	9.7.02	\$ 2,000		
6	Plesni klub Romantik	Sarajevo	CIM	06-CIM	10.5.02	9.7.02	\$ 1,880		
7	Ekolosko drustvo Fojnica	Fojnica	CIM	07-CIM	10.5.02	9.9.02	\$ 2,000		
8	Asocijacija klubova liječenih alkoholičara	Sarajevo	CIM	02-CIM 08	8.7.02	8.11.02	\$ 2,000		
9	Forum zena Alternative - HALJINIĆI	Kakanj	CIM	02-CIM 09	9.7.02	8.9.02	\$ 1,993		
10	Forum zena Alternative - MZ KAKANJ II	Kakanj	CIM	02-CIM 10	10.7.02	9.10.02	\$ 1,981		
SUBTOTAL							\$ 19,602		

CIM 2									
1	HO Altruist	Mostar	CIM	02-CIM 11	15.10.02	14.1.03	\$ 2,000		
2	Sportsko društvo "Hrašanjka"	Neum	CIM	02-CIM 12	15.10.02	14.1.03	\$ 1,990		
3	Novi horizont	Tuzla	CIM	02-CIM 13	15.10.02	14.4.03	\$ 1,990		
4	UG PROI	Sarajevo	CIM	02-CIM 14	15.10.02	14.1.03	\$ 1,960		
5	HO "Partner"	Banja Luka	CIM	02-CIM 15	15.10.02	14.3.03	\$ 2,000		

	NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
6	Dar prirode	Novi Grad	CIM	02 -CIM 18	20.12.02	19.3.03	\$ 1,390		
7	Majka i dijete	Rudo	CIM	02-CIM 16	20.12.02	19.3.03	\$ 1,806		
8	Omladinski Centar Ćatići	Kakanj	CIM	0 -CIM 17	20.12.02	19.2.02	\$ 1,940		
	SUBTOTAL						\$ 15,076		

CIM 3

1	Duvanjske	Duvno	CIM	03-CIM 01	15.5.03	14.9.03	\$ 2,000		
2	Mladi u akciji MOST	Doboj	CIM	03-CIM 02	1.6.03	31.8.03	\$ 2,000		
3	Planinarsko drustvo	Sarajevo	CIM	03-CIM 05	1.9.03	31.10.03	\$ 1,994		
4	Omladinski centar Bijeljina	Bijeljina	CIM	03-CIM 03	1.8.03	31.12.03	\$ 1,974		
5	zivotinjama SOS	Sarajevo	CIM	03-CIM 04	1.8.03	15.11.03	\$ 2,000		
6	UG Zastite okoline OAZA	Mostar	CIM	03 CIM 06	1.6.03	31.1.04	\$ 1,999		
7	DON	Prijedor	CIM	03-CIM 07	1.8.03	31.1.04	\$ 1,000		
8	Tajan	Zenica	CIM	03-CIM 08	10.11.03	9.1.04	\$ 2,000		
9	UR djece sa posebnim	Lukavac	CIM	03-CIM 09	10.12.03	9.3.04	\$ 1,925		
10	UG Nova Romska nada	Lukavac	CIM	03-CIM 10	10.12.03	9.3.04	\$ 1,650		
11	Eko zeleni Horljava	Cazin	CIM	03-CIM 11	10.12.03	9.3.04	\$ 1,580		
12	Prvi osmjeh	Banja Luka	CIM	04-CIM 01	16.2.04	15.5.04	\$ 2,000		
13	Konjicanke	Konjic	CIM	04-CIM 02	16.2.04	15.5.04	\$ 2,000		
14	Fondacija gradjana Simin Han	Simin Han	CIM	04-CIM 03	16.2.04	15.5.04	\$ 1,940		
15	Biro za ljudska prava	Tuzla	CIM	04-CIM 04	1.3.04	30.4.04	\$ 2,000		
16	Korak	K. Dubica	CIM	04-CIM 04	1.4.04	30.6.04	\$ 1,510		
17	Vizije	Vitez	CIM	04-CIM 07	19.04. 04	18.06.04	\$ 1,995		
18	Kolibri	Banja Luka	CIM	04-CIM 06	19.04. 04	18.05.04	\$ 2,000		
19	PD Ćusine	Jajce	CIM	04-CIM 08	19.04. 04	18.06.04	\$ 2,000		
20	OC Laktaši	Laktaši	CIM	04-CIM 09	19.04. 04	18.06.04	\$ 2,000		
	SUBTOTAL						\$ 37,567		

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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DemNet I CAP	17 grants	\$248,263.95	\$309,548.00
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DemNet I CAP I		LC=Local Community							
1	Lex International	Banja Luka	CAP	03-02	10.4.02	9.1.03	\$ 14,877	\$ 7,980	Danish Council for Refugees, EC, World Bank
2	Udruzenje distroficara	Doboj	CAP	02-02	2.4.02	1.10.02	\$ 12,139	\$ 1,410	LC, volunteers
3	Solidarnost za jug	Trebinje	CAP	01-02	10.4.03	9.2.03	\$ 11,500	\$ 7,643	Malteser Fund, UNDP, REC, WHO
4	NBR Modrica	Gradacac	CAP	04-02	22.4.02	21.2.03	\$ 12,623	\$ 198,233	LC, volunteers, EC, CARE
5	RRS	Drvar	CAP	06-02	10.6.02	9.2.03	\$ 13,332	\$ 4,427	World Vision, IRC, IOCC, EC
6	Luna	Rudo	CAP	05-02	10.6.02	9.3.03	\$ 14,991	\$ 2,420	UMCOR, US Embassy, EC, CARE
7	ALDI	Goražde	CAP	07-02	18.7.02	17.4.03	\$ 14,999	\$ 63,908	NOVIB*, CORDAID, IRC
8	DAR Prozor	Prozor	CAP	08-02	5.8.02	31.10.02	\$ 37,151	\$ 2,385	Private donations
SUBTOTAL							\$ 131,611	\$ 288,405	

DemNet I CAP 2									
1	Pod istim suncem Jablanica	Jablanica	CAP	01-03	1.4.03	31.12.03	\$ 12,824	\$ 2,593	Danish Community
2	Liga za zaštitu ljudskih prava i privatne svojine	Trebinje	CAP	03-03	1.4.03	31.10.03	\$ 13,217	\$ 6,861	IBHI
3	Žena BiH	Mostar	CAP	02-03	1.4.03	30.9.03	\$ 11,492	\$ 1,700	UMCOR

	NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
	SUBTOTAL						\$ 37,533	\$ 11,154	

DemNet CAP 3									
1	Centar civilnih inicijativa	Tuzla	CAP	01-03	1.8.03	31.1.04	\$ 10,809		
2	Centar inform pravne pomoci	Zvornik	CAP	02-03	1.8.03	31.1.04	\$ 13,490		
3	Centar za promociju civ drustava	Sarajevo	CAP	03-03	1.8.03	31.1.04	\$ 13,169		
4	Prijateljice	Tuzla	CAP	04-03	1.8.03	31.1.04	\$ 12,211	\$ 9,989	Cordiad, Amica, La Karmi, RL Stiftung, EASE
5	DISS	Sarajevo	CAP	05-03	1.8.03	31.1.04	\$ 14,446		
6	La Benevolencija	Sarajevo	CAP	01-04	1.05.04	30.04.04	\$ 14,995		
	SUBTOTAL						\$ 79,120	\$ 9,989	

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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TD	36 grants	\$681,673.41	\$249,478.80
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TELEDOM									
1	Teledom Ljubuski	Ljubuški	TD	02-T1	1.2.02	31.1.03	\$ 25,065	\$ 7,288	NED, Olaf Palme, UNHCR, Westminster Foundation
2	Teledom Tasovcici	Tasovčići	TD	02-T2	6.2.02	5.6.03	\$ 29,132	\$ 2,146	OSCE, Volunteers
3	Teledom Rama Scit	Rama	TD	02-T3	8.4.02	7.4.03	\$ 24,930	\$ 2,008	NGO Kuca Mira
4	Teledom Milici	Milici	TD	02-T4	24.6.02	23.6.03	\$ 24,984	\$ -	
5	Teledom Zvornik	Zvornik	TD	02-T5	24.6.02	23.6.03	\$ 24,986	\$ 3,347	Volunteers
6	Teledom Vlasenica	Vlasenica	TD	02-T6	24.6.02	23.6.03	\$ 24,993	\$ 1,815	Volunteers
7	Teledom Bijeljina	Bijeljina	TD	02-T7	10.7.02	9.7.03	\$ 24,994	\$ 1,560	Local community, volunteers
8	Teledom Trebinje	Trebinje	TD	02-T8	24.6.02	23.6.03	\$ 24,992	\$ 13,169	TD Income
9	Teledom Nevesinje	Nevesinje	TD	02-T9	24.6.02	23.6.03	\$ 24,995	\$ 3,054	TD Income
10	Teledom Visegrad	Visegrad	TD	02-T10	10.7.02	9.7.03	\$ 24,977	\$ 836	TD Income
11	Teledom Grude	Grude	TD	02-T11	24.6.02	23.6.03	\$ 25,000	\$ 8,000	Local community, volunteers
12	Teledom Kopači	Kopači	TD	02-T12	5.12.02	4.12.03	\$ 24,796	\$ -	
	SUBTOTAL						\$ 303,844	\$ 43,223	

TELEDOM ROUND II									
1	TD Tasovcici	Čapljina	TD	03 T01	12.5.03	11.9.03	\$ 5,098	\$ 8,782	Volunteers, TD Income, LC
2	TD Tasovcici	Čapljina	TD	03 T01a	1.10.03	31.5.04	\$ 7,975	\$ 3,268	TD Income, OSCE

	NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
3	TD Ljubuski	Ljubuski	TD	03 T02/2	13.6.03	31.5.04	\$ 12,868	\$ 17,309	TD Income
4	TD Visegrad	Visegrad	TD	03 T03/2	1.7.03	31.5.04	\$ 12,000	\$ 3,467	TD Income
5	TD Grude	Grude	TD	03 T04/2	1.7.03	31.5.04	\$ 11,996	\$ 9,976	TD Income
6	TD Zvornik	Zvornik	TD	03 T05/2	1.9.03	31.5.04	\$ 11,985	\$ 4,042	TD Income, LC
7	TD Vlasenica	Vlasenica	TD	03 T06/2	1.9.03	31.5.04	\$ 11,985	\$ 3,028	TD Income
8	TD Trebinje	Trebinje	TD	03 T07/2	1.7.03	31.5.04	\$ 11,993	\$ 6,616	TD Income
9	TD Nevesinje	Nevesinje	TD	03 T08/2	1.7.03	31.5.04	\$ 12,000	\$ 9,834	TD Income
10	TD Bijeljina	Bijeljina	TD	03 T09/2	1.7.03	31.5.04	\$ 11,859		Volunteers, TD Income, LC
11	TD Milici	Milici	TD	03 T10/2	1.7.03	31.5.04	\$ 10,620	\$ 6,349	LC
12	TD Scit	Rama	TD	03 T11/2	1.9.03	31.5.04	\$ 10,998	\$ 1,101	NGO Kuca Mira
13	TD Kopaci	Kopaci	TD	04 T12/2	1.1.04	31.5.04	\$ 6,000	\$ 2,150	TD Income, LC
14	TD Fojnica	Fojnica	TD	03 T13/1	6.6.03	31.5.04	\$ 21,765		Volunteers, TD Income, LC
15	TD Nemila	Nemila	TD	03 T14/1	6.6.03	31.5.04	\$ 25,999	\$ 22,907	LC
16	TD Kozarac	Kozarac	TD	03 T15/1	6.6.03	31.5.04	\$ 25,994	\$ 5,518	LC
17	TD Laktasi	Laktasi	TD	03 T16/1	9.6.03	31.5.04	\$ 15,999		
18	TD Bosanska Krupa	B.Krupa	TD	03 T17/1	13.6.03	31.5.04	\$ 25,971	\$ 24,251	IRC, LC, volunteers
19	TD Glamoc	Glamoc	TD	03 T18/1	13.6.03	31.5.04	\$ 26,000	\$ 6,840	TD Income
20	TD Jablanica	Jablanica	TD	03 T19/1	13.6.03	31.5.04	\$ 5,200	\$ 13,370	NPA, DRC
21	TD Gornji Vakuf	G.Vakuf	TD	03 T20/1	13.6.03	31.5.04	\$ 15,999	\$ 49,430	UMCOR, TD Income
22	TD Kotor Varos	K.Varos	TD	03 T21/1	13.6.03	31.5.04	\$ 25,986	\$ 6,270	LC
23	TD Luna Rudo	Rudo	TD	03 T/22	1.9.03	31.5.04	\$ 15,980	\$ 1,748	UMCOR, US Embassy, EC, CARE
24	TD Association	Sarajevo	TDA	IS 01/04	1.6.04	31.7.04	\$ 35,560		
	SUBTOTAL						\$ 377,830	\$ 206,256	

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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SIG	4 grants					\$57,429.00	\$52,752.04	
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SIG 1	
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1	Dom mladih	Sanski Most	SIG	SIG 01	8.7.02	7.7.03	\$ 17,278	\$ 30,004	UMCOR, IOCC, DEZA
2	BOSPO	Tuzla	SIG	SIG 02	8.7.02	7.7.03	\$ 13,697	\$ 2,318	
SUBTOTAL							\$ 30,975	\$ 32,322	

SIG 2	
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1	Udruženje distrofičara	Doboj	SIG	SIG 03	15.10.02	14.6.03	\$ 11,461	\$ 3,500	Local Community
SUBTOTAL							\$ 11,461	\$ 3,500	

SIG 3	
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1	Izbjeglicki servis za povratak Drvar	Drvar	SIG	SIG 01	15.11.03	14.5.04	\$ 14,993	\$ 16,930	Vision, GMF, UMCOR, EU
SUBTOTAL							\$ 14,993	\$ 16,930	

Izbor Plus	1 grant						\$63,207.00	
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SUSTAINABILITY STRATEGY	
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1	Tko Izbor plus	Sarajevo	GPG	03-01	1.9.03	31.5.04	\$ 63,207		
SUBTOTAL							\$ 63,207		

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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ATG	6 grants					\$43,105.00		
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ATG 1	
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1	Corridor	Sarajevo	ATG	ATG 01	1.3.02	30.4.02	\$ 9,648		
	SUBTOTAL						\$ 9,648		

ATG 2	
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1	Centar za promociju civilnog društva	Sarajevo	ATG	ATG 02-02	2.12.02	31.1.03	\$ 14,829		
	SUBTOTAL						\$ 14,829		

ATG 3	
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1	NVO Luna	Rudo	ATG	03-01	15.11.03	14.1.04	\$ 5,000		
2	NVO Solidarnost za Jug	Trebinje	ATG	04-01	1.2.04	31.3.04	\$ 4,993		
3	Liga za zaštitu ljudskih prava i privatne svojine	Trebinje	ATG	04-03	15.6.04	30.6.04	\$ 3,835		
4	OAZA	Sarajevo	ATG	04-02	10.6.04	30.06.04	\$ 4,800		
	SUBTOTAL						\$ 18,628		

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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OSAP	15 grants					\$96,900.16	\$5,408.00	
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OSAP 1

1	Land of Peace and Friendship	Rakovica	OSAP	01-02	17.6.02	16.6.03	\$ 36,703		
	SUBTOTAL						\$ 36,703		

OSAP 2

1	Srcem do Mira	Kozarac	OSAP	03-OSAP 1	31.1.03	30.6.03	\$ 3,370		
2	Priroda	Bratunac	OSAP	01-OSAP 1	31.1.03	30.6.03	\$ 4,179		
3	Piramida	Mostar	OSAP	02-OSAP 1	31.1.03	30.6.03	\$ 4,975		
4	DON	Prijedor	OSAP	06-OSAP 1	6.3.03	30.5.03	\$ 4,092		
5	Biro za ljudska prava	Tuzla	OSAP	05-OSAP 1	6.3.03	8.7.03	\$ 2,089		
6	Demokratsko vijeće Bošnjaka	Bijeljina	OSAP				\$ 956		
	SUBTOTAL						\$ 19,661		

OSAP 3

1	Sana Vita	S.Most	OSAP	09	1.8.03	30.11.03	\$ 4,963		
2	Amica Prijateljica	Srebrenica	OSAP	08	20.6.03	31.10.03	\$ 4,100		
3	Alfa	Bihac	OSAP	07	20.6.03	30.11.03	\$ 4,645	\$ 1,148	Volunteers
4	LOTOS	Zenica	OSAP	11	12.12.03	11.5.04	\$ 4,575	\$ 2,702	Volunteers
5	Alfa	Bihac	OSAP	10	12.12.03	11.5.03	\$ 4,960		
6	Dom I porodica	Zenica	OSAP	12	12.12.03	11.5.04	\$ 4,900		
7	Mi za djecu	Sarajevo	OSAP	13	12.12.03	11.5.04	\$ 4,659	\$ 1,558	Volunteers
8	Familija	Zenica	OSAP	14	24.2.04	24.6.04	\$ 7,735		
	SUBTOTAL						\$ 40,537	\$ 5,408	

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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Small Packages	9 grants	\$31,314.00	\$2,010.85
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PP, FDP, IGP									
1	SUMERO	Sarajevo	PP	03-01	1.9.03	31.3.04	\$ 2,996	\$ 175	Volunteers
2	Udruzenje hendikepiranih osoba	Visegrad	PP	03-02	1.9.03	31.3.04	\$ 2,990		
3	Crveni kriz Ze-Do kantona	Zenica	PP	03-03	1.9.03	31.3.04	\$ 2,983	\$ 220	Local community
4	Ekoloski pokret	Jajce	IGP	03-01	1.9.03	31.3.04	\$ 2,497		
5	Crveni polumjesec Zenica	Zenica	FDP	03-03	1.12.03	30.4.04	\$4,995.00		
6	Centar za zene Breza	Breza	FDP	03-01	1.12.03	30.4.04	\$4,872.00		
7	NVO Kinolosko drustvo	Capljina	FDP	03-02	1.12.03	30.4.04	\$4,989.00	\$1,616.00	Volunteers
8	Udruzenje zena Maja Kravica	Bratunac	IGP	03-03	1.12.03	31.3.04	\$2,494.00		
9	Org.Zena Zora Milici	Milici	IGP	03-02	1.12.03	31.3.04	\$2,498.00		
	SUBTOTAL						\$31,314.00	\$2,010.85	

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
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Nova Praksa	27 grants	\$659,657.99	\$297,382.78
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NOVA PRAKSA									
1	VNG	Sarajevo	NP	03-01			\$ 41,234		
2	Futura Plus	Teslic	NP	03-02	1.11.03	31.3.04	\$ 19,988	\$ 5,737	Local Community
3	Opcina Stari Grad	Sarajevo	NP	03-03	1.10.03	31.5.04	\$ 22,486		
4	Election Officials	Sarajevo	NP	03-04	1.10.04	31.5.04	\$ 47,630	\$ 20,560	Local Community, Volunteers
5	Lijepa nasa	Capljina	NP	03-05	1.11.04	31.5.04	\$ 52,986	\$ 28,927	TD Tasovcici, LC, Volunteers
6	CGS Livno	Livno	NP	03-06	1.12.03	31.1.04	\$ 5,025	\$ 38,772	Local Community
7	Bosanska Krupa	B.Krupa	NP	03-07	1.12.03	31.5.04	\$ 26,028	\$ 9,340	IRC; Volunteers, LC
8	Opcina Jajce	Jajce	NP	03-08	1.1.04	31.3.04	\$ 24,011	\$ 62,774	Local Community
9	Opcina Bosansko Grahovo	B.Grahovo	NP	03-11	1.1.04	30.4.04	\$ 19,686		
10	Opcina Trnovo	Trnovo	NP	03-09	1.1.04	31.5.04	\$ 15,015	\$ 2,339	Local Community
11	Biblioteka Maglaj	Maglaj	NP	03-10	1.1.04	30.4.04	\$ 13,500	\$ 6,758	Local Community
12	Viktorija 99 Jajce	Jajce	NP	04-12	1.1.04	31.5.04	\$ 31,764		
13	Zene sa Une	Bihac	NP	04-13	1.1.04	31.5.04	\$ 6,750		
14	Opcina Novo Sarajevo	Sarajevo	NP	04-14	1.1.04	31.5.04	\$ 62,430	\$ 42,999	Local Community

NGO Name	Location	Type of Grant	Grant Number	Date From	Date To	USAID/ADF Funds	Amount Verified Match	Sources of Match
IPP CAP	31	\$	281,260.72	\$	48,041.09			
CIM	38	\$	72,244.28	\$	-			
DEM NET I CAP	17	\$	248,263.95	\$	309,548.00			
TELEDOM	36	\$	681,673.41	\$	249,478.80			
SIG	4	\$	57,429.00	\$	52,752.04			
SUSTAINABILITY	1	\$	63,207.00	\$	-			
ATG	6	\$	43,105.00	\$	-			
OSAP	15	\$	96,900.16	\$	5,408.00			
SMALL PACKAGES	9	\$	31,314.00	\$	2,010.85			
NOVA PRAKSA	27	\$	659,657.99	\$	297,382.78			
		\$	2,621,899.68	\$	964,621.56			

Trening i Konsalting Organizacija **izb**^{plus}**Or**

**Business Plan
Summary Translation**

***Training and Consulting Organization
«Option Plus»***

July 2002 – July 2005

TKO^{izbor plus}

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Summary Translation

1. Summary

A. Concept of doing business

Seven years after the war ended the BH civil society is still at its beginning. Though very significant steps forward were made during these seven years, it is evident that Bosnia-Herzegovina still has a long way to go until European integration.

The role of civil society organizations (CSO) in that process should be extremely significant. In order for CSOs to realize their primary role, articulating interests of groups they represent, and to make a significant step forward in creating partnership with two other sectors, what is needed is their organizational strengthening. Creating a local training organization, which would offer a diverse spectrum of services in the area of organizational strengthening and anything else that directly or indirectly has to do with the non-government sector, would boost strengthening CSOs and non-government sector as a whole.

B. TCO «Option Plus»

TCO «Option Plus» is a non-profit organization founded in July 2002 with the main goal to provide training and consulting services primarily in the area of institutional strengthening of the CSOs, educating government institutions and individuals for the purpose of strengthening the civil society, democratic processes and faster involvement in world integration processes. The work of TCO «Option Plus» will be supported by ADF (America's Development Foundation) in

the first two years of its existence which will create presuppositions in the third year for the organization to start working with its full capacity. Through its work TCO «Option Plus» will cover the whole territory of Bosnia-Herzegovina with a clearly expressed intention to spread over to the markets of countries of former Yugoslavia using ever increasing tendencies of regional networking.

C. The purpose of the business plan

The presented business plan shows the strategy of organization's development in the first three years of its work. Through this plan the work profile the organization will do is pointed out, the market is determined and the possibility of a breakthrough and positioning in the market are analyzed. It includes the budget projection for the next three years taking into consideration the support TCO «Option Plus» will have from ADF in the first two years of its work.

This business plan also analyses possibilities and the capacity of TCO «Option Plus» to respond to intentions and needs of the ones it was founded in the first place. The potentials of TCO «Option Plus» have been analyzed, primarily human resources, chances given by the milieu as well as the dangers it can face.

The business plan should be a sort of a guide of the work of TCO «Option Plus» in the next three years focusing on the basic directions of action. It is at the same time a systematized projection of the organization's future and establishing foundations for its sustainable development.

4.3. Target markets

Generally speaking, market on which TCO «Option Plus» will look for its place and chances is all institutions, organizations which work on developing the BH civil society.

By determining market segments, TCO «option Plus» will focus on the following segmented markets:

- All civil society organizations (CSO) in BH as well as networks and coalitions which emerged from them
- Public institutions as well as all institutions within the government sector on all levels of authority
- International and national donors who have the interest to support development of the civil society in BH
- Organizations of the civil society from the territory of former Yugoslavia

4.3.1 Civil society organization

4.3.1.1. The size of the market

Unified database with the number of CSOs and their mission has not yet been systematized in BH. It has been estimated that at this moment we have around 3000 registered CSOs that have some kinds of activities. Organizations are categorized after their mission, geographic location and membership. One of the divisions which is interesting as far as our services are concerned is certainly the foundation date, i.e. whether they were founded before or after the war.

In the previous system, the idea of a non-government organization was in fact unknown even though there were many organizations that in reality functioned that way. After the war, one part of those organizations was renewed though they inherited old structure and way of functioning.

One characteristic of these organizations is numerous members and the fact that they have been organized as associations or unions. Examples of such organizations are: Association of scouts, Movement for nature conservation, Red Cross, Associations of volunteer blood donors, different specialized associations, etc. This kind of CSOs has almost been left out of the possibility for education, very much avoided by donors, and within themselves consciousness about the need for additional education did not develop.

Another kind of the CSOs are organizations that appeared after the war as a response to the needs of the population as well as the international donor community. So far only ICVA has tried to make a list of this type of organizations through their directory. According to ICVA's latest information as well as the direct insight on the field out of a number of newly founded organizations only 200 have some kind of activity at the moment.

Through donor programs a considerable number of these organizations got the basics in respective areas such as strategic planning, fund raising, public advocacy, etc. At this moment they are in a situation where they need to make the next step toward organization strengthening. A smaller number of them got strengthened financially so that they are able to pay for training and further education out of their own funds.

4.3.1.2. Possibilities of TCO "Option Plus" for participating in this segment of the market.

The analysis of the market which was done showed that there is still a clearly expressed need for training or consultant services, especially when it is about training which directly have to do with organization's sustainability. A great number of organizations which advocate interest groups (so called membership based organizations) in reality still have not harmonized their work with the NGO sector work standards. For these organizations there is a need for basic training especially when it comes to work and development of the management board, creating procedures of delegating competencies, writing projects. The basic problem when it comes to working with these organizations is still insufficiently expressed conscience about a need for their strengthening. It is simply necessary to wake these organizations up from some sort of apathy. In that sense there is a chance that through organizing conferences, dialogue forums and mini workshops conscience be raised about necessity of their education and to physically create a market. Generally speaking it is necessary to wake these organizations up from some kind of lethargy. It is clear that there is a problem with funds, but since a great number of these organizations operate on the level of unions, associations, it is necessary to have these unions and associations as target groups and then their possibilities for them to finance education which would be easier.

A number of these organizations that appeared after the war went through the basic part of the training. Our research showed that they have a need for a differentiated training and consultation. A pattern of 20 NGOs from all over BH, Sarajevo, Banjaluka, Tuzla, Drvar, Mostar, showed that what was most frequently requested was a need for leadership training, base mobilization, volunteer work as well as a common and obviously key point – organization's sustainability. As a positive circumstance in taking its place on the market TCO «Option Plus» has good references acquired through the DemNet project implementation. Surveyed organizations pointed out that DemNet gave a new dimension to the non-government sector through organizations becoming more serious.

As for the financial part, a number of organizations, especially those that came into existence by so called organization localization, have enough finances and plans for further education. A part

TCO "Option Plus" will be able to acquire is in a direct correlation with quality and diversity of services it offers.

4.3.2. Public institutions as well as all institutions within government sector on all levels of authority

4.3.2.1. The market size

It is impossible to quantify the number of potential users within this sector, especially when we take into consideration organization of the country. At this moment there are institutions of authority on the level of state, entity, canton in the BH Federation and municipality. Each level of authority has system institutions within those levels. Generally speaking, it can be said that this market potentially very big but at this moment still not activated.

4.3.2.2. Possibilities of TCO "Option Plus" for participating in this segment of the market.

The fact is that at this moment government and all institutions on the government budget (regardless of the level of authority) have problems with financing basic needs. At the same time through projects led by the International Community, a consciousness about further education and need for advanced study has risen. It is realistic to expect that a part of funds from the projection will be directed to education and organization development. This segmented part of the market is interested in especially designed training which will be adjusted to the needs of a specific group of people such as, for example, employees in centers for social work, teachers, etc. Special attention is to be paid to new institutions of the system as potential beneficiaries. According to the Plan of macro-economic vision of the BH Federation adopted by a foreign government there will be a number of new institutions which will be established which will for sure have a need for education. As an example we will mention centers for family protection, Fund for preservation of cultural heritage, and especially important changes in the education system. It is interesting to emphasize that in this very document the need for advancing democratic means of management as well as greater budget transparency and whole financial management by education institutions is mentioned.

It is expected that the trend of demand for training and education services in this market will grow year in, year out so that the percentage of received funds from this part of segmented market will proportionally grow. It is a realistic presupposition that the International Community will be interested through different projects to continue education of employees in government institutions.

4.3.3. International and national donors who have an interest to help the development of the civil society in BH

4.3.2.1. The market size

Right after the end of the war in this area there was a sudden increase of the number of donors who were present in Bosnia-Herzegovina. In the period of 1995-1999 Bosnia-Herzegovina was one of the countries into which it was invested the most through different programs. Greater part of that money was used for reconstruction, infrastructure, refugee return. From the end of 1999 international donor community started to support enabling local organizations by means of their education. At this moment 82 international organizations have their offices in Bosnia-Herzegovina, mostly in Sarajevo. We also have a number of donors who do not have their

offices in Bosnia-Herzegovina but they are present in this area through different projects. To the above-mentioned number (82) we have to add embassies of some countries which also take on the role of donors: Canada, Japan, Switzerland, Sweden, Norway, the Netherlands.

Seven years after the war it is normal to expect that in Bosnia-Herzegovina we have the trend of decreasing number of donors and money coming from them. It was realistic to expect that trend because among other reasons there was a lesser interest in Bosnia-Herzegovina and there were other crisis areas. Still it can be expected that in a year or two this trend will stop and that stabilization of the number of donors who are present in Bosnia-Herzegovina in different ways will take place.

4.3.3.2. Possibilities of TCO "Option Plus" for participating in this segment of the market.

This market still stays as potentially the greatest source of income for TCO „Option Plus“. Unlike the first couple of years after the war this market is showing greater demands for quality and professionalism as far as training and consulting are concerned. Research done with 10 most important donors that are present in BH showed that, beside delivering training and providing consulting services on the basis of identified needs, there is interest for researching possible needs of their beneficiaries.

Big projects funded by the European Commission which leave the market space for TCO «Option Plus» have been already announced. How much they are worth is illustrated by the fact that one project only in the sector for Civil Society Development is worth 1,7 EUR. The donors community will set the quality of delivered services as the main precondition for getting a job more and more. The practice so far was that the majority of donors have offices in Bosnia-Herzegovina but it is realistic to expect that some offices will close which does not mean that those organizations will not be present in this market. Ways to get to the funds will be different i.e. harder and more sophisticated.

TCO «Option Plus» sees its chance in this market in the possibility to exchange and take on roles from foreign NGOs. In that context providing monitoring and evaluation services is very important. Some data obtained through market research shows that there is a vacuum in this part of the market. The European Commission pays 600.000 KM to a foreign organization (Monitoring Unit) for one reason – because there is no such organization in BH ready to do that kind of work.

4.3.4 Civil Society Organizations from former Yugoslavia

4.3.4.1. The market size

At this moment it is difficult to say how many civil society organizations there are which operate in the countries of former Yugoslavia. Organizations that could be interesting for us are those which already have or intend to work on regional projects (there are NGOs in BH that are part of regional projects: Corridor, Women for Women, Vidra, BOSPO). There are already a number of such organizations, and the number has increased since the beginning of functioning of the Stability Pact.

4.3.4.2. Possibilities of TCO "Option Plus" for participating in this segment of the market.

According to our findings, at this moment in Croatia and Serbia and Montenegro there are a number of training organizations which covered a considerable part of the market. TCO "Option Plus" sees its chance in projects which will be done on a regional basis. During the market research TCO "Option Plus" was already offered by a local BH NGO "Refugee service for return" to get involved in the project of institutional strengthening of organizations which gather refugees from Kosovo. "Refugee service for return" is an organization that went through the DemNet training and has been working on regional projects for a while now. This example can actually be a guideline to us how to become involved in this market. Another example is preparation of CARE for the project of development of the NGO sector in Serbia where there is a possibility of hiring all the trainers of TCO "Option Plus". One comparative advantage of TCO "Option Plus" is that there is no language barrier between trainers and potential beneficiaries.

4.4. Competition analysis

In Bosnia-Herzegovina there is no organization that is registered and exclusively provides training and consulting in the area of development of civil society organizations. But some local organizations provide training of this type to civil society organizations and as such they are our main competition. The most important ones among them are BOSPO, CCI and TALDI from Tuzla, MEDICA from Zenica, and VIDRA from Banja Luka whose main activities are economic strengthening (BOSPO and TALDI), psycho-social help (MEDICA), education and strengthening of women (VIDRA) and development of democracy and election monitoring (CCI).

Advantages of these organizations over us are reflected in their longer presence at the BH market, as well as outside our country and the image of an organization that provides training was built. Some of them (CCI, TALDI) established contacts and cooperation with the business and government sector. Cooperation with the government sector was in the first place realized thanks to the fact that some individuals knew certain people, thanks to their political engagement in certain political circles, and not thanks to the quality and their image of a training organization. They also have an enviable cooperation with international donors in BH and outside BH.

Their shortcomings are a small range of topics they cover, they do not provide professional help for organizations / consulting, they have unified approach towards training and mostly a basic level of training, and a small number of personnel who provide training. Usually one or two persons from an NGO are trained to deliver training.

Beside local organizations which work on development of civil society organizations (CSO) and which provide training in Bosnia-Herzegovina, international organizations do the same thing, such as IRC, OSCE, World Vision, UMCOR, UNHCR, Save the Children UK, International Law Group. Their advantage is bigger source of funding activities and projects and easier access to international and renowned experts in the area of training. The biggest shortcoming of these organizations when it comes to this is delivering training in English which makes them inaccessible to majority of potential beneficiaries – in this case CSOs. s

4.5. Strategy marketing

Basic approach in the marketing appearance of TCO «Option Plus» is development of new market and new product.

TCO «Option Plus» will use two strategies in its work:

4.5.a. Differentiation strategy that includes creating a product that is different from the one coming from the competition.

TCO «Option Plus» comes up with new solutions for the existing market with this strategy.

- Dialogue forums for groups with special needs (organizations for the disabled) with the purpose of starting advocacy campaigns on certain levels.
- Dialogue forums for groups with large membership and beneficiary population (professional associations, youth, student and pupil associations, women associations, etc.) with the purpose of starting advocacy campaigns on certain levels.
- Mini workshops with the topic on public advocacy and its capacity strengthening for all CSOs, primarily for the institutionally undeveloped all over BH as well as in other targeted areas.
- Educational sessions for government institutions with the purpose of promoting civil involvement in creating politics and greater understanding of the government for desired participation of CSOs i.e. organized citizens in the local community development

This strategy will be applied in the first three years of the work of TCO «Option Plus», and the expected dynamics will be the tendency of the growing number of clients in both the government and non-government sector. The dynamics will be paced primarily by development of democratic processes in the area – BH and neighboring countries. Realization will be achieved through a reinforced marketing efforts and breakthrough to the market, especially in the first year of the work of TCO «Option Plus».

4.5.b. Combined marketing strategy implies conquering more than one market segment and adjusting services to the needs of these segments.

With this strategy TCO «Option Plus» achieves breakthrough to the market by working on several market segments (*including dominant activities of TCO «Option Plus» such as training and consulting*) with adaptation of services which are provided for the targeted population.

- Consulting in the monitoring of the project process
- Creating a system of follow-up and assessment of project results
- Organizing conferences and forums
- Facilitating and moderating of different kinds of sessions
- Publishing manuals and other educational materials

In the marketing strategies a number of marketing sets of material which have to satisfy targeted population will be used. Promotional materials will be produced (brochures, press releases), an annual report will be published and an ongoing activity (in the first three years) will be presented on radio, TV, and in print media. In the second year a web page will be done. Being innovative in the marketing approach will be carried out through the presence at fairs organized on an annual basis in BH and the Balkans (Spring PROMO Fair in Tuzla, ZEPS in Zenica, The Zagreb Fair, etc.).

Result 1.1: At least 40 Bosnian NGOs will strengthen or increase their operational capacity, diversification of funding, internal governance, community liaison, and ability to use media.											
INDICATORS:											
1	NGOs have clear and understood mission statements that correspond to activities and is publicly presented										
2	NGOs have written Strategic Plan with financial plan for next 3 to 5 years										
3	NGOs have adequate personal system										
4	NGOs exhibit decentralized decision-making at governing and daily executive level										
5	NGOs implement clear and complete financial management and control systems that are in compliance with local regulations and they are able to meet donors' requirements										
6	NGOs have diversified financial portfolio										
7	NGOs have defined and understood governance structure										
8	NGOs strategically use the media to inform the public of their activities or issues and have a public relations plan and media archive										
9	NGOs take actions to strengthen and develop community and constituent relationships and support for the organization										
		INDICATORS									
	NGO	1	2	3	4	5	6	7	8	9	
	IAP I										
1	Centar za građansku saradnju, Gradačac	x	x	x	x	x	x	x	x	x	
2	Demokratski centar, Zvornik	x	x	x	x	x	x	x	x	x	
3	DON, Prijedor	x	x	x	x	x	x	x	x	x	
4	EKO Neretva, Jablanica	x	x	x	x	x	x	x	x	x	
5	Lasta, Čapljina	x	x	x	x	x	x	x	x	x	
6	Liga za zaštitu privatne svojine i ljudskih prava, Trebinje	x	x	x	x	x	x	x	x	x	
7	Demokratski centar "Nove Nade", Čapljina	x	x	x	x	x	x	x	x	x	
8	Sportsko ribolovno društvo, Sarajevo	x	x	x	x	x	x	x	x	x	
9	Udruženje građana DIA, Novi Grad	x	x	x	x	x	x	x	x	x	
10	OAZA, Sarajevo	x	x	x	x	x	x	x	x	x	

11	Udruženje paraplegičara regije Doboje, Doboje	x	x	x	x	x	x	x	x	x	
12	VESTA, Tuzla	x	x	x	x	x	x	x	x	x	
13	Žene za žene International, Sarajevo	x	x	x	x	x	x	x	x	x	
	IAP II										
14	Humanitarna organizacija Crvenog križa Tuzlanskog Kantona, Tuzla	x	x	x	x	x	x	x	x	x	
15	Savez potrošača BiH, Sarajevo	x	x	x	x	x	x	x	x	x	
16	Udruženje izbornih službenika U BiH (UISBiH), Sarajevo	x	x	x	x	x	x	x	x	x	
17	Nezavisna unija profesionalnih novinara BiH - NUPN BiH, Sarajevo	x	x	x	x	x	x	x	x	x	
18	Udruženje omladine i roditelja "Vratite nam osmjeh", Srpsko Sarajevo	x	x	x	x	x	x	x	x	x	
19	Ekološka udruga "Lijepa naša", Čapljina	x	x	x	x	x	x	x	x	x	
20	Udruženje samostalnih obrtnika, Mostar	x	x	x	x	x	x	x	x	x	
21	Prvi osmjeh, Banja Luka	x	x	x	x	x	x	x	x	x	
22	Udruženje građana vozača i automehaničara u gradu Sarajevu, Sarajevo	x	x	x	x	x	x	x	x	x	
23	Viktorija 99, Jajace	x	x	x	x	x	x	x	x	x	
24	Naša djeca, Zenica	x	x	x	x	x	x	x	x	x	
25	Udruženje građanki Renesansa, Sarajevo	x	x	x	x	x	x	x	x	x	
26	Savez izviđača Kantona Sarajevo, Sarajevo	x	x	x	x	x	x	x	x	x	
27	Kulturno edukativni centar ONIKS, Višegrad	x	x	x	x	x	x	x	x	x	
28	U.G.P.U.Z. "Sunce", Bugojno	x	x	x	x	x	x	x	x	x	
29	UG Paraplegičara i oboljelih od dječije paralize Općine Tuzla, Tuzla	x	x	x	x	x	x	x	x	x	
30	Regionalno udruženje distrofičara, Bijeljina	x	x	x	x	x	x	x	x	x	
31	LOTOS, Zenica	x	x	x	x	x	x	x	x	x	
32	Udruženje građana privrednika poslodavaca općine ZenicaZenica	x	x	x	x	x	x	x	x	x	

	IAP III												
	IAP Package												
33	Udruzenje zena "Priroda", Bratunac	x	x	x	x	x	x	x	x	x			
34	UG samostalnih privrednika "Privrednik", Stolac	x	x	x	x	x	x	x	x	x			
35	Unija studenata Univerziteta u Sarajevu - USUS, Sarajevo	x	x	x	x	x	x	x	x	x			
36	DAR	x	x	x	x	x	x	x	x	x			
37	HO ALTRUIST	x	x	x	x	x	x	x	x	x			
38	Društvo z azastitu prirode, kulturno-istorijskih dobara i unapredjenje poljoprivrede RS "Pounje", Kostajnica	x	x	x	x	x	x	x	x	x			
	Advocacy Package												
39	Asocijacija za seksualno i reproduktivno zdravlje, Sarajevo										x	x	
40	Udruga poduzetnika i poslodavaca, Žepče										x	x	
41	Udruzenje poslodavaca u FBiH, Sarajevo										x	x	
42	Udruzenje roditelja hendikepirane djece i omladine "Leptir", Srebrenica										x	x	
	FD Package												
43	Crveni polumjesec Ze-Do Kantona, Zenica	x		x		x	x				x	x	
44	UG "Centar za zene", Breza	x	x	x	x	x	x				x	x	
45	Kinolosko društvo "Čapljina", Čapljina	x				x	x				x	x	
	IG Package												
46	Udruzenje zena "Maja", Bratunac	x		x	x	x	x				x	x	
47	Organizacija zena "ZORA", Milići	x		x	x	x	x				x	x	
48	Ekoloski pokret "EKO Jajce", Jajce	x		x	x	x	x				x	x	
	PP Package												
49	Savez udruzena za pomoc mentalno retardiranim osobama u FBiH "SUMERO", Sarajevo	x	x	x	x	x	x				x	x	
50	Društvo crvenog kriza-krsta BiH, Zenica	x	x	x	x	x	x				x	x	
51	Udruzenje hendikepiranih osoba "Želje", Višegrad	x	x	x	x	x	x				x	x	
	TOTAL	47	42	46	45	47	47	44	51	45			

Cumulative Score Increases on Organizational Assessment IAP1, IAP2, IAP3 and Small Packages

	Internal Governance	Advocacy	Management	Gender	Financial Accounting	Financial Accountability	Financial Sustainability	Financial Planning
IAP 1	33%	35%	43%	11%	48%	30%	28%	32%
IAP 2	17%	32%	32%	9%	39%	29%	27%	33%
IAP 3	21%	36%	41%	17%	32%	15%	32%	36%
IGP	33%	N/A	48%	31%	56%	59%	46%	44%
PP	40%	N/A	37%	19%	N/A	N/A	48%	27%
FDP	N/A	N/A	41%	N/A	N/A	N/A	24%	37%
ADV	N/A	22%	N/A	31%	N/A	N/A	N/A	N/A

1. ORGANIZATIONAL ASSESSMENT IAP1 Final results

NGO Governance/Advocacy/Management Increase Of Section Scores

NGO	Internal Governance %	Advocacy %	Management %	Gender %
VESTA	+ 23	+36	+38	+19
CGS-Gradac.	+34	+26	+46	+33
ZZI	+49	+64	+37	+33
EKO-Neretva	+18	+28	+42	+14
Parapl.Doboj	+40	+46	+47	+42
DC Zvornik	+34	+19	+55	+29
MRO	+26	+57	+42	-5
Liga ZPS-Trebinje	+13	+8	+35	+5
Nove Nade	+40	+15	+29	+14
Ribolovci	+33	+48	+37	+57
Lasta	+47	+17	+54	+33
DIA	+27	+25	+36	+28
DON	+47	+22	+53	+19
	33.15	31.00	42.38	24.69

According to the average increases within the specific section scores, the most significant improvements were in General Management 42.38%. This section includes the specific organizational practices and procedures such as Planning for Management, Organizational Development (staff training and development, strategic planning), Personnel Management, Volunteer Management, Information Management and the NGO Management Capacity for an Intermediary Role.

This means that these NGOs are now capable of planning for organizational development, soliciting constituency input in planning, more capable of preparing future plans for organizational development. They have established a system for personnel management that is well documented and promotes staff-management dialogue and communication. After this program they also work more seriously to recruit, manage and motivate volunteers, they collect information for result monitoring and reporting of achievements, and they have capacity to play an intermediary role of support to community-based NGOs.

The next area of significant improvement is Internal Governance. After the IAP, the NGOs' scores in this section increased on average by 33.15%. The NGOs increased their capacity to present a clear and defined purpose through their revised mission statements, which were presented to and approved by their board and assembly. These practices also improved the democratic processes within the NGOs resulting in more accountability, transparency, and constituency representation.

Improvements in the field of advocacy include NGOs' knowledge of specific advocacy techniques and experience in advocacy planning. According to the baseline scores, most of the NGOs participating in this program did not have specific knowledge in the advocacy field, especially regarding different models and techniques of advocacy campaigns and advocacy planning, which they learned through the Advocacy Workshops. During the implementation of CAP projects the NGOs had a chance to apply the new knowledge gained. Even though the actual increase in the section related to gender issues is the smallest, the NGOs have learned to be more attentive to gender in advocacy planning and internal governance.

Financial Management

NGO	Financial Accounting %	Financial Accountability %	Financial Sustainability %	Financial Planning %
VESTA	+21	+51	+50	+34
CGS-Gradac.	+36	+7	+17	+28
ZZI	+34	+19	+27	+17
EKO-Neretva	+42	+28	+28	+16
Parapl.Doboj	+51	+7	+28	+33
DC Zvornik	+59	+42	+39	+66
MRO	+38	+58	+28	+36
Liga -Trebinje	+49	+21	+17	+33
Nove Nade	+49	+36	+17	+11
Ribolovci	+49	+50	+11	+22
Lasta	+51	+42	+39	+66
DIA	+55	+21	+22	+39
DON	+34	+7	+45	+50
	41.31	25.46	28.31	34.69

Regarding Financial Management the most significant increase is in Financial Accounting at 41%. The NGOs attended training in financial management and applied that new knowledge to improve their internal financial control, documentation of expenditures, and all other documentation regarding the financial transactions and reporting.

In the field of the Financial Planning the organizations developed capacities for strategic financial planning and financial projections, they were able to prepare budget forecasts, comparing the actual to budgeted program costs, and to provide program financial data to program staff.

Financial Sustainability represents the most difficult issue regarding the future existence of all NGOs. Even though they completed the Strategic Planning and Fund-raising workshops, not all of them were able to significantly improve their planning for financial sustainability and conducting fund-raising activities. These capacities depend on their organizational and institutional capacities as well on their experiences in that field.

The Financial Accountability improvements are apparent in the NGOs capabilities to ensure the accuracy of their financial reports and dissemination of financial reports on a regular basis.

2. ORGANIZATIONAL ASSESSMENT IAP2- Final results

The same assessments were carried out among IAP1 recipients, therefore it is possible to compare achieved results between IAP1 and IAP2 NGOs. In general, the IAP1 NGOs show slightly better results in all sections, except section Financial Planning, but, in general, the higher level of organizational development after the IAP program is apparent for both IAP1 and IAP2 NGOs.

	Internal Governance	Advocacy	Management	Gender	Financial Accounting	Financial Accountability	Financial Sustainability	Financial Planning
IAP1	33%	35%	43%	11%	48%	30%	28%	32%
IAP2	17%	32%	32%	9%	39%	29%	27%	33%

IAP2 NGO Governance/Advocacy/Management

NGO	Total	Internal Governance	Advocacy	Management	Gender
CK TK	19	7	17	30	5
Potrosaci	34	24	30	45	7
UISBiH	11	3	19	13	3
NUPN	17	11	5	37	20
Vratite nam osmijeh	33	22	51	21	14
Lijepa nasa	25	13	29	28	0
Obrtnici Mostar	22	20	16	25	4
Prvi osmijeh	25	24	31	25	9
Vozaci	30	27	22	40	14
Viktorija 99	36	8	47	50	11
Nasa djeca	8	7	2	15	13
Renesansa	45	31	58	36	11
Izvidjaci	35	16	43	42	11
ONIKS	26	10	23	43	2
Sunce	35	23	37	40	16
Paraplegicari	45	20	69	40	9
Distroficari	35	21	46	30	14
Lotos	12	8	11	13	5
Privrednici	36	24	44	36	7
	32	17	32	32	9

According to the average increases within the specific section scores, the biggest improvements are in **General Management and Advocacy 32%**. General Management section includes the specific organizational practices and procedures such as Planning for Management, Organizational Development (staff training and development, strategic planning), Personnel Management, Volunteer Management, Information Management and the NGO Management Capacity for an Intermediary Role.

This means that these NGOs are now capable of planning for organizational development, soliciting constituency input in planning, more capable of preparing future plans for organizational development. They have established a system for personnel management that is well documented and promotes staff-management dialogue and communication. After this program they also work more seriously to recruit, manage and motivate volunteers, they collect information for results monitoring and reporting of achievements, and they have capacities to play an intermediary role of support to community-based NGOs.

The next area where is apparent significant improvement is **Advocacy at 32%**. Improvements in the field of advocacy include NGOs' knowledge of specific advocacy techniques and experience in advocacy planning. According to the baseline scores, most of the NGOs participating in this program did not have specific knowledge in the advocacy field, especially regarding different models and techniques of advocacy campaigns and advocacy planning, which they learned through the Advocacy Workshops. During the implementation of CAP projects the NGOs had a chance to apply the new knowledge gained. The NGOs learned new techniques to educate the public and engage policy makers on advocacy issues, to use media in order to influence the public, to build networks and community relations of support, and to monitor the effectiveness of the advocacy process.

After the IAP, the NGOs' scores in the **Internal Governance section** increased on average by **17%**. The NGOs increased their capacity to present a clear and defined purpose through revised mission statements, which were presented to and approved by their board and assembly. These practices also improved the democratic processes within these NGOs and lead to participatory decision-making, greater accountability, transparency, and constituency representation.

FINANCIAL MANAGEMENT

NGO	Total	Financial Accounting %	Financial Accountability %	Financial Sustainability %	Financial Planning %
CK TK	38	43	33	39	17
Potrosaci	39	41	53	0	45
UISBiH	67	60	64	56	77
NUPN	25	27	20	12	28
Vratite nam osmijeh	22	31	7	17	6
Lijepa nasa	34	45	0	28	22
Obrtnici Mostar	30	36	27	17	22
Prvi osmijeh	28	32	14	33	17
Vozaci	39	36	20	39	56
Viktorija 99	46	49	46	39	28
Nasa djeca	33	25	27	34	50
Renesansa	58	68	40	50	33
Izvidjaci	20	27	26	11	5
ONIKS	50	58	46	17	45
Sunce	14	12	7	6	34
Paraplegicari	30	41	26	6	17
Distroficari	47	43	47	39	50
Lotos	28	30	14	17	39
Privrednici	38	29	27	55	45
	36	39	29	27	33

Regarding financial Management the most significant increase is in **Financial Accounting at 39%**. The participating NGOs attended training in financial management and applied that new knowledge to improve their internal financial control, documentation of expenditures, and all other documentation regarding the financial transactions and reporting.

In Financial Planning the organizations have developed capacities for strategic financial planning and financial projections, they were able to prepare budget forecasts, comparing the actual to budgeted program costs, and to provide program financial data to program staff.

Financial Sustainability represents the most difficult issue. Even though they completed the Strategic Planning and Fund-raising workshops, not all of them were able to significantly improve their planning for financial

sustainability and conducting fund-raising activities. The Financial Accountability improvements are apparent in the NGOs capabilities to ensure the accuracy of their financial reports and dissemination of the financial reports on a regular basis.

ORGANIZATIONAL ASSESSMENT IAP 3-Final results

During the third year of the program, the full IAP was provided to six NGOs. 13 additional NGOs received four specialized Small Packages, designed to better fit their institutional needs. Those packages were:

1. Advocacy (training in advocacy, proposal writing, monitoring & evaluation) 4 recipients
2. Financial Diversity (proposal writing, marketing, fundraising, volunteer management) 3 recipients
3. Internal Governance Package (policies & procedures, finance management, board development) 3 recipients
4. Planning Package (strategic planning, marketing, fundraising) 3 recipients

The Organizational Assessments were carried out differently for the small packages; therefore we must analyze the increases in the organizational development separately for the IAP recipients and for the Small package recipients.

NGO GOVERNANCE/ADVOCACY/MANAGEMENT

For the IAP recipients the most significant increase on average is in **General Management** at **41%** followed by **Advocacy** section at **36%**, while an individual NGO had most significant improvement in Advocacy at 68%. The lowest increase both on average and individually is in the Gender section with 17% average increase, and 7% individually.

For the Small package recipients, the situation is as follows:

IGP recipients: highest average increase in General management at 48% and individual high score at 57%. The lowest increase is 31% in Gender section.

PP recipients: highest average increase in General management at 37%; the lowest increase is Gender section at 19%.

FDP recipients: highest average increase in General management at 41%

ADV recipients: highest average increase in Gender at 31%, Advocacy 22%.

NGO Governance/Advocacy/ Management Score Increases

IAP3 NGOs	Total	Internal Governance	Advocacy	Management	Gender
Priroda	23	21	36	22	11
Privrednik Stolac	50	23	68	52	27
USUS	25	9	23	40	9
DAR	37	22	27	61	32
Altruist	25	19	13	37	16
Pounje	36	27	42	35	7
<i>IAP Average</i>	33	21	36	41	17
IGP, FDP, PP, ADV					
Ekopokret Jajce	30	28	N/a	38	18
"Maja" Kravica	45	40	N/a	57	29
"Zora" Milici	37	32	N/a	50	47
<i>IGP average</i>	37	33		48	31
Sumero	43	N/a	N/a	43	12
CK ZDK	29	N/a	N/a	29	13
"Zelje" Visegrad	40	40	N/a	39	32
<i>PP average</i>	37			37	19
C.polumjesec ZDK	34	N/a	N/a	34	
Centar za zene Breza	67	N/a	N/a	67	
Kinilozi-Capljina	22	N/a	N/a	22	
<i>FDP average</i>	41			41	
XY	19	N/a	19	N/a	0
Poslodavci Zepce	36	N/a	36	N/a	38
Poslodavci FBiH	15	N/a	15	N/a	50
Leptir	18	N/a	18	N/a	37
<i>ADV average</i>	22		22		31
Overall Average	34	35	22	42	37

NGO Financial Management

The most significant increase for the IAP recipients is in **Financial Planning 36%**, the lowest increase is in **Financial Accountability 15%**, while Financial Accounting and Financial Sustainability have the same increase 32%.

IGP recipients: The highest increase at 59% is in Financial Accountability and 56% in Financial Accounting.

PP recipients: Increase of 48% in Financial Sustainability.

FDP recipients: Increase of 37% in Financial Planning.

Financial Management

IDG NGOs	Total	Financial Accounting %	Financial Accountability %	Financial Sustainability %	Financial Planning %
Priroda	21	24	20	6	22
Privrednik Stolac	30	25	27	39	33
USUS	37	36	14	33	50
DAR	21	12	27	28	39
Altruist	45	49	6	44	50
Pounje	40	49	20	39	22
<i>IAP3 Average</i>	30	32	15	32	36
IGP, FDP, PP, ADV					
Ekopokret Jajce	42	47	46	39	28
"Maja" Kravica	64	70	61	50	61
"Zora" Milici	53	51	69	50	44
<i>IGP average</i>	53	56	59	46	44
Sumero	46	N/a	N/a	67	22
CK ZDK	41	N/a	N/a	45	27
"Zelje" Visegrad	44	N/a	N/a	33	33
<i>PP average</i>	44			48	27
C.polumjesec ZDK	23	N/a	N/a	12	28
Centar za zene Breza	29	N/a	N/a	33	39
Kinilozi-Capljina	44	N/a	N/a	28	44
<i>FDP average</i>	32			24	37
Overall Average	43	56	59	40	37

NGO Name	Sector	Entity	Location	Dates of Implementation Result	Type of Grant	Level of Government	Name of Government	Legislation Affected	Beneficiaries	Citizens Mobilized
ALDI	Economy	F	Gorazde	July 02-Apr03 Result 2.2, 2.3	Dem Net I CAP	C	Gorazde	Action Plan for development of entrepreneurship and SMEs adopted by Cantonal Ministry	SIG, Entrepreneurial Sector	500
Altruist	Civil Society	F	Mostar	Nov 03-May 04 Result 2.2, 2.3	IAP3 CAP	G	Mostar	Initiated establishment of Volunteer Center to promote volunteer work and provide space for youth and other NGOs. City mayor promised space after local elections.	GP	4172
Altruist	Health	F	Mostar	Oct.02-Jan 03 Result 2.5	CIM	G	Mostar	Through an advocacy campaign for the rights of the disabled, physical barriers removed and ensured disabled access to six public buildings in Mostar	SIG, Disabled	400
Association of Dystrophics	Education	RS-F	Doboj	Apr 02-Oct 02 Result 2.2, 2.3	Dem Net I CAP	C	Tuzla-Doboj	Association signed MoU with Pedagogical Institutes to include in curricula education about disabilities to ease integration of disabled children into regular schools.	SIG, Disabled and GP	720
Association of Dystrophics	Health	RS	Bijeljina	Mar03-Oct 03 Result 2.1, 2.2, 2.3	IAP2 CAP	E	RS	Commission for development of new TV program formed by the NGO and RTV RS and resulted in monthly documentary/educational series on disability issues.	SIG, Disabled	174
Association of Employers in FBiH	Economic Development	F	Sarajevo	Nov 03-May 04 Result 2.2, 2.3	IAP3 CAP	F	BiH	Inadequate activity of Socio-Economic Council and lack of tripartite dialogue between the government, trade unions and entrepreneurs' associations led NGO to start Socio-Economic dialogue and re-start Socio-Economic Council. Draft Decision on mandatory procedures for all socio-economic legislation to be vetted through Socio-Economic Council submitted to Parliament.	GP	245

NGO Name	Sector	Entity	Location	Dates of Implementation Result	Type of Grant	Level of Government	Name of Government	Legislation Affected	Beneficiaries	Citizens Mobilized
Association of Entrepreneurs "Privrednik"	Economic Development	F	Stolac	Nov 03-May 04 Result 2.2, 2.3	IAP3 CAP	M	Stolac	Through advocacy campaign the NGO influenced municipal authorities to renovate and re-open old city outdoor market. Municipal decision also authorized NGO to be in charge of renovation project.	GP	712
Association of Entrepreneurs and Employers	Economic Development	F	Zepce	Nov 03-May 04 Result 2.2, 2.3	IAP3 CAP	M	Zepce	NGO increased citizen participation and influenced municipal council to create development strategy. Official request to create Development Strategy of Zepce municipality was submitted to the Municipal Council in May and will be on municipal agenda in June 2004.	GP	3225
Association of Paraplegics	Health	RS	Doboj	June 02-Feb 03 Results 2.1, 2.2, 2.3,	IAP1 CAP	E	RS	Supervisory Commission, formed by 8 disability NGOs created Annex to Law on Urban Planning and Civil Engineering ensuring the implementation of international standards for disabled access to public buildings. Annex was adopted by Ministry of Urban Planning and published in RS Sluzbeni List of 1/18/03.	SIG, Disabled	3000
Association of Paraplegics	Health	F	Tuzla	Mar 03-Sept 03 Result 2.1, 2.2, 2.3	IAP2 CAP	C	Tuzla	Proposal for moving primary treatment for disabled persons from Health Center, that does not have access for disabled, to the Cantonal Hospital submitted to Cantonal Assembly. Tuzla Canton president and Ministry of Health supported initiative and stated that no official approval needed to move medical records. In practice, many handicapped already moved to the Cantonal Hospital and are being treated there.	SIG, Disabled	66

NGO Name	Sector	Entity	Location	Dates of Implementation Result	Type of Grant	Level of Government	Name of Government	Legislation Affected	Beneficiaries	Citizens Mobilized
Association of Parents of Children with Special Needs	Health	F	Lukavac	Dec 03-Mar 04 Result 2.2, 2.5	CIM	C	Tuzla	Through an advocacy campaign for better education and rehabilitation of children with special needs and inclusion in school system, Amendments to the draft Law on Education submitted to Cantonal Assembly in March 2004. The new Law adopted in June 2004 includes submitted Amendments that every school have a special education teacher to help children with special needs.	SIG, Children with special needs	200
BiH Woman	Human Rights	F	Mostar	April 03-Sept 03 Result 2.2, 2.3	Dem Net I CAP	C	Mostar	NGO created amendments to Law on Primary Education to include "children rights" in curricula. New Law introduced "Democracy" class in primary schools that will include child abuse issue. Law adopted by Canton Assembly.	GP	277
Canton Sarajevo Scouts' Union	Ecology	F	Sarajevo	Mar 03-Nov 03 Result 2.2, 2.3	IAP2 CAP	C	Sarajevo	Proposal for declaring mountains Igman and Bjelasnica as Nature Parks submitted to National Committee formed by OHR and is in procedure on State level. Scouts also worked on protecting river Rakitnica and mountain Čvrnica. Proposal is in procedure on Sarajevo Canton level. Ministry of Urban Planning submitted request to Canton to adopt emergency measures in order to protect that area.	GP	157
Center for Civic Cooperation	Local Government Administration	F	Gradacac	June 02-Mar 03 Result 2.2, 2.3	IAP1 CAP	M	Gradacac	NGO and partners established Local Communities' Coordination Council. Council signed MoU with Municipality on cooperation and infrastructure planning.	GP	432

NGO Name	Sector	Entity	Location	Dates of Implementation Result	Type of Grant	Level of Government	Name of Government	Legislation Affected	Beneficiaries	Citizens Mobilized
DAR	Democracy and Civil Society	F	Prozor-Rama	Dec 03-Apr 04 Result 2.2, 2.3	IAP3 CAP	M	Prozor-Rama	NGO prepared and submitted Draft Amendments on citizen participation in the process of creation and adoption of Municipal Development Plan. Amendments adopted by Municipal Council on June 7, 2004. Council appointed NGO representative to Commission for Creation of the Municipal Development Plan.	GP	2000
DON	Ecology	RS	Prijedor	June 02-Nov 02 Result 2.2, 2.3	IAP1 CAP	M	Prijedor	Through public campaign NGO reactivated municipal decision on protection of the Sana river and prepared documentation as a basis for allocating funds from municipal budget to build a Flood Protection Wall on the left bank of river Sana. Retaining wall is under construction although municipal funds are limited.	GP	2130
Drivers and auto-mechanics	Public Safety	F	Sarajevo	Aug 03-Jan 04 Result 2.2, 2.3	IAP2 CAP	E	Federation BiH	Amendments to the Law on Traffic Safety requiring use of headlights during daylight, submitted for adoption to the Federal Ministry. On May 11, 2004, Draft Law on Traffic Safety is in final phase and amendments are incorporated. After public debate, draft will be put on agenda for adoption. Of note, in April 2004 this amendment was adopted by HN Canton.	GP	120
EKO Neretva	Ecology	F	Jablanica	June 02-Jan 03 Result 2.2, 2.3	IAP1 CAP	M	Jablanica	Local Environmental Action Plan adopted by Municipal Council	GP	659

NGO Name	Sector	Entity	Location	Dates of Implementation Result	Type of Grant	Level of Government	Name of Government	Legislation Affected	Beneficiaries	Citizens Mobilized
Election Officials BiH	Local Government Administration	S	Sarajevo	March 03-Nov 03 Result 2.2, 2.3	IAP2 CAP	S	BiH	Non-existence of legal regulations on election funding motivated NGO to create Amendments to the Election Law to define and regulate function of Election bodies and funding of elections. Changes to Election law adopted in April 2004 by State Parliament but are not yet published in Službeni list. The adopted changes conform to NGO proposals. Since the changes were adopted after publishing the date for the next election, law will be in effect for the 2006 elections.	GP	139
First Smile	Health	RS	Banja Luka	Mar 03-Oct 03 Result 2.2, 2.3	IAP2 CAP	E	RS	Amended the law on child welfare: Gluten-free flour classified as a medicine, and gluten-free products get more favorable customs treatment.	SIG, Children suffering gluten allergy-celiac and their families	117
Give us our smile back	Health	RS	Srpsko Sarajevo	Mar 03-Nov 03 Results 2.2, 2.3	IAP 2 CAP	E	RS	New Procedures on Early Diagnosis and Treatment of children with special needs adopted by RS Assembly and published in Official Gazette 115/03 on 12/31/2003. The Procedures precisely define structure of Commission, responsibility and methodology particularly the period of observation and follow up with special needs children to ensure necessary conditions for inclusion in school system.	SIG, Children with special needs	100
Independent Bureau for Development Modrica-Gradacac	Economy	RS	Modrica	Apr 02-Feb 03 Result 2.2, 2.3	Dem Net I CAP	M	Modrica	Economic Forum and Business Incubator Established with municipal support, Strategy for Economic Development prepared	GP	566

NGO Name	Sector	Entity	Location	Dates of Implementation Result	Type of Grant	Level of Government	Name of Government	Legislation Affected	Beneficiaries	Citizens Mobilized
Independent Entrepreneurs	Economy	F	Mostar	Mar 03-Dec 03 Result 2.2, 2.3	IAP2 CAP	C	HN	Amendments to the vocational education curricula submitted to the Ministry in order to change the existing curricula by increasing the practice fund and vocational training at schools and enable students to get better professional training	GP	163
Independent Union of Professional Journalist	Human Rights	S	Sarajevo	May 03-March 04 Result 2.2, 2.3	IAP2 CAP	S	BiH	The Union and representatives of Helsinki Committee for Human Rights signed MoU and formed team to monitor implementation of the Defamation/Libel Law and court procedures against journalists.	GP	80
LASTA	Ecology	F	Drvar	June 02-Nov 02 Result 2.2, 2.3	IAP1 CAP	M	Drvar	Public sanitation service signed MoU with municipal government ensuring more effective work and regular garbage collection and cleaning. Municipal Assembly adopted petition submitted by NGO and proclaimed Clean Town Day	GP	150
Lex International	Human Rights	RS	Banja Luka	Apr 02-Jan 03 Result 2.2, 2.3	Dem Net I CAP	E	RS	Court Practice changed to apply the European Convention on human rights	SIG, Legal sector and GP	91
Liga za zastitu privatne svojine	Social Services	RS	Trebinje	Apr 03-Oct 31, 03 Result 2.2, 2.3	IAP1 CAP	E	RS	The RS Law on Social Welfare changed to improve the status of socially vulnerable population by increasing material /financial aid and improving rights for basic health care and insurance. Material/financial support was increased 100% from previous regulations.	GP	1000
LUNA	Economy	RS	Rudo	June 02-Mar 03 Result 2.2, 2.3	Dem Net I CAP	E	RS	Established Business Advice Info-phone and a New Regional Chamber of Commerce	SIG, Business Sector	318

NGO Name	Sector	Entity	Location	Dates of Implementation Result	Type of Grant	Level of Government	Name of Government	Legislation Affected	Beneficiaries	Citizens Mobilized
Mother and Child	Local Government Administration	RS	Rudo	Dec 02-Mar 03 Result 2.2, 2.5	CIM	MZ	Rudo, MZs Uvac, Strpca, Mrsovo and Rudo	Through public tribunals and discussions established effective and transparent cooperation between citizens and government. Municipal budget changed according to citizens priorities	GP	102
Nature's Gift	Health	RS	Novi Grad	Dec 02-Mar 03 Result 2.2, 2.5	CIM	M	Novi Grad	Legal and social status of children with special needs improved by ensuring resources and better support from Social Welfare services to enable these children to realize their rights for education and social support.	SIG, Children with special needs	156
New Horizons	Health	F	Tuzla	Oct 02-Apr 03 Result 2.5	CIM	C	Tuzla	Through public education on juvenile diabetes raised awareness of this disease in order to help children and their teachers to overcome existing prejudices against this disease in schools	SIG, Children with diabetes, parents, teachers	120
Nove Nade	Ecology	F	Capljina	June 02-Dec 02 Result 2.2, 2.3	IAP1 CAP	M	Capljina	Local Environmental Action Plan adopted by Municipality Council	GP	645
OAZA	Health	F	Sarajevo	Aug 02-Mar 03 Result 2.1, 2.2, 2.3	IAP1 CAP	C	Sarajevo	New, functional model for prevention, early detection and treatment of children with special needs created to improve existing, inefficient system and to network all institutions dealing with these children. On the 60th Cantonal Government session (April 8, 2004) Ministry of Health program adopted and OAZA Prevention Program incorporated.	SIG, The handicapped	1000
Our Beauty	Ecology	F	Capljina	Mar 03-Sept 03 Result 2.2, 2.3	IAP2 CAP	M	Ljubuski and Capljina	Proposal for Declaring the Trebizat River as a Nature Park adopted by the Municipal Councils	GP	850

NGO Name	Sector	Entity	Location	Dates of Implementation Result	Type of Grant	Level of Government	Name of Government	Legislation Affected	Beneficiaries	Citizens Mobilized
Partner	Health	RS	Banja Luka	Oct.02-Mar 03 Result 2.2, 2.5	CIM	E	RS	Draft of new Regulations on Orthopedic and Prosthetic Devices for disabled submitted to the RS Health Care Fund for adoption. New provisions decrease financial participation of individuals and allowing more frequent replacements of devices. Due to change of government and ministry of health officials, request is still pending.	SIG, Disabled	100
Pounje	Cultural and Historical Heritage, Ecology	RS	Kostajnica	Dec 03-Apr 04 Result 2.2, 2.3	IAP3 CAP	M	Kostajnica	Municipal Council to adopted decree on protection of cultural and historical monuments to prevent further devastation and deterioration, to put them under municipal protection, and declare them as a national heritage and treasure.	GP	360
Refugee Return Service	Public Safety	F	Drvar	June 02-Feb 03 Result 2.2, 2.3	Dem Net I CAP	M	Drvar and Glamoc	Streets Lights and Traffic Signals installed at the main streets in Drvar and Glamoc	GP	174
Renesansa	Health	F	Sarajevo	June 03-Jan 04 Result 2.2, 2.3	IAP2 CAP	C	Sarajevo	Amendments to the Regulations on provision of orthopedic devices for women with breast cancer submitted and adopted by the Cantonal Government March 5, 2004, ensuring that all women treated for breast cancer get one breast prosthesis and two special bras every second year.	SIG, Women	950
Solidarity for South	Ecology	RS	Trebinje	Apr 02-Feb 03 Result 2.2, 2.3	Dem Net I CAP	MZ	Trebinje, MZ Petrovo Polje	Increased citizens' participation in decision-making processes and improved cooperation between local authorities and citizens on ecology issues. Local Environmental Action Plan prepared	GP	125
Sun	Health	F	Bugojno	Mar 03-Sept 03 Result 2.2, 2.3	IAP2 CAP	M	Bugojno	Center for the Addiction Prevention and Treatment established with financial support of Municipal Council.	SIG, School students and youth	1200

NGO Name	Sector	Entity	Location	Dates of Implementation Result	Type of Grant	Level of Government	Name of Government	Legislation Affected	Beneficiaries	Citizens Mobilized
Tuzla Canton Red Cross	Health	F	Tuzla	Mar 03-Oct 03 Result 2.2, 2.3	IAP2 CAP	C	Tuzla Canton	Amendments to the Law on Health Care regarding long term financing of planned blood collection supported by Cantonal Ministry of Health Care but not adopted by Assembly. The Cantonal government will consider issue again in 2005. In 2004, the number of blood donors was significantly increased as a result of CKTK campaign.	GP	220
Under the same sun	Local Government Administration	F	Jablanica	Apr 03-Dec 03 Result 2.2, 2.3	Dem Net I CAP	M	Jablanica	Increased cooperation between government and citizens and civic participation in creation of sustainable community development strategy. Conducted Municipal Development Strategy (Local Agenda 21) distributed to all Commission for Capital Planning to use as basis for future infrastructure planning and community development.	GP	5000
USUS	Human Rights	F	Sarajevo	Nov 03-May 04 Result 2.2, 2.3	IAP3 CAP	C	Sarajevo	Draft of new Law on Students' organizations submitted to Federal Ministry of Education for review and harmonization with other education laws.	SIG, University Students	580
VESTA	Ecology	F	Tuzla	June 02-Nov 02 Result 2.2, 2.3	IAP1 CAP	C	Tuzla	8 illegal waste dumps removed from 8 local communities. New payment system for garbage collection on a regular basis in all 8 local communities established	GP	160
Viktorija 99	Women's Rights	F	Jajce	Mar 03-Oct 03 Result 2.2, 2.3	IAP2 CAP	M	Jajce	Commission for women's issues established within Municipal Council to improve women's status in society, their rights and more active participation in public life.	SIG, Women	691

NGO Name	Sector	Entity	Location	Dates of Implementation Result	Type of Grant	Level of Government	Name of Government	Legislation Affected	Beneficiaries	Citizens Mobilized
Women for Women International	Human Rights	F	Sarajevo	June 02-Mar 03 Result 2.2, 2.3	IAP1 CAP	M	Breza	The Women's Coordination Board for the protection of women's rights and integration of women into economic development established and institutionalized as a legal subject of the Municipal Council. The board participated in council discussions, including budget matters, succeeded in lobbying for road repairs and getting Council members to participate in MZ meetings.	SIG, Women	300
Women's Association Priroda	Human Rights	RS	Bratunac	Nov 03-May 04 Result 2.2, 2.3	IAP3 CAP	M	Bratunac	Municipal Decision on the implementation of Social Card as prerequisite for new Social Support program for vulnerable population. Decision adopted on March 4, 2004. Local community Tegare selected as a pilot community for the implementation of the Social Card.	GP	330
										34976
Legend: C=Canton; E=Entity; F=Federal; G=City; M=Municipality; MZ=Local Community (Mjesna Zajednica)										

ATG Grant-holder	Training Topic	Location	Date	Trainer	Participants	Results achieved
Corridor - Sarajevo	Human Resource Management	Sarajevo, Jahorina	March 2002	Max Pederby-INTRAC -UK; Co-trainers: izbor Plus trainers: Elmida Saric, Slavica Draskovic	NGOs: Corridor, Education builds BH, DISS, WWI-Sarajevo; Land of children, Prijateljice, CCI-Tuzla, Forma F, Nansen Dialogue Center - Mostar; Independent -Zenica, CIPP Zvornik, Women from Una-Bihac, CARE-Banja Luka and Sarajevo offices, World Vision-Doboj	Organizations who participated got a stronger theoretical understanding of key human resource issues as planning, management and team building. They developed mechanisms for introducing positive changes in their organizations and for evaluating team effectiveness. After this workshop there was a follow up in Mostar hosted by Nansen Dialogue Center and a trainer from Israel.
Civil Society Promotion Center-CSPC Sarajevo	Elected Leadership Roles- Training of Trainers	Sarajevo-Vogosca	March 2003	Ana Vasilache-Partners Romania Foundation for Local Development- FPDL- Romania; Co-trainers: Izbor Plus trainers: Elmida Saric, Slavica Draskovic; CSPC: Milan Mrdja-moderator	Municipality Zvornik Assembly chair, NGOs CIPP & Nove Nade Zvornik executive directors; Municipality Rudo councillor, NGO LUNA program assistant; Municipality Ilidza councillor, NGO DISS Ilidza program manager; Municipality Jablanica Assembly Chair, NGO Pod istim suncem Jablanica program manager; Municipality Bihac, councillor, NGO Zene sa Une Bihac program manager; Municipality Nevesinje Assembly chair, NGO Liga za zastitu privatne svojine i ljudskih prava Trebinje; Municipality Stari Mostar councillor, NGO Zena BH Mostar program manager; Municipality Gradiska counello, NGO VIDRA Banja Luka program assistant; Municipality Lukavac A Chair, NGO CCI Tuzla/Mostar program assistant; Municipality Gorazde councillor, NGO CINVOS Gorazde executive director; Municipality Centar Sarajevo councillor, NGO Osjecnica Bosanski Petrovac executive director; CSPC executive director, program manager, 3 program assistants and volunteer (UK)	11 elected representatives from local government together with 13 NGOs leaders went through intensive 7 day ToT and practiced 11 roles of the councillor. All participants learned about the variety of the councillor's roles. A unique exchange of experience occurred between NGO and GO representatives characterized by promoting democratic leadership characteristics and practicing leadership skills for a larger audience.

LUNA-Rudo	Project Planning	Rudo	Nov-03	Boro Pandurevic and Jasmina Opardija-IBHI	LUNA staff -10 persons, NGO Rujnica, NGO Avax	Three organizations increased their knowledge about Project Cycle Management and developed hierarchy of objectives for three hypothetical projects.
	Project Proposal Writing	Rudo	Dec-03	B. Pandurevic and J. Opardija-IBHI	LUNA staff -10 persons, NGO Rujnica, NGO Avax	Three organizations got both practical and theoretical knowledge on Project proposal writing and one complete project was written to be submitted to donor.
	Monitoring and Evaluation	Rudo	Feb-04	B. Pandurevic and J. Opardija-IBHI	LUNA staff -8 persons, NGO Rujnica, NGO Avax, NGO Fortis Lopare	Four organizations passed through process of practicing models and tools for evaluating projects and establishing connection between logframe and monitoring indicators.
	Strategic Planning	Rudo	Feb-04	B. Pandurevic and J. Opardija-IBHI	LUNA staff -8 persons, NGO Rujnica, NGO Avax, NGO Fortis Lopare	Organization LUNA made a draft strategic plan for three years period, including revision of mission and vision.
Solidarity for the South-Trebinje	Project Cycle Management	Trebinje	Feb-04	Elmida Saric, Slavica Draskovic	Solidarity for the South-7 staff members	NGO staff went through Objective Oriented Project Planning and prepared to apply for EC projects. Organization made a draft project proposal for EC including logframe.
	Monitoring and Evaluation	Trebinje	Feb-04	Zlatko Saric, Tihomir Knezicek	Solidarity for the South-9 staff members	Organization got necessary information on monitoring indicators and approach to monitoring according to level of management.
	Strategic Planning	Trebinje	Mar-04	Zlatko Saric, Anela Cavdar	Solidarity for the South-9 staff members	Organization made a draft strategic plan for the next three year period.
OAZA - Sarajevo	Project Cycle Management	Fojnica	Jun-04	Tihomir Knezicek, Anela Cavdar	OAZA-10 staff members and volunteers	Increased understanding on each element of project cycle management and logframe fuction.
	Human Resource Management	Sarajevo	Jul-04	T. Knezicek, A. Cavdar	OAZA-8 staff members and volunteers	NGO staff increased knowledge on human resource management (system of internal communication, POLKA tool, priorities, team building-Dream team)
	Employee Performance Evaluation and Self-evaluation	Sarajevo	Jun-04	A. Cavdar, Zlatko Saric	OAZA -Five staff members	Participants went through process of designing performance evaluation forms for job positions they held where both supervisors and subordinates were included in process.
	Training of Trainers	Sarajevo	Jul-04	A. Cavdar, T. Knezicek	OAZA-8 staff members and volunteers	Participants increased knowledge on adult learning and increased skills for workshop delivery

Izbor Plus	Monitoring & Evaluation	Ede Netherlands	April May 2004	Management Development Foundation-Netherlands	Izbor Plus Officer for Program Development.	An internal two day ToT on M&E was delivered to the other four Izbor Plus trainers (and administrative person) and ADF PA Branka Ivanovic. Strengthening capacity of the entire group for delivering this training topic was the aim of the workshop. All materials from MDF were divided among staff to be translated as basis for Izbor Plus material.
League for Private Property and Human Rights Protection	Project Cycle Management	Trebinje	Jun-04	Elmida Saric, Slavica Draskovic	League for Private Property and Human Rights Protection-6 Staff members; Promo Info-1 person; Info Centar-3 persons; Independent Radio Korona-1 person;	NGO staff passed the process of project Objective Oriented Project Planning and got prepared to apply for EC projects.
	Monitoring & Evaluation/ Project Proposal Writing	Trebinje	Jun-04	Slavica Draskovic, Slavica Draskovic	League for Private Property and Human Rights Protection-6 Staff members; Promo Info-1 person; Info Centar-3 persons; Independent Radio Korona-1 person;	NGO staff defined Monitoring indicators and drafted project proposal with logical frame. This was also an opportunity for staff to go through participatory planning methodology practiced on PCM training.

Dear NGO partners,

We made this short survey in order to determinate the impact of BiH DemNet II program on advocacy initiatives, coalitions building and relationships with government. All of the NGOs who have received a Civic Action Partnership (CAP) grant, we ask to fill out this survey and return it to ADF before the implementation of CAP project. It takes about 30 minutes to fill out this survey. Please, be as accurate as possible. When you fill out this survey the first time, you are giving us a baseline data. Therefore, please do not include any of activities that you are going to implement during your CAP project. For example, the question 1.1.05 asks has your NGO implemented an activity or program with other NGO(s) during the last year. Please, do not include any cooperation that you are planning to implement with other NGO(s) during the CAP project. After the project implementation, you will get the same questions to answer; and than you will have to include activities that you have implemented during the CAP project. If you have any questions, please contact your program advisor.

Thank you for your cooperation. We wish you a lot of success in your work and future activities.

1. Networking & Community Relations

Networking with Other NGOs:

1.1.01 NGO has paid an annual membership fee as a member of federation/coalition/network.

Yes

No

1.1.02. NGO participates actively in regional forum or network or as a member of another federation / network.

Yes

No

How many forums/coalitions/networks do you have?

1.1.03 NGO staff meet every 1-3 months with staff of other NGO(s).

Yes

No

1.1.04 NGO regularly sends information on its plans and activities to other NGOs (other than its annual report).

Yes

No

To how many NGOs?

1.1.05 NGO has implemented an activity or program with other NGO(s) within the last year.

Yes

No

How many activities or programs?

1.1.06 NGO works closely with other NGOs on an advocacy issue.

Yes

No

1.1.07 NGO has jointly prepared within the last year a written plan with other NGOs that defines their respective roles in a joint activity.

Yes

No

1.1.08 NGO has by-laws or a written agreement for joint operations with other NGO(s).

Yes

No

1.1.09 NGO shares resources with other NGOs.

Yes

No

1.1.10 NGO has joined with other NGOs for meetings with decision makers in the last year.

Yes

No

Networking with Public Institutions / Government:

1.2.01 NGO has implemented an activity (not advocacy) jointly with a public institution in the last year.

Yes

No

1.2.02 NGO has conducted an advocacy initiative jointly with a public institution in the last year.

Yes

No

1.2.03 How many official meetings with government representatives has your NGO organized in the last 12 months? (Official meetings with the government representatives are scheduled in advance with an agenda, focused on politics or issues that could resolve local problems)

1.2.04 How many public meetings has your NGO sponsored together with participation of the government representatives? (Public meetings: public discussions, round tables, and other public events with active participation of government representatives)

Networking with Business:

1.3.01 NGO has implemented an activity (not advocacy) jointly with a business in the last year.

Yes

No

1.3.02 NGO has conducted an advocacy initiative jointly with a business in the last year.

Yes

No

2. Monitoring for Advocacy

2.1.01 Partners in Advocacy Initiatives

Scale

3. NGO monitors changes in its relationship with partner NGOs in a collaborative advocacy initiative and reports these changes to senior management staff or the board for review.
2. NGO does not monitor its relationship with partner NGOs in advocacy collaboration.
1. NGO has had no partner in an advocacy initiative in the last 3 years.

2.2.02 Feedback on Advocacy Strategy & Implementation

Scale

7. NGO prepares its advocacy message or advocacy implementation plan based on feedback (related to the project).
6. NGO develops its advocacy message or implementation plan based on the monitoring of feedback (opinion survey, focus group) to previous advocacy initiatives.
5. NGO conducts opinion surveys for feedback on advocacy initiatives.
4. NGO conducts focus groups for feedback on advocacy initiatives.
3. NGO meets with its constituents / audience for feedback on advocacy.
2. NGO does not collect information on advocacy outcomes.
1. NGO has no baseline data to support their advocacy initiative.

Result 2.1: An increased number of CSOs participating in short-term issue-based coalitions that publicize the results of their work

A coalition can be ad hoc or registered, but should have a written memo of understanding, signed by all coalition members. MOU clearly defines the goals and objectives, and method of publicizing expected results.

	NGO	Number of Partners
1	RRS Drvar	2
2	Independent Bureau for Development Modrica	2
3	Association of Dystrophics-Doboj	3
4	ALDI-Gorazde	1
5	Luna-Rudo	1
6	Lex International Banja Luka	2
7	Solidarity for South-Trebinje	3
8	VESTA-Tuzla	3
9	Lasta Drvar	2
10	EKO Neretva-Jablanica	1
11	Nove Nade-Capljina	1
12	DON-Prijedor	1
13	Center for civic cooperation-Gradacac	2
14	Association of Paraplegics-Doboj	7
15	Women for Women International	1
16	OAZA-Sarajevo	13
17	Liga za zastitu privatne svojine-Trebinje	1
18	Tuzla Canton Red Cross	1
19	Association of paraplegics-Tuzla	2
20	Regional Association of Dystrophic-Bijeljina	1
21	Association of Election Officials in BiH	4
22	Canton Sarajevo Scouts' Union	3
23	First Smile-Banja Luka-	1
24	Give us our smile back-S. Sarajevo	2
25	Sun-Bugojno	1
26	Viktorija 99-Jajce	1
27	Our Beauty-Capljina	1
28	BiH women-Mostar	2
29	Under the same sun-Jablanica	1
30	Association of Professional Drivers and Auto-mechanics-Sarajevo	4
31	Association of Independent Entrepreneurs-Mostar	2
32	Renesansa-Sarajevo	2

33	Independent Union of professional Journalists-Sarajevo	8
34	Altruist-Mostar	2
35	Priroda –Bratunac	1
36	Students' Union of Sarajevo University	1
37	Association of entrepreneurs and employers - Zepce	2
38	Pounje-Kostajnica	1
39	DAR-Prozor/Rama	1
40	Privrednik-Stolac	1
41	Association of Employers in FBiH	1
42	Work & Succeed Together	5
	Number of NGO Implementers	42
	Number of NGO Partners	97
	TOTAL	139

RESULT 2.2: Increase in amount of dialogue and consultation between CSOs and Gov't officials on policy issues and/or resolution of local problems

Official meetings with Government are scheduled in advance, with agenda, policy issue oriented, to resolve local problems, documented. Number of official meetings after CAP: 506; Baseline:172; Difference:334

Public meetings: panel discussions, round tables and other public events with active participation of Government officials. Number of public meetings after CAP : 336; Baseline: 57; Difference: 279

NGO	Baseline Score	Final Score	Score Increase	Number of Official Government Meetings			Number of Public Meetings			Number of Joint Activities		
				Baseline	Final	Increase	Baseline	Final	Increase	Baseline	Final	Increase
ALDI	10	12	2	3	9	6	1	4	3	1	2	1
Altruist	1	10	9	0	4	4	0	3	3	0	2	2
CGS	8	10	2	5	8	3	3	7	4	3	3	0
DAR	1	12	11	0	7	7	0	4	4	0	4	4
Distroficari	9	13	4	6	9	3	0	3	3	5	5	0
Distroficari-Bijeljina	6	13	7	2	20	18	0	11	11	1	2	1
DON	7	9	2	5	50	45	1	10	9	3	2	-1
Eko Neretva	8	14	6	4	6	2	0	22	22	4	7	3
Election Officials	3	12	9	2	15	13	1	10	9	1	1	0
Employers Association FBH	5	12	7	2	7	5	1	2	1	1	10	9
Entrepreneurs Zepce	5	10	5	12	24	12	0	13	13	0	2	2
EU Lijepa nasa	6	12	6	3	10	7	0	9	9	1	3	2
Journalists Association	7	10	3	0	5	5	0	4	4	2	5	3
Lasta	8	11	3	4	3	-1	1	3	2	1	15	14

League for Protection of Private Property (LZPS)	10	12	2	4	12	8	2	6	4	2	6	4
Lex International	11	12	1	5	15	10	2	4	2	2	4	2
Luna	7	14	7	1	25	24	1	22	21	1	2	1
NBR	8	11	3	20	28	8	0	8	8	1	3	2
Nove Nade Capljina	8	12	4	1	3	2	0	9	9	3	2	-1
OAZA	11	12	1	3	7	4	0	2	2	8	14	6
Parapleg. Tuzla	8	10	2	1	5	4	2	6	4	1	2	1
Paraplegicari	9	14	5	3	8	5	0	1	1	5	4	-1
Pounje	4	10	6	3	5	2	3	5	2	0	5	5
Priroda	8	11	3	2	5	3	0	6	6	2	3	1
Privrednik Stolac	1	12	11	0	5	5	0	19	19	0	6	6
Prvi Osmijeh	3	11	8	0	8	8	0	2	2	0	1	1
Red Cross Tuzla Canton	8	11	3	3	4	1	2	2	0	4	6	2
RRS	6	13	7	3	30	27	0	25	25	0	7	7
Scouts Sarajevo Canton	5	12	7	3	15	12	10	15	5	0	5	5
Solidarity	8	10	2	5	7	2	2	3	1	2	3	1
Sunce	5	11	6	0	5	5	0	11	11	2	4	2
Tradesmen Mostar	12	14	2	18	15	-3	12	24	12	3	3	0
UG Renesansa	3	12	9	1	3	2	0	4	4	1	3	2
Under the Same Sun	3	13	10	12	24	12	1	4	3	1	3	2
USUS	6	10	4	15	23	8	5	11	6	1	1	0
Vesta	5	13	8	3	20	17	1	10	9	0	2	2
Viktorija 99	2	9	7	5	5	0	4	6	2	0	18	18
Vozaci	5	8	3	5	10	5	2	5	3	2	4	2
Vratite nam osmijeh	1	12	11	0	3	3	0	6	6	0	2	2
Women for Women	5	12	7	2	30	28	0	12	12	1	5	4

Zena BiH	10	12	2	6	9	3	0	3	3	6	6	0
TOTAL SCORES	172	301	129	91	303	212	18	195	177	48	115	67
Average/NGO	4.2	7.3	3.1	2.2	7.4	5.2	0.4	4.8	4.3	1.2	2.8	1.6

FINAL CIVIC ACTION PARTNERSHIP GRANT REPORT SUMMARIES

1. Refugee Return Service–Drvar [Resolving Streetlights and Traffic Signals' Problems in Drvar and Glamoc] (June 10, 2002- February 9, 2003)

The lack of street lighting and traffic signals in Drvar and Glamoc caused an increased number of incidents and accidents, especially in areas lacking streetlights. The proposed project aimed at resolving the existing problems through public advocacy campaigns conducted with project partner, "ART" from Glamoc. During project implementation, the NGO and its partner organized a number of round tables and public discussions in both towns for municipal representatives, local NGOs, cantonal ministry representatives, citizens and media in order to resolve the problems. The following represents the final results:

They organized 8 public discussions in both Glamoc and Drvar involving 174 participants. During project implementation the NGO signed a Memorandum of Understanding with CIMIC that ensured about 20.000KM to install streetlights and traffic signals. This was of a great significance because neither municipal nor cantonal authorities had funds. The NGO also organized a tender and contracted with "Buljan ceste" for the traffic signals and with "Gradel" for streetlights. CIMIC directly paid the contractors. The following streets were affected: in Drvar the street Pionirska , and in Glamoc the street Stjepana Radica and Bana Jelacica street. In Drvar 38 new traffic signals were installed and in Glamoc 134.

2. Independent Bureau for Development Modrica-Gradacac [Establishment of the Economic Forum of the Modrica Municipality] (April 22, 2002-February 21, 2003)

The NGO's project activities focused on the establishment of an Economic Forum in Modrica Municipality, which will take a lead role in the creation of a Municipal Economic Development Strategy. During implementation, the Forum and its committees prepared and proposed the Strategy for Economic Development and Establishment of the Economic Forum. This document was adopted and the municipal department of economy appointed a professional for department of entrepreneurship and support to small and medium enterprises. They established a Conference, Forum Program Board and 8 Forum Committees. The representatives of the local associations of citizens, NGOs, small businesses, public sector and citizens of Modrica participated in the work of the committees, round tables, and workshops. As a result, they created and proposed the following proposals to the Municipal Assembly for the adoption:

- Establishment of the Municipal Development Foundation and
- Establishment of the Municipal Development Agency

These were adopted by the Assembly and included in the municipal budget. Therefore, aside from legal support the Forum also ensured financial support for economic development in the Modrica municipality.

During implementation, the Economic Forum organized 37 meetings with other NGOs, business and public sector, 11 committee meetings, 2 round tables, 2 public discussions, 8 TV and a number of radio series about their project activities and 3 workshops/public discussions about the Strategy for Economic Development. They provided information regarding opportunities for new businesses. The Forum prepared two new projects for the support of business in this area. The Forum's project activities also reactivated the local association of tradesmen with about 150 members. One of the most successful and significant activities under this project was the opening of the Business Incubator of Modrica/Incubator Center Tarevci. The opening of this Business Incubator represented the most concrete support to the sustainability of return process in this area. This project has enabled five enterprises to provide jobs for around 200 returnees-citizens of the municipalities Modrica and Vukosavlje.

3. Association of Dystrophics-Doboj [Education in Interacting with and Assisting Disabled People at Primary Schools] (April 2, 2002-October 1, 2002)

The CAP activity catalyzed the process of integrating disabled people into all of the aspects of normal life by educating children through the regular school education system in Doboj and Tuzla region. In order to achieve the project goals the Association worked in close cooperation and partnership with the Pedagogical Institutes in Doboj and Tuzla, the primary school principals and counselors, and the partner organization "Center for Integration of Disabled People", Tuzla. The project activities were implemented at 10 primary schools in Doboj and Tuzla region, educating 720 children (3rd and 4th grade) during 40 lectures on how to approach and assist disabled people. During four months of educational activities at schools, the 3rd and 4th graders learned about the problems that disabled people face and how to assist them. A survey carried out among the school students before and after the project implementation has shown that children have gained new knowledge and better understanding of disabled people's problems. This survey has also shown some positive attitudinal changes among these children towards their disabled peers and other people with special needs. At the end of the project, the association organized an exhibition of child art works. This final manifestation was followed by a press conference. The whole program was broadcast as a part of the cultural program of the local TV stations.

The association printed and distributed promotional and educational materials at all schools that were included in the project as well as at the main public places in both Tuzla and Doboj region (1000 brochures, 1000 posters, 1000 posted advertisements,

5000 leaflets). In addition to that, two video-spots, six documentary/educational programs were recorded and broadcast on the local TV stations, and four radio shows on the local radio stations in Dobož, Prnjavor, Gracanica and Tuzla. A media campaign raised public awareness of issues faced by disabled people, and helped citizens better understand the challenges faced by disabled people.

The final and major result of the project is that the Association signed a Memorandum of Understanding with the Pedagogical Institutes of Tuzla and Dobož. This Memorandum changed the school curricula to include continuing education of primary school children in interacting with and assisting disabled people.

4. ALDI-Gorazde [Action Plan for the Development of entrepreneurship and small and medium enterprises in Gorazde Canton] (July 18, 2002-April 17, 2003)

The NGO implemented this project in partnership with the Cantonal Ministry of Economy Gorazde. The project activities included the compilation of an Analysis of the Actual State of the Entrepreneurial Sector, Identification of the key problems, and Identification of priorities in the sector leading to the compilation of an Action Plan for Economic Development. This document will bring the development of this sector into accordance with the Global Framework for the Economic Development Strategy of BiH. During project implementation, the NGO visited small and medium enterprises, and collected information from citizens, and government bodies. They organized a mini-conference for representatives from government, small and medium enterprises from Gorazde, local NGOs and the International Community. This marked the first time that the representatives of all these sectors met together to analyze the economic situation in Gorazde Canton. In order to achieve the main project goal, the NGO prepared and conducted the following documents:

- Analysis of the Actual State of the Entrepreneurial Sector in Gorazde Canton
- Identification of the key problems and obstacles to the development of entrepreneurial sector
- Analysis of Success Practices in developing the entrepreneurial sector

The NGO got strong support from the actual government and promises that the new government will also support continuation of the project implementation. The final document will serve as one of the main guidelines for the future work of Cantonal Government in the development of the entrepreneurial sector. According to project partner Gorazde Cantonal Government, the Analysis of the Actual State of the Entrepreneurial Sector in Gorazde Canton represented a crucial starting point for creating an Action Plan for Development of Entrepreneurial Sector and Small and Medium Enterprises. During February and March 2003, the NGO worked on the final version on the Action plan, which was completed at the end of March 2003. In

April and May 2003, ALDI organized meetings with the government representatives and cantonal Ministry in order to present and submit the Action Plan. This document was adopted by the Cantonal Government.

5. Luna-Rudo [Support to Business Sector] (June 10, 2002-March 9, 2003)

The CAP project "Support to Business Sector" aimed to establish sustainable associations of entrepreneurs on the regional level and establish Info-Phone as an information resource and support to all entrepreneurs in the region. During project implementation, the established Info-Phone registered over 300 requests for various services and proven to be a valuable information resource. The RS initiated legislation of a new commercial law. According to this law, the Regional Chamber of Commerce consists of 12 municipalities. This Law motivated the NGO to expand planned project activities from 6 municipalities to all 12 municipalities in the Srpsko Sarajevo Region. In partnership with the Chamber, the NGO organized round tables in these municipalities promoting the new policies. The NGO organized Local Chamber Founding Assembly Meetings in all 12 municipalities resulting in the establishment of 11 municipal associations in the Srpsko Sarajevo region. The Chamber authorized the NGO to be the legitimate representative to implement planned project activities. This authorization resulted in better cooperation with the municipal authorities and full cooperation among the sectors: municipal government-private business-the Chamber and the NGO. During the project implementation, the NGO organized two regional conferences contributing to better direct cooperation among businesses in this area. The first regional conference, organized on December 24, 2002, was also a Founding Assembly Meeting of Regional Chamber of Commerce and ensured legitimate functioning of this association as a representative body of all businesses in the region.

6. Lex International-Banja Luka [Education of the Judges, Prosecutors and Attorneys in the Field of Legal Practice of the European Court of Human Rights] (April 10, 2002-January 9, 2003)

The project was supported by the RS Ministry of Justice and Primary Court in Banja Luka. The NGO organized two workshops in Banja Luka and in Trebinje. The attendance and participation at these seminars were excellent, and went beyond the expectations. These seminars were planned for about 60 participants, but 91 total participants were included. The seminars focused on both the theory and practical work on selected cases. Both seminars were realized in cooperation with the Ministry of Justice and their representative also participated in the Banja Luka seminar. The NGO completed the final edition of a Handbook containing representative and illustrative cases from both the European and national courts legal practices together with selected educational materials. Distribution of the book started at the end of November 2002. The NGO delivered this Handbook to all participants, the Courts, prosecutors' and attorneys' offices as a valuable educational

material and resource of the legal practices of the European Court as well as of the national courts in the field of the application of the European Convention on Human Rights.

In addition, the NGO in cooperation with the Ministry of Justice selected 8 on-going legal cases at the first instance court in Banja Luka to monitor the application of the European Convention on Human Rights. Up to now, three of those eight selected cases were resolved in accordance with the European Convention on Human Rights. The remaining five cases are still in the procedure and continue to be monitored.

7. Solidarity for South-Trebinje [Citizens' participation in resolving ecological problem] (April 10, 2002-February 9, 2003)

The project aimed at relocating the municipal dump that is contaminating the well-water supply. The NGO worked with the Youth Forum Trebinje, "Trebinje-healthy town" and the local community Petrovo Polje that is the most affected by the pollution. During project implementation, the NGO and its partners organized a number of meetings with municipal authorities, public services providers, and the surrounding municipalities in Croatia and FRY in order to discuss all possible solutions to this problem. They formed a Civic Board for project implementation, and this board held regular biweekly meetings discussing and advocating for the resolution of the problem. The NGO organized two workshops: on lobbying and on advocacy for a total of 58 participants, round tables in all 28 local communities, broadcast 9 radio and one TV programs about the municipal dump and its affects on the environment. By the end of February 2003, 1050 citizens signed a petition for relocation of the municipal dump. As a final result of their efforts to ensure the support of the majority of council members, all 25 council members from Trebinje indicated that they will vote favorably for the proposed relocation. The NGO prepared the Local Environmental Action Plan for adoption by the municipal assembly agenda. The plan sets forth 5 ecological priorities, and the dump relocation was one of those priorities. The NGO expects that the adoption of LEAP will help to resolve this problem. The NGO continues to facilitate coordination among three surrounding municipalities Gacko, Bileca and Trebinje in order to resolve the problems of waste disposal in the region together. These municipalities recently signed an agreement about cooperation in their joint efforts to find the best, long-term solution to the waste disposal problems in the region.

8. DON-Prijedor [STOP the Floods] (June 1, 2002-November 30, 2002)

The NGO led a campaign "Stop the Floods" in order to mobilize the citizens to influence municipal decision-makers to find an appropriate solution for flood protection for the left bank of river Sana. During the project implementation, the NGO successfully promoted their campaign and mobilized citizens through round tables, public discussions, conducting a survey and petition. They got support from

2130 citizens who signed the petition. A survey carried out among around 1000 citizens has shown that 92% of examinees supported this campaign. About 80 citizens and representatives from 5 political parties and 7 municipal council members from Prijedor participated in a round table discussing possible solutions to the problem. This marked the first time that citizens briefed political parties and local government on the problem. The reached conclusions led to the following results:

- A 1988 decision on the protection of the left bank of river Sana was reactivated
- The Coordination team was formed in order to find the best solution
- This issue was debated at the Assembly meeting
- The Coordination team prepared relevant documentation as a basis for allocating funds from the 2003 municipal budget.

9. VESTA-Tuzla [Tuzla Canton without Illegal Waste Disposals] (June 1, 2002- November 30, 2002)

The project focused on the removal of illegal waste dumps in 8 local communities in Tuzla Canton. VESTA established an Advisory Board in order to provide expertise to the project. Board members were experts from the University of Tuzla, Ministry of Ecology, municipal and cantonal inspections, NGO representatives, and public cleaning companies (garbage collection and transport). The Advisory Board provided directions for actions related to environmental protection in eight targeted local communities in Tuzla Canton. The NGO worked with all of these 8 local communities, organized the meetings in order to identify the problems and to educate residents about the pollution impacts, help them to self-organize, discuss and set priorities related to the removal of illegal dumps in their areas. Combined proposals from the Advisory Team and residents of these communities were presented to the public company in charge of garbage collection.

The final results of the project implementation are that the public company expanded the scope of their duties and changed the existing system of garbage collection. With the new established system of paying for provided services on a regular basis, the public company also collects garbage on a regular basis from all 8 targeted communities in Tuzla Canton.

10. Lasta-Drvar [Through cleanliness to dialogue] (June 1, 2002-November 30, 2002)

The NGO conducted an advocacy campaign in partnership with the municipal department for urbanism in order to establish a relationship between the city sanitation department and the municipal government. These two institutions did not work effectively to remove waste and garbage. Lasta established a coordination body of representatives from NGOs, municipal government institutions responsible

for sanitation issues and urbanism, and media. As part of their campaign they organized a voluntary action on cleaning garbage and planting named "Volunteers to their city". During the project implementation the NGO organized four round tables in order to solve the problem of ineffective work of city sanitation department. At these round tables the representatives of the municipality, public sanitation services, NGOs, and local communities discussed garbage collection in Drvar. Conclusions agreed upon were the necessity to increase public awareness of ecology. The public sanitation services (JKP) will signed a Memo of Understanding with the municipal government about the regular cleaning and garbage collecting. This Memo ensures more effective work of these services and established a basis for the creation of better living conditions in Drvar. Municipal Assembly adopted petition submitted by the NGO and proclaimed publicly April 1st as Clean Town Day.

11. EKO Neretva-Jablanica [Local Environmental Action Plan] (June 1, 2002- January 31, 2003)

The NGO conducted a campaign for the establishment of an effective system of civic control of the environmental situation in Jablanica through creating a Local Environmental Action Plan and advocating for its adoption by the Municipality Council. Their partner was Women's Association "Mima" from Jablanica. During the project implementation the NGO together with its partner conducted a number of activities mobilizing the citizens to participate in creating the action plan. They organized 11 public discussions enabling citizens to participate in the creation of a vision of the ecological development, identification of problems and priorities in the whole municipality. The NGO also organized 4 ecological excursions, 4 volunteer civic actions on cleaning the river and lake as well voluntary action on planting trees. Power plant Neretva donated 10,000 trees, and the World Bank donated \$ 5000. The NGO established an Eco-phone line for citizens, formed working group, Citizens' Board and an Advisory Board of project implementation consisting of the experts from the different sectors and citizens. All project activities had great coverage in media; they broadcast 3 informative and 5 educational ecological series. All these project activities contributed to better cooperation among the NGO sector, government, and citizens through the participation in creation of joint projects. The final result of this campaign was the Local Environmental Action Plan that was submitted to Municipality Council on January 27, 2003. This LEAP was adopted on May 8, 2003.

12. Nove Nade-Capljina [Local Environmental Action Plan] (June 5, 2002- December 4, 2002)

Nove Nade implemented a project "Campaign for Systematic Solution to the Environmental Problems in Capljina" in partnership with the NGO Lijepa Nasa from Capljina, aimed at increasing participation of citizens in the process of decision-making and creation of a Local Environmental Action Plan. The project activities

included: establishment of an Info-Eco Phone, a survey carried out among 200 citizens, establishment of the working group for the creation of a LEAP, a number of voluntary citizens' actions on litter pick-up, actions on cleaning the river Trebizat and planting roses in Capljina. Around 645 citizens were directly involved in these project activities and actions. The whole campaign had great media coverage and they broadcast four radio series promoting the campaign and motivating the citizens for participation in decision-making process. The working group, which consisted of representatives from NGOs, municipality, public institutions and citizens, created a Local Environmental Action Plan that was submitted to the Municipality Council on December 10, 2002. At the last municipal council meeting on May 29, 2003 the council members concluded the following: The Municipal Council will review and edit the LEAP. The final version will be adopted on the next Municipal Council meeting.

13. Center for Civic Cooperation–Gradacac [Empowerment of the Role of Local Communities in Infrastructure Development in Gradacac Municipality] (June 1, 2002-March 31, 2003)

The NGO implemented a project aimed at improving the relationships between the local communities and municipality by empowering the local communities and citizens to participate in infrastructure planning with the Municipality Gradacac and NGO "Centar za promociju civilnog drustva". The main project activities included: creation of a database of infrastructure needs and priorities through a survey and public meetings in local communities, establishment of a Coordination Council of Local Communities, citizens' active participation in public meetings and discussions, education through the workshops for community leaders, press conferences and radio programming, and signing of a Memorandum of Understanding between the Gradacac Municipality and the Coordination Council of Local Communities. A survey, carried out by the NGO volunteers among 432 residents in 10 local communities showed residents' dissatisfaction with the actual situation regarding infrastructure development in rural areas and lack of interest to participate in decision-making processes. During project implementation, the NGO worked closely with municipal representatives and local community leaders. In order to collect all information needed for the database on infrastructure needs and priorities, regular monthly meetings were held with the representatives of local communities and municipality. The NGO and partners established a Coordination Council of Local Communities. They also organized three workshops for the members of Council, educating them about the role of local communities in local governance, infrastructure development, team building etc.

As a direct result of the project activities, one new professional position in the Municipality of Gradacac was established. The main tasks of that new position include: cooperation with local communities, regular field visits to rural and urban

local communities in Gradacac municipality, dissemination of all relevant information, documents and materials related to municipal activities. Information sharing and contacts with the local community coordinator enabled residents in local, rural communities to have access to information and through their leaders and established Council to participate in infrastructure planning and to influence decision-makers. The NGO worked together with the Coordination Council and municipality representatives on identifying the infrastructure needs and priorities, and creating a proposal for the future planning of infrastructure development in rural areas. A Memorandum of Understanding was signed by the Municipality and the Coordination Council. It defines future cooperation in infrastructure planning.

14. Association of Paraplegics-Doboj [Campaign for Disabled Access to Public Buildings in the Doboj region] (June 5, 2002-February 4, 2003)

The association implemented an advocacy campaign in order to promote the integration of disabled into social and political life in Doboj region. The main project goals included creation of a new regulatory plan in Doboj region, creation and adoption of all necessary procedures related to the Law on General Environment and Civil Engineering, and establishment of a Supervisory Commission that will monitor the entire process. The whole project was realized with 7 NGO partners.

The NGO established a working group for the project implementation, organized a number of meetings with the Ministry of Urban planning, civil engineering and environment and municipal government representatives from Doboj, Brod, Derventa, Samac, and Teslic. In order to raise public awareness and promote their campaign, they organized two conferences, round table, conducted a petition for support and collected about 3000 signatures, carried out a survey among 296 members of coalition, and at the same time led a great media campaign. All project activities had media coverage at all local media. The Supervisory Commission formed by representatives of 7 other disability rights NGOs in the region, lawyers, civil engineers, and other experts created an Annex to the Draft Law of urban planning and civil engineering which was adopted on December 9, 2002. The commission also produced all necessary procedures and a regulatory plan in accordance with the international standards, which were adopted and published in Sluzbeni Glasnik RS, edition of January 18, 2003. The NGO and its coalition partners signed a Memorandum of Understanding with the Ministry of Urban Planning, civil engineering and environment. As a direct, concrete result of the implementation of their advocacy campaign, the mayor of Doboj municipality signed a municipal decision for the removal of the existing physical barriers to the municipal assembly and announced a competition for the solution to the removal of all physical barriers in public buildings. In Banja Luka town barriers on the sidewalks were removed, 83 new disabled access ramps were built, audio-signals installed, and disabled parking places marked. In Bijeljina 73 new disabled access ramps were built.

15. Zene za Zene International-Sarajevo [Women's participation in local government Breza] (June 1, 2002-March 31, 2003)

This project was implemented in partnership with "Women's Center" from Breza. The main project goal was to mobilize and empower women to actively participate in creating a better climate in the local communities, improve women's status and establish better cooperation with government and local communities. The direct beneficiaries were 300 women from 10 local communities of Breza municipality. During the project implementation, the NGO organized 10 public meetings in 10 local communities and four public discussions on the key issues regarding women's status in society aimed at opening dialogue about the following key issues that need improvement:

- Woman in economy
- Women in family
- Women in politics and democratic processes
- Significance and role of a Women's Coordination Board

The NGO organized meetings with the representatives of municipal government, departments of economy, education, municipal assembly and council, private businesses. The final result of this campaign is the establishment of the Coordination Board for the protection of women's human rights and improvements of the women's status in Breza, formed by 12 women from the municipal council, women-representatives of local communities and NGOs. This Board created a strategic plan that will ensure integration of women into economic development projects. At the 23rd Municipal Council meeting, organized on April 10, 2003 this Board was institutionalized and as a legal subject will participate in the Municipal Council meetings.

16. OAZA-Sarajevo [Systematic implementation of the Law on health protection, early detection, diagnosis, and treatment of children with special needs in Sarajevo Canton] (August 1, 2002-March 31, 2003)

The NGO and its coalition partners implemented the project aimed at creating a new, functional model for the implementation of law on health protection, early detection, diagnosis and treatment of children with special needs that will connect all relevant institutions dealing with children with special needs. Together with their 7 partners, including the City of Sarajevo, they formed a coalition "Give us a chance". An expert team developed a new model and conducted public education activities as well as public discussions and round tables. During the project implementation, another 6 organizations joined the original coalition. OAZA conducted very intensive activities on media promotion, organizing numerous public discussion, 3 round tables, a number of public educational activities, and

publishing a bulletin. In all of the project activities the parents of those children were actively involved. In April 2003 the expert team finished a new model "Program of prevention, early detection and treatment of developmental and other difficulties of children in Sarajevo Canton." This Program was promoted at the third round table. The Program was ratified by participants and sent to Sarajevo Canton Ministry of Health for adoption.

17. Liga za zastitu privatne svojine-Trebinje [Campaign for the Change of the Law on Social Welfare in RS] (April 8, 2003-October 31, 2003)

The NGO implemented a CAP project to adopt amendments to the Social Welfare Law in Republika Srpska. During the seven months of project implementation, Liga succeeded to animate and involve more than 1000 citizens in their campaign through a number of project activities in all major towns in RS and to achieve expected results. The Changes of the Law on Social Welfare in RS were adopted on the November 28, 2003 session of the RS Assembly in Banja Luka.

Direct project beneficiaries were all RS citizens that are in social need. Primary target groups were the Ministry of Social Welfare, social welfare institutions such as Centers for social welfare, municipal services for social welfare and social rehabilitation/residential facilities. Secondary targets were the professional and experienced NGOs operating social welfare programs. During the project implementation they organized numerous activities in order to achieve the planned results. The project activities included printing and distributing promotional materials, conducting a survey, collecting letters of support from all stakeholders, media presentation (radio and TV announcements, press conferences), public discussions/panels, round tables, regular meetings of the expert working groups, lobbying, and finalization of a new draft law on social welfare.

During the first two months of the campaign, the NGO got letters of support from 25 organizations and institutions working in the social welfare sector and by the end of the project, an additional 20 organizations added support. These letters played a very significant role in lobbying the decision-makers. At the beginning of the campaign they prepared, printed and distributed 2000 posters and 5000 leaflets. This promotional material animated beneficiaries to take an active role in the campaign and to influence government and institutions in charge to adopt a new law. They had five public announcements on radio and TV stations in RS in order to inform and mobilize public, organized five radio contact-series in all towns where the campaign was conducted with active participation of citizens. The NGO organized three press conferences with 150 participants, two in Banja Luka and one in Trebinje. These conferences were broadcast on all media and got a great response in public. Public panels were held in all bigger centers in RS: in Trebinje, Banja Luka, Bijeljina and Doboj. More than 200 people participated in these panels. Conclusions and

suggestions produced in these panels were presented to the expert working groups as working material for preparation of a new law. Round tables were organized in four towns: Srpsko Sarajevo, Trebinje, Zvornik and Banja Luka. 175 participants from different public sectors related to the social welfare as well as citizens-beneficiaries were actively involved in these activities. Expert working groups were formed at the beginning of project implementation and had bimonthly meetings to draft a new law. Lobbying of the decision-makers was also very successful because the NGO organized numerous meetings with the council members, as well as discussions on the panels and round tables. They got support from the World Bank in BiH, Ministry of Social welfare in RS, municipalities and Centers for social welfare responsible for the implementation on the local level.

18. Tuzla Canton Red Cross-Tuzla [Long term financing and blood supply management in Tuzla Canton] (March 1, 2003-October 30, 2003)

Red Cross implemented a CAP project to resolve long term financing of planned blood collection in Tuzla Canton. The completed proposal for financing planned blood collection in Tuzla Canton and changes of the Social Affairs law was submitted to the Ministry of Health Care in Tuzla Canton and is on the agenda for the next Assembly session. The proposed changes include benefits for blood donors in order to increase the blood supplies in Tuzla Canton and to define the status of Red Cross as a responsible institution in BiH. In September 2003 Spomenka Micic, Vice President of federal Parliament, proposed the initiative for the urgent adoption of Federal Law on Red Cross. It is expected that the Proposal will be adopted in December 2003.

By involving all responsible parties, Red Cross worked on defining mutual tasks and responsibilities among all subjects in order to change the existing Law on Health Care in Federation BiH. Their partner in project implementation was Department for Transfusion in Tuzla Canton Hospital. Throughout the project, Red Cross had great support from the Ministry of Health in Tuzla Canton. This Ministry formed a Coordination Body in order to support more efficient project implementation and to achieve planned results: to ensure stable financing of planned blood supplies. During project implementation the NGO conducted a number of project activities such as distribution of promotional materials, media promotion, round tables and public discussions and voluntary action on blood donations. Red Cross printed and distributed 10,000 pamphlets and presented their activities through media. They participated in 3 TV and 3 radio series. On June 22 (Volunteer Blood Donation Day), Red Cross organized public advocacy activities in order to promote this day and motivate citizens to participate. They distributed promotional material, spoke on TV and radio about volunteer blood donations and involved a number of decision makers in Tuzla Canton and Federation of BiH /Ministry for Health Care, Ministry of Work and Social Affairs, Institute of Blood Transfusion of FBiH. Public panels

organized in Zivinice, Gracanica and Gradacac had a great response and increased public interest and willingness to contribute to Red Cross' efforts to overcome difficult situation related to financing planned blood collection. All blood donation actions had appropriate media coverage and have increased the media's interests in this issue. Department of Transfusion reported a slight increase in a blood supplies thanks to volunteers' donations.

19. Association of Paraplegics-Tuzla [Adequate Medical Care for Paraplegics in Tuzla Canton] (March 1, 2003-September 30, 2003)

Paraplegics Association Tuzla implemented a CAP project to enable adequate medical care for paraplegics in Tuzla Canton by moving the primary care facility for disabled people from the Health Center to the Cantonal Hospital Gradina. A final meeting with the Prime Minister of Tuzla Canton resulted with his promise that written decision about the provision of adequate medical care for the disabled in the Cantonal Hospital in Tuzla will be sent out to all health centers. It is expected that Cantonal Assembly will adopt the proposal by the end of December 2003.

The main problem for the disabled to get adequate medical care in Tuzla Canton is that the Health Center does not have disabled access. The association implemented an advocacy campaign in order to move the medical records to the Cantonal Hospital in Tuzla, which has both appropriate access and medical services for the disabled. Direct beneficiaries are all registered individuals with disability in Tuzla Canton, which is about 5000 people. The main project activities included: public promotion, printing and distribution of promotional material, informing all members about activities through circular letters, meetings and lobbying decision makers, round tables and public discussions. During the project implementation, the NGO organized numerous meetings with the municipal authorities, directors of health centers, centers of social affairs and ministers of social affairs. They printed and distributed circular letters and promotional material and got positive feedback and support from all organizations and institutions. First round table was organized in June 2003, in Tuzla with 19 participants, and the second one with 14 participants was organized in Zivinice with representatives from the Kladanj and Banovici municipalities. At the end of June 2003, the association was a guest on the Federal radio show "Boja vjetra" and on the local and Cantonal TV. These activities raised public awareness about disability issues and got a great response. Summer vacations in July and August slowed down the tempo of all activities. In September 2003 they organized the third round table in Lukavac with representatives from Gracanica municipality. Participants and authorities fully supported this initiative but the Cantonal Assembly will make the final decision.

20. Regional Association of Dystrophic-Bijeljina [Realization of Disabled People's Rights through Media] (March 1, 2003-October 31, 2003)

Dystrophy Association Bijeljina implemented a CAP project in order to improve social and medical status of disabled people using media and to change the TV program scheme. The advocacy campaign aimed at raising public awareness of disabled people's issues and improving their status. In July 2003 the NGO signed an agreement with RTV RS about the production and broadcasting of the new scheme. RTV RS never had TV shows addressing disability issues. As a result of the campaign, RTV RS will broadcast shows on disability issues once per month. The new TV scheme was publicized in RS newspapers Blic and TV Arena. By the end of the project they succeeded to establish one comprehensive database of 284 members suffering dystrophy or other similar disabilities/illnesses in the region. All information collected during implementation, including exact numbers of people suffering dystrophy or similar illnesses in each municipality in region, was sent to the municipal Mayors.

Main project activities included: development of a database of all people with dystrophy in RS, distribution of promotional materials, forming a Commission for development of the new TV program scheme and coordination with the TV station, preparation of and broadcasting three TV shows, and a plan for future broadcasting. The association worked closely with their partner Association of Dystrophics-Doboj in order to create one unified database and to achieve the planned results. They printed and distributed 1000 pamphlets and sent circular letters for support to the Mayors of twelve municipalities in their region, health care centers, centers of social affairs and to the other associations of disabled people. Bijeljina association organized meetings with associations in Doboj and Banja Luka in order to create the database. The association organized 11 meetings with representatives of all institutions working with disabled people in order to get support. Commission for the creation of the new TV scheme worked closely with RTV RS staff. They prepared and broadcast three TV series about the issues of the people suffering dystrophy.

The NGO successfully implemented all planned project activities and achieved expected results. They got support from all municipalities in the region. By the end of the campaign the Association significantly increased its membership from 47 members to 114 members. The new members are not just people suffering dystrophy but also people suffering similar muscular diseases. Through the TV program and promotional activities they informed and educated public about this disability and helped the disabled people to better understand their own condition as well as their rights. Developed database contains necessary information about 284 disabled people such as personal data, education, social status and type of disability from the following regions: Banja Luka, Doboj and Bijeljina. Through this project and

increased membership the association strengthened their capacity and increased its confidence and abilities to make some positive changes for their own and their members' welfare.

21. Association of Election Officials in Bosnia and Herzegovina (AEOBiH) [Legal Definition of Funding of Elections and Work of Election Bodies] (March 1, 2003-November 30, 2003)

The lack of legal regulations on election financing and work of election bodies motivated the association to implement a CAP project in order to define and legally and formally regulate functioning of the election bodies and funding of elections. The main goal was adoption of amendments to the Election Law in BiH. The NGO successfully finished a final draft/proposal on the changes and amendments to the Law in October. This document was submitted to the Experts' Working Group of the BiH Parliament and was accepted. The final version of the amendments to the Election Law will be discussed on the next BiH Parliament session in January 2004.

At the beginning of the project implementation the association organized a number of meetings with the partners-municipal election commissions, as well as with the General Secretary of BiH Election Commission, and prepared an activity plan. The Association organized: one round table on the BiH level in Sarajevo, three regional round tables in Stolac, Sarajevo and Banja Luka, four regional public panels for the Tuzla branch in Zivinice, for the Banja Luka branch in Laktasi, Mostar and Sarajevo. Press conferences and public announcements were organized in the beginning and at the end of project informing public about the project and achieved results. Final public announcement was published on several radio and TV stations including NTV 99, Stari Grad. The working group was formed in April 2003 to prepare the changes and amendments to the Law.

22. Canton Sarajevo Scouts' Union [Permanent protection and safeguard of mountains Igman and Bjelasnica] (March 1, 2003-November 30, 2003)

Scouts' Union implemented this project to raise public awareness of natural values of these areas and to influence authorities to adopt regulations for permanent protection of these mountains. The High Representative formed a special branch within the OHR that will work on declaring the mountains Igman and Bjelasnica as National parks. Canton Sarajevo Government declared protection of Bjelasnica and Igman as the one of the priorities for the year 2004 and the elaboration of the Proposal for declaring these areas as a National Park is already under way.

During the project implementation they formed a coalition of 3 organizations (Pokret Gorana, Eko Vrelo Bosne and Cantonal union of Scouts) in order to have bigger influence on authorities who are in charge of this issue. They formed a team consisting of scouts' representatives and representatives from the authorized

Cantonal Ministry and municipalities Ilidza and Novo Sarajevo. The main tasks of the team were to collect all information related to the illegal felling of trees, and other devastation of natural resources. They held seven meetings, 11 field visits to the area and organized four meetings with representatives of cantonal ministry. During these meetings they presented the problems and the priorities.

Cantonal Ministry supported their initiative and appointed "Park" company to maintain the area of Bjelasnica and Igman. They installed new garbage containers and picnic areas. "Sarajevo Forests" donated 7000 seedlings of the evergreen trees to plant in the area of Tarcin municipality. 157 scouts and eight SFOR members participated in this planting and cleaning action. The US ambassador also participated. During this action they cleaned up 4000 cubic meters of wood.

They sent a letter to OHR and SFOR requesting SFOR to stop shooting exercises in this area. The Scouts also conducted a petition that was signed by 6000 citizens of Sarajevo. After this letter and petition, the SFOR does not use this area for the shooting exercises.

The whole campaign had great media coverage and all main radio and TV stations as well as newspapers Dnevni Avaz, Oslobodjenje and Jutarnje novine informed public about this campaign. In cooperation with the Faculty for Forestry the NGO created brochures for their campaign. They printed and distributed 2000 brochures and 500 posters. The Ministry of Economy supported Scouts' actions and donated 2000 KM as their support to the project. In October 2003, they organized a round table on the protection of Bjelasnica and Igman with 28 participants. All expressed great interest in protection of this area and agreed to start joint activities in the future aiming at protecting some other areas, which are not covered in this project such as the area of the primeval forest on Igman and Bjelašnica. Through this project the Scouts Union became recognized and acknowledged by both citizens and government authorities as a respectable factor and partner in the field of the protection of nature and natural resources.

23. First Smile-Banja Luka [Initiation of Legal Protection of Children with Gluten Allergy-Celiac] (March 1, 2003-October 31, 2003)

First Smile implemented a CAP project to improve the legal and medical status of children with gluten allergy by amending the Law on Child Welfare. During project implementation, the NGO worked with the RS Fund for Children's Welfare and they finally succeeded to achieve that children and young people up to 18 years of age must be covered with benefits. These children will receive a monthly reimbursement of 52 KM for their developmental needs. Also, the Commission for Medicine RS sent their decision to the RS Fund to accept the gluten-free flour as a medicine. The working group finalized a Draft of amendments to the Law on Children Welfare and

sent it to the Ministry. The Ministry accepted their initiative for the changes of the Law on Children Welfare and it is expected that the gluten-free flour will be exempt from customs.

Direct project beneficiaries are children with celiac, and indirect their families, teachers, and other individuals working with children. The project activities included promotional and educational activities, media (radio, TV, newspapers), letters to the responsible institutions, NGOs, organizing meetings with decision makers, parents of children with celiac, round table and seminar for medical staff. Round table was organized in April 2003, with 21 participants. Newspapers "Nezavisne novine", "Glas Srpski" and "Mostovi" covered the whole campaign and published nine articles about First Smile activities and results. In July they printed and distributed 1000 copies of the brochure. Letters for support were sent to the RS Prime Minister, OHR, IMF and World Bank who supported their initiative and suggested them to contact the Ministry of foreign affairs and economy.

The NGO also sent the letters to the food companies, food producers and the Agricultural Institute urging them to better identify products that contain gluten. They succeeded in their efforts and the company "Mlijekoprodukt" from Kozarska Dubica now indicates on the package whether a product is gluten-free, "Damus Comerc" from Mostar has decreased the price of gluten-free flour and "Spanish market" now is offering more gluten-free products.

Seminar was organized in October 2003 with the participation of medical staff, parents of children with celiac and other interested professionals from different sectors. Two medical doctors held the lectures about the contemporary accomplishments about the celiac, how to organize and prepare the nutrition without the cereals and food as a therapy. Due to their very intense activities, First Smile achieved all planned results and increased public awareness of this rare disease, enlarged the contacts with other associations as well as their own database about the individuals suffering celiac.

24. Give us our smile back-Srpsko Sarajevo [Change of Regulations on Early Diagnosis and treatment of Children with Special Needs] (March 1, 2003-November 30, 2003)

Association implemented CAP project to adopt new Regulations on early diagnosis and treatment of children with special needs. The final version was submitted to the RS Ministry of Health and Social Welfare and will be put in an adoption procedure after review and comments from the representatives of the international community.

In order to successfully implement the planned campaign, the NGO formed a coalition with "Partner" from Banja Luka and the RS Coordination Board of

Disabled People and got support and approval to work on these issues from the RS Ministry of Health and Social Welfare. The project included a wide variety of activities: a survey, which was carried out at the beginning and at the end of campaign among citizens of Banja Luka and Sarajevo, cultural manifestation "Give us equal opportunities", public panels, public discussions, radio and TV shows, and printing and distributing promotional material. A pre-survey was conducted among 522 citizens in S. Sarajevo and Banja Luka. Its results have clearly shown that existing regulations on early diagnosis of children with special needs are dissatisfactory and humiliating, and have to be changed. At the beginning of the campaign the association formed an expert working group to draft new regulations. This group finalized a draft and presented it on public discussions and sent it to 20 organizations in RS and three in Federation that work with children with special needs. Cultural manifestation "Give us the equal opportunities" was organized in June 2003 in S. Sarajevo, where they presented a film about these children and the play "Sea story" that involved the children with special needs displaying their abilities to be fully involved in a "normal" life. This manifestation attracted about 100 visitors. During the project implementation, the coalition partners worked on publicity and media campaign in order to raise public awareness. They broadcast four radio and one TV show for the whole territory of RS. Public panels were organized in S. Sarajevo, Banja Luka and Trebinje. The main goals of these panels were to present the new draft regulations and to get feedback from participants. Three public discussions were organized in S. Sarajevo, Banja Luka and Trebinje and gathered professionals involved in the process of early diagnosis and treatment of children with special needs. Minutes and conclusions from these panels and discussion were analyzed by experts' working group and included in a final version of the new Regulations.

25. Sun-Bugojno [Counseling Center for Prevention and Treatment of Addictions in Bugojno] (March 1, 2003-September 30, 2003)

Sun implemented an advocacy campaign to raise awareness about drug addiction issues and to establish a counseling center for drug addiction prevention and treatment in Bugojno. The Counseling Center for Prevention and Treatment of Addiction will be situated at the premises of the Mental Health Center. In October 2003, the Municipal Council supported the opening of the Center and adopted a decision to transfer 1000KM to Sun as support for the Center.

Partner organization was a PTA in Bugojno. 4 PTA members, three NGO representatives, the Police station Bugojno, RTV Bugojno and Health Center Bugojno formed a working group. This group was actively involved in all project activities. They broadcast three TV shows on the local TV, including a round table with guests from the religious communities and the NGO.

Sun organized three round tables, three public panels, petition to open the counseling center, distributed educational and promotional materials, letters for support for the establishment of the center in Bugojno and created a jingle for the radio campaign. Round tables were organized in April, May and June 2003 in schools with the participation of 158 students and their parents. The NGO animated students, parents, mental health professionals and larger community to take an active role in their campaign and to provide feedback, valuable comments and suggestions. 1200 citizens of Bugojno signed the petition. The NGO organized a number of meetings with the municipal authorities, director of the Health Center, and cantonal coordinator for mental health in Travnik. They got great support for their initiative from the mayor and other institutions in Bugojno. Meetings with the Health center in Bugojno were finalized in September, where they reached an agreement on the counseling center's functioning.

26. Viktorija 99-Jajce [Commission for Women's Issues] (March 1-October 10, 2003)

Viktorija 99 implemented a CAP project to establish a commission for women's issues within the Jajce Municipal Council to improve the status of women and their rights. The main project activities included: printing and distributing promotional material, media campaign, round tables, public panels, public discussions, meeting with government representatives and meetings with groups of women in small rural communities. In October 2003, Viktorija 99 organized a meeting in the municipality where they invited the mayor, president of the municipal council, representatives of other political parties and decision makers. The NGO presented the campaign and achieved results. During this meeting they submitted their request for establishing a commission on women's issues to the president of Municipal Council, and it is expected that this request will be approved on the next Municipal Council session.

During the campaign, Viktorija 99 printed and distributed 2000 leaflets, 300 announcements, 400 brochures, and 1500 pamphlets. Through two seminars, organized in March 2003, 38 women were educated about the campaign, its goals, women rights and the new Gender Law. During March-June 2003, the NGO organized meetings with groups of women in 8 small rural communities in order to inform them about campaign, to raise awareness of women's issues, their rights, as well as to educate them about gender issues and the Law on gender equality. Two round tables were organized in May 2003, but planned activities and meetings with the municipality representatives in June and July were not implemented due to summer vacations and various summer manifestations. The NGO requested the extension of the project until October 10, in order to be able to implement postponed activities.

During the summer manifestations in Jajce, Viktorija actively promoted the campaign from a stand in the town. During the campaign the local radio station announced all activities and meetings organized by Viktorija 99. All these activities during the summer period raised awareness of women's issues and animated women to participate and give their support. Through the implemented activities and events Viktorija got support from 691 women that were involved in different activities during the campaign. A round table with the Municipal Councilors was organized in September 2003 where they strongly supported the establishment of the Commission for women's issues.

27. Our Beauty-Capljina [Initiating the Procedure for Declaring River Trebizat as a Nature Park] (March 1, 2003- September 30, 2003)

Our Beauty implemented an advocacy campaign with partner organization "Waterfalls of Kravica" and support from the municipalities of Capljina and Ljubuski, Tourist community of Capljina and local businesses to declare the river Trebizat as a nature park. This formal legal Proposal was put in procedure on the Capljina Municipal Assembly meeting in November 2003.

The NGO and partners implemented all planned activities including: educational and promotional activities in schools, educating youth about the importance of a clean environment and water protection, volunteer actions on cleaning the river Trebizat and school yard, art exhibitions, media campaign, press conference, printing and distributing promotional materials, lobbying, and organizing an art colony on the river Trebizat. At the beginning of the campaign they formed an expert group to prepare a proposal for the protection of the river Trebizat and declare it a nature park. The NGO organized lectures in primary schools in Capljina and Ljubuski for 5-8 grade students and organized an art exhibition displaying the student works. More than 600 guests visited this exhibition. On Earth Day they organized lectures in schools and voluntary action on cleaning up the school environment in which 850 students participated.

Since the beginning of the campaign they conduct a very intense media campaign and a lot of promotional activities in both municipalities. More than 35 articles were published in the newspapers Vecernji list and Slobodna Dalmacija, 10 radio shows were broadcast and they also were guests on the Federal TV. At the same time they were organizing a numerous meeting with municipal representatives, public garbage collection companies, lobbying of municipal councilors. In May the NGO organized a school picnic for about 100 students from both municipalities visited waterfalls of Kocusa, fish pond Salomon, Mlinice (water mills), waterfalls Kravice and the sewage cleaners in Ljubuski. In June 2003, Lijepa Nasa, together with Waterfalls of Kravica and Tourist community of Capljina organized an voluntary action on cleaning up the river Trebizat where they collected an enormous amount

of garbage and part of the river was cleaned. In July the main activities focused on organizing an art colony on the river Trebizat where 20 artists participated. The painting produced during this colony became the property of Our Beauty and will be used for the future activities and exhibitions. The NGO printed and distributed high quality promotional material and brochures. All these very intense activities have resulted in a successful campaign. The proposal for the protection of the river Trebizat was submitted to the Municipal Council after being adopted on October 30, 2003 by the municipal department for urban planning.

28. BiH Woman-Mostar [Prevention of Violence against Children] (April 7, 2003-September 7, 2003)

The NGO implemented a CAP project to raise public awareness about violence against children and amending the Law on Elementary Education.

The main goals were achieved through the following project activities: education of school children (grades 7-8) in four elementary schools about violence through workshops, education of parents and training for teachers on violence issues; establishment of working groups against violence in schools, round tables and public discussion, cooperation with the Cantonal Ministry of Education and the international community regarding the education reform and the new Criminal Law and promotional activities and media presentation.

The educational activities were implemented in the following elementary schools: Blagaj, Podvezje, Bijelo Polje and VI Elementary School Mostar. 146 students, grades 7-8, participated and rated the workshops with 4.82 out of 5. 46 teachers and 56 parents participated in additional workshops. Parents rated training with 4.30 and teachers with 4.60 out of 5. The NGO completed all of these workshops by the end of school year. The other part of project activities was focused on establishing School Working Groups against violence for parents and teachers. By the end of the school year, three working groups were formed and their work should have continued in the beginning of the new school year in September 2003. Unfortunately, the strike in schools organized in September postponed their work.

The NGO was on four radio shows and sent public announcements to all local media. Woman BiH printed and distributed 500 stickers, 250 posters and 750 brochures. They organized two round tables. The first one was in August 2003 on Juvenile Delinquency with a review of the new Criminal Law. 23 professionals from various institutions in Mostar participated in this round table. The other round table on Children Trafficking was organized in September 2003 with participation of 32 professionals. Public panel on a draft law on primary and secondary education was also organized in September 2003, with 20 participants.

These project activities had a great response and raised a huge interest in the issues of violence in a society at large. During the whole campaign, the NGO's legal experts worked closely with the Ministry of Education, Pedagogical Institute, OHR and OSCE to discuss the changes of the Law and their initiative to include the subject on Children Rights in curricula. These changes of the Law are in jurisdiction of the state institutions and the OSCE and OHR who work on the education reform in the whole BiH.

29. Youth Club Under the same sun-Jablanica [Local Agenda 21] (April 1, 2003-December 31, 2003)

The NGO implemented "Local Agenda 21" to resolve problems in Jablanica municipality through active civic participation and creating a sustainable strategy for development. Jablanica municipality signed a partnership agreement with the NGO as a basis for successful realization of the Local Agenda 21 project. The main project goals were to increase communication and cooperation between citizens and government in all of the areas significant for community development, to motivate and involve citizens to take an active role in decision making, to influence local government to adopt identified priorities, and to work together on finding solutions to the obstacles to municipal development and prosperity. The whole project had great media coverage and citizens were very well informed it.

The NGO formed a youth working group responsible for the implementation of project activities and fieldwork. This group of 10 young people was trained in advocacy. The group conducted a survey about social, educational and economic status of all 2780 households in the municipality and priorities and development directions in their local communities. About 5000 residents participated. The working group organized meetings with residents of all 26 small local communities/villages in order to get feedback about problems and to identify priorities to present to the City Planning Committee and Commission for Capital Planning. The NGO organized four meetings with the private business sector in Jablanica municipality discussing potential opportunities for employment for young people, analyzed the private sector's situation in Jablanica and possibilities for development. The NGO organized a two-day workshop on Model of Small Community Economic Development-Business Incubator. All of the information that was collected was analyzed and published in brochures and bulletins.

The final document Local Agenda 21, a report based on all information collected from the field, was distributed to all members of City Planning Committee and Commission for Capital Planning and will be used as a basis for future planning and identification of the needs and priorities in local communities. Two members of the NGO were appointed to the City Commission for Capital Planning. The NGO created a web page, which includes all of the information about the project, survey

results, photo gallery and information about donor. The working group initiated three civic actions in local communities Glogosnica, Krstac and Ravna. The NGO joined with parents in these communities to design projects to renovate schools and schoolyards. These project proposals were presented to the Commission for Capital Planning.

30. Association of Professional Drivers and Auto-mechanics, Sarajevo [Amending the Law on Traffic Safety by Using Headlights] (August 7, 2003-January 31, 2004)

The association implemented an advocacy campaign to amend the Law on Traffic Safety by requiring the mandatory use of headlights during daylight hours as a precondition for safe highway traffic. The main project activities included: establishing an expert group to work on the legislation, organizing public discussions and round tables, lobbying, distribution of promotional material, media campaign and submission of the new Draft and amendments to the Federal Ministry of Transport and Communications.

The expert group of traffic safety experts, representatives of responsible ministries and shipping companies were actively involved in organizing public events such as round tables and public discussions. The association organized three round tables in Sarajevo, Mostar and Tuzla. The discussions at all three round tables were very constructive, with 60 participants from all stakeholders attending. Numerous media covered each event: Sarajevo Canton TV, TV Hayat, Network Plus, Studio 99, newspapers Oslobodjenje, Avaz, Jutarnje novine, and Federal radio. The association distributed 1000 leaflets and 300 posters in all three cities where they organized round tables. The association also designed a web page with information about the association and campaign. Public tribune was organized in December 2003 in Sarajevo with 32 participants. During this event they presented the achieved results and ongoing activities at the State level regarding the new Law on Traffic Safety. On January 7, 2004, a draft proposal on mandatory use of headlights during daylight hours was submitted to the Federal Ministry of transport and Communications for adoption. During this campaign the association got a strong support from all parties involved and many suggestions from the round tables. These suggestions relate to broadening this campaign to the Republic Srpska in order to be able to submit a proposal to the State level. The association continues to work on this task and seeks a partner for the implementation of this campaign in the RS and adoption of the Law on the State level.

31. Association of Independent Entrepreneurs-Mostar [Improving Vocational Education] (March 1, 2003-December 31, 2003)

The association implemented a public advocacy campaign to improve vocational education at trade schools. The main project goal was to amend the law on school

curricula to enable students to get better professional training, knowledge and skills that would more appropriately prepare them for future jobs. The association members noted that in their experience graduated students were unprepared employment and employers had to expend considerable resources on training. This initiative received a great response and support from students, teachers and parents who were dissatisfied with the existing school curricula. The association presented their project and planned activities at a press conference; the media covered all project activities and events. The association representatives were guests on a number of radio shows informing public about achieved results and project progress.

Main project activities included public discussions, round tables, distribution of promotional material and organization of school contests for the best students' works-tradesmen products. They organized five public discussions in Mostar, Konjic and Jablanica, two round tables in Mostar and Konjic, numerous radio and TV series, and two press conferences.

It is important to state that all project activities were not implemented according to plan because of some obstacles. The main targets in this campaign were Cantonal Government and Ministry of Education, but the Cantonal Government did not function in that period (it took seven months to establish a new government after the October 2002 elections and nine months to appoint a new Minister of Education.) These delays presented major obstacles to the project progress, but in spite of that the association succeeded to animate the public and raise awareness through public events and media campaign. In September 2003 they intensified their activities and contacts with all stakeholders. The association got great support from the Ministry of Education, Pedagogical Institute Mostar, Federal Ministry of Education and OSCE representatives involved in the process of reforming the education system. The association's main goal was shared by these public institutions. The Cantonal Ministry of Education invited the association to participate in the process of adopting a new Law on vocational education and training. The adoption of the new Law was still pending at the end of the project. The association continues to be actively involved in all events, supporting the process of reforms until the final adoption of a new Draft Law.

32. Citizens' Association Renesans-Sarajevo [Amending the Regulations on provision of Orthopedic Devices for Women with Breast Cancer] (June 1, 2003-January 31, 2004)

The association implemented a public advocacy campaign in Sarajevo Canton to improve the health benefits for women with breast cancer. In January 2004, the legal issues group completed the new draft regulations on orthopedic devices. These regulations set forth that all women treated for breast cancer have a right to get one

breast prosthesis and two special bras every second year as well as one wig in cases of especially aggressive therapy/treatment. At the second round table organized on January 28, 2004, the association was promised that this Draft will be on the Cantonal Assembly meeting's Agenda in February 2004 and it is expected to be adopted by the end of March 2004.

The Cantonal Assembly adopted the new Regulations almost in their entirety (except provisions regarding wigs) on its March 2004 session. To become valid these new Regulations will be published in the Sluzbeni List. This is expected in the next edition.

Partners in this project were two NGOs "Women for Women" and "Step Further" that actively participated in all activities. The main project activities included: establishment of working groups for legal issues and public affairs; organizing two public and two internal round tables, petition drive, 19 interactive workshops at five high schools, two faculties, local communities in five Sarajevo municipalities and other municipalities in Sarajevo Canton including Vogosca, Ilijas, Trnovo, and Hadzici; distributing promotional material and two TV and four radio shows.

During project implementation they got unexpectedly significant support from all partners, as well as from public. Two round tables got a great response and many more participants than expected. First public tribune was organized in November 2003 at the Faculty of Philosophy and the second at the Medical Faculty. Prominent BiH painters donated 32 paintings to the association and the NGO was able to organize two auctions in June and in October. These events served to promote the campaign and to fundraise. Total value of donated paintings was 17,750 KM. Since the beginning of the campaign they had great media coverage and their membership increased significantly. They became acknowledged by public, NGO, private and government sector as solid partners. Over 1000 citizens signed a support petition.

33. Independent Union of Professional Journalists Defamation Act [Libel law Implementation] (May 15, 2003-March 15, 2004)

Independent Union of Professional Journalists implemented an advocacy campaign to create better conditions for civil society development and better status of journalists through quality implementation of the Libel law. During the project implementation the Union implemented numerous activities and achieved significant results. At the beginning of project implementation they formed an 8-member Advisory group including representatives from six journalists' associations. Two journalist associations did not join this campaign at the beginning: Association of journalists in RS and Association of Croatian journalists from Mostar. The Association of Croatian Journalists decided to take an active role in campaign during the round table in Mostar in January 2004.

The Union got great support from the ombudsman for the media and representative of the Media Council, who were directly interested in quality implementation of the Libel law, as well as in better quality and credibility of journalists' profession and higher code of ethics. In order to achieve planned project goals, the Union established good cooperation with the Ministries of Justice at all three government levels in BH and got support for their project on promoting and implementing the Libel Law.

As a part of their project activities they designed and printed promotional materials: 600 postcards for judges and public institutions, that were also sent to parliamentarians in the State and Entity assemblies, 500 leaflets and 1000 posters. This promotional material was distributed to all public places, to journalists, state institutions, universities and international organizations in the eastern RS, Dobo, Central Bosnia, Eastern and Western Herzegovina. NUPN gained support from the Press Council, RAK, press offices of the US and UK embassies, UNDP, etc.

Educational workshop for judges and journalists was organized in Sarajevo in July 2003. Journalists from Sarajevo and judges from the Primary Court II in Sarajevo and Canton prosecutor attended. They discussed some practical cases regarding defamation law that enabled them to better understand press freedom and freedom of speech and the necessity to improve the journalists' professionalism and ethics. NUPN organized four thematic debates in Travnik, Zenica, Tuzla, and Banja Luka. About 50 journalists from both entities participated in these debates and expressed extreme interest in education and quality implementation of Libel law. A round table about implementation of the Libel Law was held in January 2004 in Mostar. More than 30 journalists and judges from all over BiH actively participated. The conclusion was greater collaboration among judges and journalists in the implementation of the Libel Law and necessity of common education. Thematic workshops on the implementation of the Libel Law were organized in Sarajevo and Gorazde. During these workshops, journalists were informed about all of the changes and novelties that the new Law brings and have analyzed and discussed some practical examples-judgments under the new defamation law (Dnevni Avaz – Lagumdžija case, journalist of Dnevni Avaz against Slobodna Bosna, etc.)

During the project implementation, the new Civil Procedure Law was adopted and represents a significant achievement, because this law enables journalists' presence in the courtrooms and public judgments. The whole campaign received very large media promotion and attention. More than 250 reports on radio, TV and print media about the Libel law, journalists education and practical effect of this law were published. Three radio debates were organized on Radio Federation BiH, BH Radio 1, and Radio studio Livno, and five TV documentary stories were broadcast on TV

RS, RTV Mostar, RTV Zenica, RTV Hayat, and Federal TV. That excellent media campaign contributed to the achieved results by informing and educating public all over BiH about the Libel Law, freedom of speech and democratic society. All media accepted this project as their own and put significant efforts to adequately report about the campaign. NUPN also established the Media Help Line, funded by EU-Cards that offers direct legal aid to journalists. The Union and the Helsinki Committee for Human Rights agreed to form a team to monitor the implementation of the defamation law. After one year of monitoring, the Union and Helsinki Committee will publish a handbook for journalist and judges that will improve the actual situation in media and enable quality implementation of the Libel law.

34. Association of Entrepreneurs in Federation BH [Let us start economic-social dialogue] (November15, 2003-May15,2004)

The association conducted a campaign to implement the pre-existing socio-economic council in the Federation BH. The main goal of the campaign was to position the socio-economic council as a mandatory consultative body in creating economic policy and legislation. The tri-partite social dialogue involves that Federation Government, Independent Trade Union and Association of Entrepreneurs in BH.

The following objectives were set forth in order to achieve the main goal of the campaign: education of Union and Association members about tripartite dialogue, education of partners about method of socio-economic council work and application of European standards, raising public awareness on importance of socio-economic council as the best model for resolving all socio-economic problems and tensions, education of print and electronic media journalists in order to better understand and monitor activities and preparation of Decision on obligatory procedure for all proposals on changing law regulations concerning entrepreneurs issues to be considered on socio-economic council.

During six months the Association and partners held nine round tables in nine Cantons (Sarajevo, Zenica, Vitez, Kupres, Mostar, Gorazde, Bihac, Tuzla, Orasje), where 122 prominent entrepreneurs and Independent Trade Union members signed a petition to support the institutionalization of socio-economic dialogue and tripartite negotiation through Socio-economic Council.

Special round table for representatives of Federation Government of B&H, Trade Union and Entrepreneurs was held in October 2003. This event was enriched by international experts from Budapest (International Labor Organization) and Paris (Sorbonne University). A workshop on basic concepts, role and importance of tripartite social dialogue was held for print and electronic media representatives and journalists. All participants (15) received printed guides for future use.

70,000 brochures on the position, role and importance of Socio-economic council was printed and published through two daily newspapers (Dnevni list Avaz and Dnevni list Mostar). All activities conducted were extremely well covered by both print and electronic media: ONASA, and Fena, Dnevni list Mostar, TV KISS, Radio Federacije BiH, FTV Gorazde region, FTV Unsko-sanskog Kantona, Radio Orasje, BH Radio 1, FTV Kiseljak, Radio Federacije, RTV Zenica, Mb Radio Zenica. Special texts were published in the newspapers Oslobodjenje, SAN, Avaz, and Jutarnje novine, where eminent experts provided their opinions regarding campaign objectives. The Association issued 17 press-clippings to all Association members, Independent Trade Union members and to Representatives of the Federation Government.

On June 15, 2004 the Association sent the proposal for Decision on obligatory procedure for all proposals on changing law regulations concerning entrepreneurs issues to be considered on socio-economic council to the House of Representatives in the Federation Parliament. As of June 25, 2004, the proposal was submitted to the Working Commission of the House.

35. Altruist [Establishment of the unique volunteer center in Mostar] (November15, 2003-May15, 2004)

Altruist conducted a campaign to create conditions for systematic work with volunteers and strengthening their role in society. The two partners organizations were University Students' Union Dzemal Bijedic and University Student Council in Mostar. The three partners signed a memorandum of understanding delineating their roles. Objectives of the campaign were: establishment of the volunteer center, decision of the City Government to allocate free premises for volunteer center, increase awareness of citizens on importance and meaning of volunteer work.

During project implementation the partners had three official meeting with the Mayor and his Deputy to present the project and provide on-going updates. The Mayor encouraged the partners to submit a written request for free premises and agreement that the Town of Mostar would sponsor the Volunteer Meeting.

Numerous volunteer activities were held during the campaign. One action was to encourage blood donations. This was widely announced with 1000 leaflets and 200 posters in all prominent places in the town: universities, schools, cafe-bars, governmental institutions. Clinics in Mostar provided all necessary medical equipment. The action attracted citizens, media, OHR representatives, local government, universities, sportsmen, journalists, singers and 22 volunteers from other. NGOs. 43 volunteers donated blood. 13 media agencies covered the event (Fena, Dnevni list, Bljesak, RTV Mostar, HTV Mostar, TV Oskar, Radio Studio 88, RDV, Avaz, Federalni radio, Radio Grude, Slobodna Dalmacija, Studentski list Opomena).

A public meeting was held in cooperation with Volunteer Association MI from Split and association OAZA from Sarajevo. There were about 30 participants from social centers, media agencies, representative of Jewish community Mostar.

The second big action was held near the three biggest shopping centers in Mostar. 800 citizens participated in the action by donating food and other necessities for special needs children. Because of the huge interest, the one-day action was extended to three days. Seven print and electronic media covered the action (Dentin list, Radio studio 88, Hrvatski radio Herceg Bosne, Radio Mir Sarajevo, Hrvatski radio Mostar, Radio Mostar, Radio X).

Third action was collecting old paper and books. Five primary schools, six high schools, eight faculties, Pedagogue institute, Statistics Institute and School Edition Institution participated in the action. About 20 tons of paper and 200 books was collected. The paper was sold to recycling centers and proceeds spent for tools and equipment for the Community for treating addictions in Rotimlje. Books were donated to libraries

Other activities engaged about 1000 citizens to clean-up litter. The Volunteer Meeting gathered 250 volunteers from 15 BH NGOs and one from Serbia. This May event was an opportunity to exchange experience and initiate further cooperation.

All activities were sponsored by Town of Mostar, Lijanovic meat processing company, CRS Sarajevo, Telecom BH, Pro Credit Bank, Sinalco, NGO Privrednik and OBI hardware emporium Mostar.

36. Sarajevo University Students Union [Initiate Legal Definition of Student Organizations] (November 15, 2003 to May 31, 2004)

USUS implemented this project in cooperation with the Rector's office of Sarajevo University. The aim of the project was to create a new law in order to:

- Define system for electing students to the University working bodies;
- Define roles and responsibilities of elected students towards other students
- Define rights of students in decision making process at University;
- Define student organization structure;
- Define ways for funding student associations and extra curricular activities;
- Create better communication between professors and students and increase quality control of lectures.

The NGO successfully finished a final proposal of the Law in April 2004. This document was submitted to the Cantonal Ministry for Education and was accepted. The Ministry will submit the Law to the Cantonal Assembly.

In the beginning of project implementation the association organized a Working Group and Advisory Group to create a draft of the law. Representatives of the Rector's office, lawyer, and students were included. Advisory group members included representatives of the Ministry for education and professors from the law faculty. The Working Group had 9 meetings. They created the first draft of the law and after collecting comments and suggestions from professors, students and the Ministry created the final draft. This draft defined students' rights and obligations, membership in student associations, methods to elect representatives to the working bodies of the University and associations, voting rights, status of active students in associations (presidents, directors), financing associations and union, statute of associations and the union, and registering of student associations.

In order to collect comments and suggestions on the first draft, USUS organized 6 presentations for students at 5 Sarajevo faculties (Pravni, Medicinski, Elektrotehnički, Veterninarski, Poljoprivredni) and to staff of all student associations. Approximately 300 students participated, gave comments and suggestions, and raised questions. Most feedback related to the definition of student associations, establishing the assembly, percentage of student representatives in working bodies, the status and rights of foreign students, who can and how to manage assets and finances, and the relationship between students and professors. Aside from these presentations, students also had an opportunity to provide comments and suggestions through the USUS web page. Up to 450 students used this possibility.

Press conferences and public announcements were organized to inform public about the project and achieved results. USUS broadcast 6 radio shows on EFM Radio, and a radio jingle to inform and to mobilize students.

USUS planned to organize a presentation for young members of the Cantonal Assembly, but this activity will be held after the Ministry for Education and Science finishes and submits the entire education law package to the Assembly. Instead, USUS printed and distributed 7000 brochures with text of the draft and data about the campaign and its results.

37. Association for Protection of Natural and Cultural Resources Pounje, Kostajnica [Protection of cultural and historical assets in Kostajnica municipality] (December 1, 2003 – May 30, 2004)

In the territory of Kostajnica municipality, there are several very important cultural and historical locations and monuments described by many distinguished authors. All monuments can be classified in historical clusters: pre-roman, roman, mediaeval and monuments from 18th and 19th century.

The problem is that the population of the municipality is not aware of the existence and importance of these sites, i.e. their cultural and historical value, while at the same time these locations and monuments are not protected, their historical value is not precisely determined and monuments are not marked. Also, due to poor urban planning, the monuments are in danger of being destroyed. Through this campaign, Pounje strived to resolve the issues through increasing public awareness regarding the value of these locations and monuments and adoption a municipal decree on their protection through appropriate urban planning.

The campaign was carried out in cooperation with the RS Institute for Protection of Monuments, experts from Universities in Sarajevo and Banja Luka, and the National Museum of BiH in Sarajevo. The Pounje team of volunteers assisted the experts in collection of findings, visiting, marking and photographing the sites. Experts made research and prepared the survey that was presented during the round table discussion with 34 participants. As a result, a final brochure/book, collection of research was compiled and printed in 500 copies. Findings and photos were presented to the citizenry of Kostajnica during two promotional exhibitions that were visited by more than 600 people. Pounje created the database of findings and cultural sites. Municipal Assembly adopted its decision on protection of the cultural and historical assets; the decision was published in Municipal Official Gazette. In cooperation with primary and high school professors, Curriculum for optional classes in primary schools on cultural heritage in Kostajnica was prepared, aiming to acquaint young people with the cultural heritage of its municipality. The campaign was promoted in the local newsletter prepared by Pounje that was printed in 1000 copies, as well as through the local radio station.

This campaign now initiated the second phase of the project where the Municipality of Kostajnica and Institute for Protection of Cultural Monuments of RS will start working on protection of the heritage in Kostajnica.

38. Association of entrepreneurs and employers Žepče [Adoption of the Zepce municipal council's decision on development strategy for Zepce municipality] (November 15, 2003 - May 15, 2004)

Due to a lack of strategic development directions, the municipality is facing a downward economic trend. Therefore AEE initiated a public advocacy campaign for urging the Municipal Council to prepare a development strategy for Zepce municipality. Project was presented to citizens and representatives of 13 local communities through workshops, press releases, radio broadcasts and cable TV. In cooperation with Department for economy of Zepce municipality and Employment service – office in Zepce, AEE organized a public opinion poll.

Two public meetings in local communities were organized and workshops with partners and representatives of local authorities were held to raise public awareness about the need for the planned strategic development of the Municipality. Meetings with focus groups identified the needs of citizens, farmers, employees and employers in economy, education and employment. The result was direct involvement of citizens in presentation of their opinions and needs and also raised their awareness about the issue. Three workshops were held with entrepreneurs focusing on problems in economy, employment and strategic development of Zepce municipality. Three workshops with the same topic were organized for members of the municipal council.

Web debate was created in order to serve as a source for further progress on the main strategic directions. As a result of collected data in the field, both in rural and urban areas, and interviewed entrepreneurs from different backgrounds, two analyses were compiled: Report on labor market survey in Zepce municipality and Report/Analysis of citizens' needs for economic development of Zepce municipality. All findings were presented to the local authorities through round tables. AEE Zepce submitted official request to Zepce Municipal Council, asking them to put on Municipal Council's Agenda the issue of preparation of the development strategy for Zepce municipality, to formalize and finalize the procedure, which would prepare the ground for better business climate.

39. Demokratska Alternativa Rama [Citizens actively participate in adopting the municipal development program in Rama-Prozor] (December 1, 2003-May 31, 2004)

The main goal of this campaign was to ensure that the Municipal Council allows citizens to participate in creating the annual municipal development program. In accordance with implementation plan DAR established an Expert group to collect and analyze information on municipal budget within the last 3 years and its investment in community. The group was formed by people with local government experience. All of them are DAR members.

Bearing in mind the political background of this region, and in order to achieve project objective DAR also waged a media campaign (posters, leaflets, radio spot and radio broadcasts). A working group was established to manage the media campaign. 2 call-in radio broadcasts were aired on January 14 and 27, 2004. 14 citizens called and posed questions. Dnevni avaz and Dnevni list informed the public about DAR activities. After this media presentation, Radio Herceg-Bosne contacted DAR and aired a broadcast with DAR representatives on January 30. DAR produced promotional materials with campaign messages (2000 leaflets and 300 posters were distributed).

3 Forums of accountability were held to allow citizens to get feedback from municipal councilors about municipal development. DAR organized public debates in 6 communities where 2000 citizens signed the petition for the support to the campaign.

Before each Municipal Council session, the councilors got direct letters on home address with information gathered during the public debates. DAR met with different municipal department heads (economy, social issues, education), the president of the Municipal Council and his deputy and with several representatives of political parties to inform them about progress on the campaign.

DAR persuaded the Municipal Council to create a Commission tasked with creating the strategic development program for Rama –Prozor in cooperation with civil society representatives. The decision was adopted and the commission is being established. DAR was requested by the Municipal Council to propose one name on behalf of DAR to become member of this commission. The success of DAR campaign is a good example of new practices and partnerships among government and civil society sectors.

40. Center for Promotion of Civil Society-Sarajevo, Center for Legal Assistance-Zvornik, CCI-Tuzla, Democratic Initiative of Sarajevo Serbs-Ilidza and Prijateljice-Tuzla [Work & Succeed Together] (August 1, 2003-May 31, 2004)

The purpose of this project was to create the conditions for intra-sector dialogue and cooperation. The principal partners and grant-holders were Center for Legal Assistance-Zvornik, CCI-Tuzla, Democratic Initiative of Sarajevo Serbs-Ilidza and Prijateljice-Tuzla. Each of these four partners was responsible for one of four position papers and coordinating the establishment of two or three NGO Reference Groups in a total of 14 towns. Center for Promotion of Civil Society-Sarajevo was the project coordinator and was responsible for overall management as well as coordinating the establishment of three Reference Groups. Through the use of dialogue fora and other participatory discussion mechanisms, the partner NGOs

prepared position papers that reflect the interests and issues raised by the BH NGO sector.

1. BH Civil Society Development Program

The Development Program is a theoretical paper prepared by various university professors. As such, the actual value to the NGO sector practitioners is unclear at this time. The lack of footnotes or any similar list of reference materials and the lack of a consistent BH/NGO context throughout the document raises serious questions about the originality of the work and whether the NGO sector actually had any input. Furthermore, the document is still incomplete (Civil Society & Media and Civil Society & International Context are missing). Finally, there is no evident program or suggestions on future development directions. Nonetheless, the document cover five broad areas: civil society, state and government, civil society, economy and labor, civil society, pacification and peacemaking, civic political culture, and religious communities and civil society. It will be of interest to academics and students.

2. Program of Cooperation between the Government and NGO Sector

This document provides a framework for systematic NGO-national government cooperation. The proposed Agreement is not envisioned as a legally binding document. The Agreement sets forth common principles about civil society and development activities. Of interest, the framework proposes mandatory consultations between government and NGOs on policy and legislative proposals affecting the NGO sector. The document also suggests that the state level government establish an Office for Cooperation with the NGO sector.

3. Ethical Principles for BH NGOs

The ethical principles are designed as basic shared standards of performance and values for all NGOs in BH. The principles cover issues such as respect for local community values in designing projects, inter-NGO relationships, equality, upholding moral and ethical integrity, ensuring transparency and responsibility in work, good management, clearly defined financial policies, and social impact.

The authors propose forming an Assembly of Signatories out of which a 7-member Committee for Monitoring Application of the Kodeks will be elected. Two of the members are representatives from other segments of civil society. Any person or institution can submit a complaint about any signatory. The Committee can hold a special meeting or hearing to review evidence and hear witnesses. If the Committee finds that the signatory violated one or more of the principles, it can require the

signatory to attend educational courses to correct the infraction, require the signatory to take corrective measures, verbally or in writing chastise the signatory, or recommend the suspension or cancellation of membership.

4. Standards in Quality Service Provision between the Government and NGO Sector

Standards of Quality Service Provision flow from the proposed Agreement between the Council of Ministers and the NGO sector. The standards address NGO proper use of public funds, avoidance of conflict of interest, use of appropriate financial management systems, and use of clear and measurable monitoring and evaluation systems.

On the Council side, the Ministers need to educate staff to better establish partner relationships with NGOs, ensure proper communication, enable NGOs to travel abroad for meetings of significance to the state and NGO sector and generally to be inclusive throughout the European integration process.

The Standards call on the government to establish an NGO cooperation office. The standards also suggest that the Council of Ministers establish an annual grants competition and sets forth a basic framework for managing the process.

The thirteen out of fourteen (14) new NGO Fora or Reference Groups were established in Sarajevo, Zenica, Travnik, Zvornik, Čapljina, Mostar, Banja Luka, Doboј, Prijedor, Bihać, Livno, Gorazde and Trebinje. Groups in these towns have held founding assembly meetings and have submitted registration applications to their local NGO registrar. Brčko area NGOs have yet to hold a founding assembly meeting.

	Reference Group	Responsible NGO	Grant-Holder
1.	Sarajevo	DISS	DISS- Ilidža
2.	Zenica	Alternativa	DISS- Ilidža
3.	Travnik	Sunce	DISS – Ilidža
4.	Zvornik	CIPP	CIPP- Zvornik
5.	Čapljina	Nove Nade	CIPP- Zvornik
6.	Mostar	Žena BiH	CIPP- Zvornik
7.	Banja Luka	Helsinški parlament građana	Prijateljice
8.	Doboј	Resursni centar Udruženje distrofičara	Prijateljice
9.	Brčko	Krajina	Prijateljice
10.	Prijedor	DON	CCI- Tuzla
11.	Bihać	Žene sa Une	CCI- Tuzla
12.	Livno	Li Woman	CPCD – Sarajevo
13.	Gorazde	ALDI, LUNA	CPCD – Sarajevo
14.	Trebinje	Liga za zaštitu privatne svojine	CPCD – Sarajevo

41. La Benevolencija [Assisting Women with Breast Cancer in Bosnia and Herzegovina] (May 1, 2004-June 30, 2004)

On June 4 and 5, 2004 in Sarajevo, a first-of-its-kind conference on the subject of breast cancer brought together the Government, NGO, and medical and health communities throughout Bosnia and Herzegovina. La Benevolencija, the humanitarian assistance arm of the Sarajevo Jewish Community, with support from the Jewish Joint Distribution Committee and Renesansa, organized the conference. Representatives of the New York-based organization, SHARE, and the Susan G. Komen Breast Cancer Foundation, headquartered in Texas, took part in conference and follow-up activities. Conference objectives were to:

Introduce participants support services that already exist for women with breast cancer;

Create a coalition network that will lead to public-private partnerships in the development of new services for women with breast cancer among;

Provide skill-building workshops facilitated by local experts;

Introduce participants to the "peer support" model through which breast cancer survivors are trained to operate hot lines, facilitate support groups, and carry out other activities to help women similarly affected by breast cancer;

Seventy-five Bosnian participants, including 40 from Sarajevo and surrounding areas, took part. They included:

Minister of Health of Sarajevo Kanton

Deputy Minister of the Federal Ministry of Health

Deputy Minister of Health of RS

Representatives of government agencies concerned with women's health

NGO representatives from eighteen organizations located around the country who work in the areas of women's health and/or women's empowerment Medical and health professionals serving women with breast cancer

Television and print media representatives were also present.

A "Resource Guide" was prepared that includes the names of the Conference participants, their affiliations, and contact information. Major activities being carried out by the participants and additional community resource information were also included. These will be sent to all participants, with additional copies printed for future use.

Following the distribution of the Resource Guide, the Conference Coordinator will encourage all NGO participants to contact at least one NGO and one government/public institution representative whom they did not know prior to the Conference to talk about potential cooperation. Government participants will be

encouraged to contact at least one NGO and one government/public institution representative who was previously unknown to the participant. The Conference Coordinator will follow up to determine the results of these contacts.

JDC and the Susan G. Komen Breast Cancer Foundation plan a two-year project through which priorities will begin to be addressed. It is expected to begin on or about September 1, 2004.

42. Priroda Bratunac [Social Cards] (December 2003 - May 2004)

The Social Card is an individual or family economic profile that is filled out and filed at the Center for Social Welfare. It ensures fair and transparent decisions for social welfare benefits.

Priroda established a close relationship with authorities through a series of official meetings held on December 5, December 26 and December 27, 2003. Priroda attended several unofficial meetings with local authorities. Also, Priroda successfully organized two meetings on December 3 and 4, 2003 in local communities to inform citizens about the initiative. 30 citizens participated (18 local community representatives and 12 from NGOs).

The project was promoted through two 30-minute local radio programs, both in December 2003. Priroda had active media presence through a public announcement, on April 1, 2004, and a press conference, on May 5, 2004. Priroda printed 120 brochures and 1000 leaflets and distributed these to the 18 local communities, government, media, local and international NGOs.

Four workshops (on December 29, 2003, February 4, 2004, February 25, 2004 and March 31, 2004) for 18 local communities were organized in order to prepare citizens for the Social Card implementation. 65 representatives of the communities Glogova, Konjevic Polje, Kravica, Voljavica, Bjelovac, Tegare, Fakovici, Zlijebac, Pobrdje, Centra 2, Zagoni-Bljeceva, Repovac, Mostanice, Podgradac, Krasanpolje, Slapasnica, Osamsko and Polom attended the workshops.

One of the major project outputs is the Social Card form that was designed by Priroda. The card contains eight groups of social information for each inhabitant of Bratunac municipality. Priroda nominated the Social Card issue for the City Assembly agenda. On March 4, 2004, the Assembly voted favorably to utilize the Bratunac Social Card.

Social Card initiative raised interest of others in the region, so OSCE and UNDP expressed interest in financial support of the project continuation in order to implement the social card for entire Bratunac municipality.

After installing the Social Card database program called "SocWork", Priroda, in partnership with local NGO Odisej, organized a Card day in Tegare community. Ten volunteers worked on filling out and processing Cards for all 58 families living in Tegare community and data were stored in the database program.

43. Privrednik Stolac [Re-Establish the old town market place] (November 2003-May 2004)

Privrednik from Stolac together with its partner Agricultural Cooperative Agroplođ made positive changes to re-establish the old town market. This issue is of high importance in the Municipality. The activities contributed to a positive environment for re-establishing town market place. It will function according to the hygiene and health requirements for agricultural and other products being offered. Up to this point, farmers sold their wares on the roadsides and sidewalks.

One project activity was to assess the costs and effort involved to renovate the space. The assessment included doctors employed in the Institute for Health Protection. This documentation contains the information on criteria to be fulfilled for all products expected to be placed on sale at the market place. The total renovation cost is about 75,000 KM.

In May 2004, the Stolac town Mayor and President of the Town Council visited the premises of Privrednik. They promised that the decision for re-establishing the market place would be made on the first following meeting of the Town Council. Privrednik also met with the Deputy Director of the Chamber of Commerce along with an UMCOR representative. UMCOR offered financial support to renovate the town market

Citizens were mobilized through two public meetings in which 250 citizens participated. Their active engagement demonstrated that the old market place is a symbol of the town and important to people. About 1000 citizens participated in a Mini Agriculture Fair and gave support to the campaign. During Market Day, 450 citizens signed a petition.

Agricultural producers also contributed to the campaign by re-locating from the roadsides to the old market place. Privrednik provided four market tables for displaying and selling products. Wares are available daily. The campaign was covered by local TV stations and printed media, informing citizens in the broader region about the campaign.

Result 2.3: At least 15 new and successful projects undertaken by NGOs with partnership and support from local government or business

Partnership between NGOs and local government is a relation in which they undertake joint projects that include increased participation of NGOs and citizens in public life and public decision making. These relations are defined in a partnership document signed by all parties.

	NGO	Government/Institution	Joint Successful Projects
1	RRS Drvar	Municipalities Drvar and Glamoc, Ministry of Traffic and Communication	Installing Streetlights and Traffic Signals at the main streets in Drvar and Glamoc
2	Independent Bureau for Development Modrica	Modrica Municipality Department of Economy	Establishment of Economic Forum of Modrica Municipality
3	Dystrophy Association Doboј	Pedagogical Institutes Doboј and Tuzla	Integration of disabled children in primary schools
4	ALDI- Gorazde	Cantonal Ministry of Economy-Gorazde	Action Plan for developing SMEs in Gorazde Canton
5	LUNA -Rudo	Regional Chamber of Commerce	Support to Business Sector
6	Lex International Banja Luka	RS Ministry of Justice, Banja Luka Primary Court	Education in practice of the European Court of Human Rights
7	VESTA-Tuzla	Municipal and Cantonal Inspections, Ministry of Ecology, Public Waste Removal Company	Eliminate Illegal Waste Dumps in Tuzla Canton
8	Solidarity for South-Trebinje	Municipal Council Trebinje, MZ Petrovo Polje	Citizens’ Participation in resolving ecological problems
9	Eko Neretva-Jablanica	Municipal Council and Department for Urban Planning	Local Environmental Action Plan
10	Nove Nade -Capljina	Municipality Capljina	Local Environmental Action Plan
11	Center for Civic Cooperation-Gradacac	Gradacac Municipality, Coordination Council of Local Communities	Empowering local communities in Infrastructure Development

12	Association of Paraplegics-Doboj	Ministry of Urban Planning, civil engineering and environment	Campaign for Disabled Access to public buildings in the Doboj region
13	Women for Women International	Municipal Council	Women's Participation in Local Government Breza
14	OAZA	Pediatric Clinic, City of Sarajevo, Institutes of Public Health and Special Education	Systematic implementation of early diagnosis and treatment of children with special needs
15	League for protection of private property-Trebinje	Centers for Social Welfare and Ministry of Social Affairs	Campaign to Change RS Law on Social Welfare
16	Tuzla Canton Red Cross	Cantonal Ministry of Health and Hospital	Blood supply management in Tuzla Canton
17	Association of paraplegics Tuzla	Health Centers, Cantonal Ministry of Health	Adequate medical Care for Paraplegics in Tuzla Canton
18	Association of Election Officials in BH	Municipal Election Commissions BH Election Commission	Legal definition of election financing
19	Canton Sarajevo Scouts Union	Canton Sarajevo, Ministry of Forestry, Faculty for Forestry	Permanent protection of Mountains Igman and Bjelasnica
20	First Smile-Banja Luka	Clinical center Banja Luka	Social benefits for Children with Gluten Allergy
21	Sun-Bugojno	Health Center, Municipal Council	Counseling Center for Prevention and Treatment of Addictions
22	Viktorija 99	Municipal Council Jajce	Establishment of Commission for Women's issues
23	Our beauty-Capljina	Municipal Councils Capljina and Ljubuski	Designate River Trebizat as nature park
24	BiH Woman-Mostar	Cantonal Ministry of Education	Prevention of Violence against Children
25	Under the same sun	Municipality Jablanica, City Planning Committee	Local Agenda 21
26	Association of Professional Drivers and Auto-mechanics- Sarajevo	Ministry of Transport and Communications	Amending the law on Traffic safety by using Headlights

27	Association of Independent Entrepreneurs-Mostar	Cantonal Ministry of Education Pedagogical Institute Mostar	Improving Vocational Education
28	Renesansa	Canton Ministry of Health and Social Welfare	Amending the Regulations on Provision of Orthopedic Devices for Women with Breast Cancer
29	Independent Union of Professional Journalists	Helsinki Committee for Human Rights, Ministry of Justice	Defamation act/libel law implementation
30	Students' Union of Sarajevo University	Chancellor's Office, Sarajevo Cantonal Ministry of Education	Creating Law on Students' Organizations
31	DAR-Rama	Municipal Council	Citizen participation in adopting municipal development program
32	Association of entrepreneurs and employers Zepce	Employment Bureau, Municipal Economy Department	Creating Development Strategy of Zepce municipality
33	Pounje-Kostajnica	RS Institute for preservation of monuments, National Museum Sarajevo	Municipal decision on Protection of cultural and historic monuments and locations
34	Employers' Association in FBH	Independent Trade Union, Federal Government	Tri-partite socio-economic dialogue
35	Priroda-Bratunac	Center for Social Welfare	Implementing the Social Card program in Bratunac
36	Privrednik Stolac	Municipal Economic Department Institute for Health Protection Mostar	Rehabilitation of the old city market space
37	Lasta-Drvar	Municipal Department for Urban Planning Public Sanitation Company (JKP)	Through cleanliness to dialogue
38	Dystrophy Association-Bijeljina	RS RTV	Realization of Disabled People's Rights through Media

Partnership between NGOs and business is a relation in which they undertake joint projects that include increased participation of NGOs and citizens in public life and public decision making. These relations are defined in a partnership document signed by all parties

	NGO	Business	Joint Project
1	Independent Bureau for Development Modrica	12 private SMEs and 18 public enterprises	Establishment of Economic Forum of Modrica Municipality
2	ALDI- Gorazde	11 private SMEs	Action Plan for SME development in Gorazde Canton
3	LUNA -Rudo	Regional Chamber of Commerce, Association of Independent Entrepreneurs-Visegrad, 10 SME associations	Support to Business Sector
4	Association of entrepreneurs and employers Zepce	Independent entrepreneurs, Private and Public enterprises in Zepce municipality	Creating Development Strategy of Zepce municipality
5	Privrednik Stolac	Handicraft Co-operative “Agroplod”	Rehabilitation of the old open city market
6	Employers’ Association in Federation BiH	Independent Trade Union, 10 Associations of Independent Entrepreneurs and Employers	Tripartite socio-economic dialogue

MEMORANDUM on COOPERATION OF THE ORGANIZATIONS – COALITION PARTNERS

MISSION: SIBiH Coalition is an informal group working on active participation in the process of implementing the adopted UN Standard Regulations on Disabilities and local regulatory and legislative changes related to disabled and socially vulnerable categories in Northeastern BiH region (Bijeljina Region, Tuzla Canton, Doboj Region and Brcko District BiH). The Coalition will make efforts to reach the goals as follows:

- * To familiarize the municipal authorities with UN Standard Regulations in the Federation BiH (13 Tuzla Canton municipalities) and Republic Srpska (19 municipalities, 8 in Doboj Region, Brcko District and 10 in Bijeljina region) to improve the lives of disabled persons;
- * To collect data on disabled persons number in 32 municipalities;
- * To educate coalition members on how to make presentations on the UN Standard Regulations;
- * To make Standard Regulations presentation to the key local authority representatives (Municipal Assembly President, Department of Social Affairs chief/mayor);
- * To promote Standard Regulations on media;
- * To define coalition structure.

The Coalition is to act in SIBiH area of work (Tuzla Canton, Brčko District BiH, Bijeljina Region and Doboj Region).

REGULATIONS

1. Associations of disabled persons, international organizations, humanitarian and other organizations, institutions, accepting the coalition rules and regulations, ready to publicly advocate for the protection of disabled persons rights, can join / enter the Coalition.
2. Individuals and groups are obliged to respect differences in gender, ability, ethnic origin, age and religion.
3. Presentation/appearing in public in behalf of the Coalition, if a project is implemented by one coalition member or in partnership with several members, the project coordinator or partner organization representative (according to mutual agreement) may appear.

If they speak in the name of Coalition, the position of the entire coalition must be represented.

4. Decisions on structure, common activities, rules, fundraising, are adopted at the Coalition meeting. The meeting is convened according to the needs or on President's request. It may also be convened on the suggestion of coalition member representative, if it is important for performing current or future project activities. Decisions are brought by time-limited consensus. The person authorized by its organization represents each group in coalition.

5. Fundraising for activities is to be done jointly. The activities are to be mutually agreed upon.

6. Internal relations in coalition are established on democratic principles, initiative, equality and mutual members' respect, open dialogue, tolerance and responsibility of all its members for the coalition to work. Each member has the right to offer its own opinion about specific issues and coalition activities, and make suggestions on methods of resolving the issues and activities from the coalition scope of work. In case the coalition member does not agree with an adopted decision, or thinks it should be changed, it has the right to ask from the coalition board or any other body to review the decision. Coalition unity is to be ensured and expressed by the principles of respect and unified working program of this Agreement, the Coalition bodies' decisions by all Coalition members and their bodies.

Following the Coalition Workplan and Coalition bodies' decisions is obligatory for all Coalition members.

Managing the Coalition

Coordination Board manages coalition.

Coordination Board consists of representatives of all its members (each member is obliged to nominate by two representatives for work in Coalition, and one is obliged to be present on the Coalition meetings).

Coordination Board scope:

- Manage the Coalition;
- Bring decisions on all issues important to Coalition work;
- Nominate commission for program development;
- Adopt common project budgets and define and delegate project tasks to each Coalition member;
- Adopt reports of completed projects;
- Decide on new members entering the Coalition, as well as decommissioning members;
- Select the Coalition President, Deputy and Coalition PR;
- Decide about Coalition close-out;
- Decide about all other questions from the Coalition scope.

Coordination Board decides if Coalition majority is present, and majority voting rules. Coalition President presides over the Coalition; in case of his/her absence, a presiding chair is to be nominated.

President scope:

- Present and represent the Coalition;
- Monitor the work of the Coalition members;
- Monitor all Coalition project implementation (for joint projects and/or common importance) and report to the Coordination Board;
- Sign all financial and other Coalition documents according to Coalition decisions;
- Perform all Coalition administrative work.

Coalition Financial Coordinators:

- Execute Coordination Board financial decisions;
- Control spending made by each Coalition member (in joint projects) and report on same to Coordination Board.

Coalition Public Relations Person:

- Present Coalition to the public and only person with the right to appear on behalf of Coalition, if the Coordination Board does not decide differently;
- Organize and prepare Coalition meetings;
- Coordinate information exchange within Coalition.

Mandate of all elected is a year, with possibility to be re-elected again.

Each Coalition member has the right to direct a written objection to Coordination Board related to the work of elected person. This is subject to Coordination Board discussion and decision within 30 days from the date of submission. If Coordination Board evaluates the objection as legitimate, the person under question is replaced.

Coalition members responsibilities

- Mandatory presence at the Coalition meetings;
- Fulfill accepted obligations;
- Spend funds in accordance with approved budget;
- Make own organization contribution, in accordance with its possibilities;
- Mutually respect the Coalition members;
- Inform about all activities related to the Coalition work;
- Respect Coordination Board Decisions and confidential information, and refrain from independent presentations on behalf of the Coalition.

In case a member does not follow above obligations, Coordination Board can bring some disciplinary measures as follows:

- Warning (for irregular presence on the meetings);
- Exclusion from the Coalition in case of an offence that negatively impacts Coalition work or three absences in a row from meetings without cause.

Other important issues for Coalition work

By the date this Agreement becomes valid, NGO Coalition members are obliged to harmonize their actions and behavior to the provisions of this Agreement, as well as execute their obligations undertaken by signing this document.

In addition to this Agreement a signed list of Coalition members is attached (partnership statement).

This Agreement becomes valid on the date of its adoption and signing by all Coalition members.

January 28th, 2004.

THE LIST OF COALITION PARTNERS

	Organization Name	First name and Surname of the organization representative	Address	Stamp and signature
1				
2				
3				
4				
5				
6				
7				
8				
9				

Result 2.4: Formation of an organic issue oriented coalition working on legal and regulatory reform that develops and implements action plan to achieve this objective using available local NGO resources

#	Coalition	Organization-members	Performance indicators	Type		Location
			Coalition can be ad hoc or registered. All members should sign MoU that clearly defines goals and objectives. Action plan is a written document that includes implementation strategy. Action plan is being carried out.	Formal	AD hoc	
1.	National Coalition for Prevention and Treatment of Alcohol and Drug Abuse "Zajedno"	North-east BiH regional coalition, Republic of Srpska regional coalition, Middle BiH Regional coalition, Herzegovina regional coalition, Sarajevo regional coalition	YES	X	-	F- RS
2.	North-east BiH Coalition for Prevention and Treatment of Alcohol and Drug Abuse	NGOs: "Nada"-Tuzla, "Izvor"-Tuzla, "Amica", Tuzla, "Sara"-Srebrenica, "CIPP"-Zvornik, Hospital Tuzla	YES	-	X	F- RS
3.	Republic of Srpska Coalition for Prevention and Treatment of Alcohol and Drug Abuse	NGOs: "Zajednica Susret", "Viktorija", "Kolibri", "Grad", all from Banja Luka, "Youth Center" Laktasi	YES	-	X	RS
4.	Middle BiH regional Coalition for Prevention and Treatment of Alcohol and Drug Abuse	NGOs: "Dar" Rama, "Sunce", Bugojno, "Vizije" Vitez, "Viktorija 99", Jajce,	YES	-	X	F
5.	Herzegovina regional Coalition for Prevention and Treatment of Alcohol and Drug Abuse	NGOs: "Under the Same Sun", Jablanica, "Altruist", Mostar, "Prijateljice", Konjic	YES	-	X	F
6.	Sarajevo Regional Coalition for Prevention and Treatment of Alcohol and Drug Abuse	NGOs: "UG PROI", "Association of recovering alcoholics AKLA", "Sober Youth Association -UMT", SOS-Kinderdorf, all from Sarajevo	YES	X	-	F

7.	North-east BiH Disability Coalition	NGOs: "Paraplegics Association", Bjeljina, "Association M.S. Birac", Srebrenica, "Regional Paraplegics Association", Bijeljina, "Dystrophic Association of Tuzla Canton", Tuzla, "Udruzenje civilnih invalida, amputiraca i lica ostecenih ekstremiteta Kantona Tuzla", "Edukativno resursni centar", Doboj, NGO "Leptir", Srebrenica, "Regional Dystrophic Association", Doboj, "Paraplegic association of Region of Doboj", "Association of Paraplegics and Infantile Paralysis", Tuzla, "Association for Sport and Recreation of Invalids", Tuzla, "Production of Orthopedic Equipment", Tuzla.	YES	X	-	F- RS
8.	Orphans Support and Advocacy Coalition from Tuzla region	NGOs: "Familija", "Save The Children-UK", Ministry of Welfare of Tuzla Canton	YES	X	-	F
9.	ECO coalition from Herzegovina region	NGOs: Ecology organization «Lijepa naša»- Čapljina, NGO «Pčela» - Čapljina, HPD «Pločno», NGO "Udruga pčelara" – Grude; NGO "Kinološka udruga – Grude", "Organization of Fisherman – Grude", NGO "Speološko društvo Vjetrenica – Ravno", "ŠRD «Bjelave» - Čapljina", "DPS Hutovo-Hutovo"	After the meeting organized and facilitated by ADF staff, there was no interest and follow-up activities by coalition members.	-	X	F
10.	BiH National environmental coalition	NGOs: "Mladi istraživači" - Banja Luka, "EKO Neretva" - Jablanica, "Fondeko" - Sarajevo, "T International" - Tuzla, "Union of independent journalists of BiH" - Sarajevo.	YES	X	-	F- RS

11.	OSAP Coalition - Banja Luka region	NGOs: "Alter", "Genesis Project", "Zdravo da ste", "Prvi osmjeh" "O.C. Kastel"-All from Banja Luka, "Nada", "Don", Youth Center "Svjetionik"- Prijedor, "Lira"- Novi Grad. Public institutions: "Welfare center"- Novi Grad, "Welfare center"- Prijedor, "Association of social workers of region of Prijedor", Orphanage " Rada Vranješević"- Banja Luka	Lack of grass-root interest for coalition building resulted in no follow up activities.	-	X	RS
12.	OSAP Coalition - Mostar region	NGOs: "Centar za pravo djeteta"- Konjic, "IDEJA" , "Žena BiH", "Piramida" , "Sumejja", all from Mostar, "Solidarnost za jug"- Trebinje, "Nove Nade"- Čapljina, Public institutions:Orphanage "Mostar", Center for welfare- Mostar, Center for children and youth with special needs-Mostar.	YES	X	-	F
13.	OSAP Coalition - Sarajevo	NGOs: "Duga"-Sarajevo, " LOTOS"- Zenica "Obrazovanje gradi BiH" –Sarajevo, Public institution-orphanage "Bjelave" –Sarajevo, NGO "Naša djeca"-Zenica, Humanitarian organization "Nuns-servants of Little Jesus" – Sarajevo, NGO "Hope and home for children"- Sarajevo, NGO "Budi moj prijatelj"and SOS – Kinderdorf-Sarajevo	Lack of adequate leadership and interest for work in formal issue based coalition, caused poor interest in continuation of coalition work. But some participants take active role in non-formal (network) working group. (See 14 &15).	-	X	F
14.	OSAP Coalition - Zenica	NGOs: "World Vision", "Nasa Djeca", "Most", Public institution: Orphanage "Dom-Porodica"	YES	X	-	F

15.	OSAP BiH network (working group)	NGOs: "SOS- Kinderdorf ","Mi za djecu"," Duga", all from Sarajevo "World Vision "- Zenica, Foundation "Land of Friendship and Peace" -Sarajevo, Public institution-Orphanage "Dom-porodica"-Zenica	YES	-	X	F
16.	Coalition for Economic Development of Middle BiH region	NGOs: "Anima"- Donji Vakuf, "Sunce"- Bugojno,"Viktorija 99"- Jajce, "Demokratska inicijativa"- Šipovo, "Omladinski centar"-Jajce, "Vitorog"-Šipovo.	Because of lack of interest and motivation for coalition building, there was no continuation after first coalition meeting.	-	X	F- RS
17.	Coalition of Safe Houses for Women	NGOs: "Zena BiH"-Mostar, "Buducnost"- Modrica, "Barcelon Shelter"-Sarajevo, "Udružene zene"-Banja Luka, "Zene sa Une"- Bihac, "Medica"-Zenica, "Zene Zenama"- Sarajevo	Lack of essential understanding led to abandonment of approach.	-	X	F- RS
18.	Coalition for prevention of Animal Abuse	NGOs: "SOS"-Sarajevo, "Opstanak" -Tuzla	Only two NGOs initiate coalition.	-	X	F

North-East Bosnia Disability Coalition

Coalition members are 13 organizations from Northeast BH, including District Brcko. These organization are: "Paraplegics Association" Bijeljina, "Association M.S. Birac" Srebrenica, "Regional Paraplegics Association" Bijeljina, "Dystrophy Association of Tuzla Canton" Tuzla, "Association of Civil Invalids, and Persons with Damaged Extremities of Canton Tuzla", "Educational Resource Center" Doboj, "Leptir" Srebrenica, "Regional Dystrophic Association" Doboj, "Paraplegic Association of Doboj Region", "Association of Paraplegics and Infantile Paralysis" Tuzla, "Association for Sport and Recreation of Invalids" Tuzla, "Production of Orthopedic Equipment" Tuzla.

From January 2004 to June 2004, the coalition implemented a public advocacy campaign to promote and implement the UN Standard Rights for Disabled People in 32 municipalities in Northeast BH. Major activities were:

- coalition meetings,
- printing and distributing more than 1000 copies of the UN Standards to representatives of municipality government,
- participation of coalition representatives in municipal assembly sessions to present Standard Rights,
- establishing database on disabled people in the region,
- workshop on media and public presentation for coalition members,
- 3 forum conferences on UN Standards for Northeast BH in Brcko, Doboj and Tuzla,
- media presentation through press conference, radio, TV and newspaper to raise public awareness on disabled people rights.

As a result, broader public and 32 municipal governments are well-informed about UN Standard Rights. The coalition received an official document from Tuzla Canton, Doboj and Bijeljina municipalities confirming that their representatives are informed about UN Standard rights for disabled people. Coalition received advisory status to comment on local laws and regulations in those municipalities. Additional NGOs ("LSN" Doboj, "Association of Citizens on Dialysis" Tuzla, "House of Hope" Odzak, and "Paraplegic Association" Zenica) expressed interest to become coalition members.

In order to become self-sustainable, the coalition established contacts with the "Handicap International". As a result of this collaboration, a preliminary plan of common activities was planned and its implementation is expected in the future

National Coalition for Prevention and Treatment of Alcohol and Drug Abuse "Zajedno"

Coalition "Zajedno" is formed by 5 regional coalitions. Those coalitions are Northeast BH regional coalition, RS Regional Coalition, Middle BH Regional Coalition, Herzegovina Regional Coalition, Sarajevo Regional Coalition. Regional coalitions gather together more than 20 NGOs, active professionals and public institutions. From January 2004 to July 2004, the coalition implemented the first phase of its advocacy campaign to develop a National Strategy for Prevention and Treatment of Alcohol and Drug Addiction.

The main activities of the campaign were:

- Developing institutional capacity through seminars and workshops, such a coalition building, public advocacy campaign, project proposal writing, strategic planning,
- Creating a web site at **www.stopdroga.ba** that includes a database on available resources for prevention and treatment in BH, with links to other regional resources,
- Preparation, printing and distribution of more than 3000 fact sheets,
- Implementation of survey on national level on the extent of addiction among youth followed by data presentation in Sarajevo on June 26 (International Day Against Drug Abuse),
- Ceremony and the press conference and signing Charter of Understanding which was attended by more than 50 representatives of international community, Ministry of Health and Welfare, Red Cross, governmental institutions, active professionals and NGOs.

During the campaign, the coalition also worked on development of sustainability and collaboration with international professionals such as Dr. Al Mooney from North Carolina University.

The results of the first phase of the campaign are good public visibility and public awareness about the need for joint engagement on the national level, increased level of information sharing through coalition e-mail group, chat and forum on coalition website, and a concept proposal for future activities and self-sustainability.

OSAP Coalition from Tuzla Region

This regional coalition for orphans support and advocacy was established in 2003 in northeast BH. The members of this coalition are NGOs Forum Zena, Zemlja Djece, Amica Srebrenica, Familija, Snaga Zene, Save the Children UK, Regional Center for Talented and Children with Special Needs Zvornik, and Ministry for Labor and Welfare of Tuzla Canton. The Coalition implemented a public advocacy campaign to raise public awareness about the advantages of foster care for orphans. Partners in project implementation (on behalf of coalition) were Familija (association of foster care families from Tuzla as lead partner), Save the Children UK – Tuzla and the Ministry.

The main public advocacy campaign activities included media campaign, informing and educating stakeholders and decision-makers, lobbying, and organizing public events. As a result of campaign, decision-makers and broader public were informed about the needs of children without parental care, children's rights in general and about the advantages of non-institutional care for children without parental care. A significant achievement was that a charter with criteria and standards for the caregivers was developed and submitted to Tuzla Canton.

Result 2.5: 20 initiatives conducted by grass roots based groups receiving microgrants succeed in mobilizing citizen participation

The initiatives are concrete activities that contribute to local civic engagement, a locally based civil society and a democratic culture. Citizen participation includes citizen action to resolve local problems jointly, to influence local authorities, or otherwise engage in local civic affairs

The purpose of the Civic Initiative Microgrants is to support local initiatives that encourage and facilitate civic involvement, and may contribute to the beginnings of civil society in rural communities. CIM applications were solicited on the basis of an Annual Program Statement that was distributed through ICVA, ADF partner NGOs, telecottages and others. ADF received a total of 264 concept papers and 70 full proposals. We awarded 37 grants. All of the projects succeeded in mobilizing citizen participation through volunteer actions to make community improvements or increasing CSO membership.

FINAL EVALUATION: CIVIC INITIATIVES MICROGRANTS

1. SANUS-Prijedor (March 15, 2002-June 15, 2002)

The CIM activity was to conduct a public awareness campaign focussing on the active participation of residents of Brezicani, a village 10 km from Prijedor, to influence municipal authorities to solve environmental problems. As a part of their public campaign, the NGO prepared 200 flyers, 50 ecological manuals and 50 invitations for the round table and announced their activities in the local media. On April 11th, 2002, the NGO organized a round table "The role and responsibilities of the municipal public services and local municipality residents in solving environmental problems" at the primary school in Brezicani for the whole local community. The NGO succeeded to bring together residents, teachers, parents, students, municipality authorities and representatives of the municipal public services to discuss the existing ecological problems, to identify priorities and to find the ways of permanent cooperation and common activities on protection of the environment in their community. In order to educate residents and students and to raise a public awareness about the existing environmental problems in their village, the NGO organized three public lectures on ecology. This lectures and public ecological campaign was a driving force for setting in motion the whole community to take an active role in protection of their environment. On May 23rd 2002, the NGO organized a civic action of picking up litter, cleaning and decorating of the natural environment, as a part of the final manifestation of this project in their village. The central manifestation was organized with a great support and in cooperation with the primary school. Together with the school teachers, the NGO organized an exhibition of the students' works on the ecology issues, established an "Ecological Corner" at school, organized sports competition promoting healthy ways of living, musical performance, and planting a school garden. About 140 students, their parents and teachers participated in this civic action, but indirect beneficiaries were the members of the whole community of 1350 residents. The NGO's project activities have had a positive influence on the community at large. They started the process aimed at improving living conditions in their community by encouraging civic involvement and increasing awareness of their roles and responsibilities in decision making as a way to influence municipal authorities to solve environmental problems.

2. Women's Forum "Sabina Jamakovic" Olovo (April 1,2002 - June 30, 2002)

The NGO implemented the project "Drug Abuse Prevention" at the primary school in Olovo, in cooperation with the municipality structures, the local Police Station and the Cantonal Ministry of Internal Affairs –Department of Drug Abuse Prevention-Sarajevo. The project activities included public lectures at the primary school and a public awareness campaign through the local radio program on drug

addiction prevention. The NGO organized four lectures for all of students grades V-VIII, one lecture for high school students, one lecture for teachers, professors and local police representatives, and one lecture for parents. All lectures were held at the primary school and the lecturer was the chief of the Department of Drug Abuse Prevention from Sarajevo Cantonal Ministry of Internal Affairs. All of the lectures were well received by the audience and had a massive response except the lecture for the parents. Their response was surprisingly low; just 28 parents attended the lecture compared with 488 students. All lectures were recorded on videotapes and will be used in all other schools in Olovo municipality during regular school classes, at parents' meetings and as needed. Within this project the NGO also initiated some new school activities such as creation of a newspaper bulletin board and flyers made from students' artwork related to the prevention of drug addiction. The NGO has successfully implemented all of the proposed educational activities with the primary school. The direct beneficiaries were 488 students, teachers, but just 28 parents. The entire community was reached through the radio broadcast programs.

3. Zdravo Komsija-Gorazde (April 1, 2002-July 31, 2002)

The NGO implemented a project on publishing a Return Bulletin for Serb and Bosniac returnees in the Gorazde area. DemNet I graduate Luna-Rudo, supervised the project. The main project activities included: gathering and collecting information and reliable data from the Information Center Luna and the Regional Committee for Return to Eastern BiH, field assessments at 23 returnees' tent villages, and the distribution of 500 copies of the bulletin per month in 23 tent villages. During 4 months of the project, the NGO published three issues of the Return Bulletin and distributed 500 copies of each issue to the tent villages. According to a survey of returnees in 23 tent villages, the bulletin represented a great source of valuable information on return issues such as basic rights, assistance through reconstruction projects, institutional competence and donors supporting return to the Gorazde area.

4. Women's Association "Maja"-Bratunac (May 10, 2002-August 9, 2002)

Together with their partner organization Women's Forum Bratunac, the NGO "Maja" equipped their office in the local community Kravica in order to have a suitable place to organize meetings and educational activities for women. Their office is the only place in that small rural community for the women to gather and to socialize. Their mission is to work on strengthening their organization as well as to work on economic strengthening of their members through education in the different areas such as agriculture and cattle breeding. Main activities within this project included organizing three round tables/ lectures on the following issues:

1. Gender issues
2. Family planning and child rearing practices

3. Women's health and social protection and services.

These round tables had a massive response and were very well received by the 64 women who attended. Each of these round tables raised many questions regarding women's issues and their role in society. The participation in the round tables helped women to become more aware of their rights and responsibilities. Through its project activities the NGO has expanded its membership from 68 to 95, and created a gathering place for women in this rural area. This place has become small women's center, recognized by the whole local community as a place capable of articulating women's interests and needs at the local level in order to encourage and empower women to take an active role in civil society development.

5. Scout Troop Igman 92-Ilidza (May 10, 2002-July 9, 2002)

The project activity was to train 20 new scout troop leaders who will be able to organize and lead the new scout troops on the territory of the Federal Municipality Ilidza and Srpska Ilidza, providing informal education and a social framework for children and youth, ages 7-15. The NGO developed a curriculum and organized training for scout leaders in June 2002. This training included 56 classes in two phases, 28 classes each. The first phase of training was theoretical and the second practical. The students participating in this training were selected from 9 primary school districts from Ilidza municipality-Federation BiH and Republika Srpska. After this training, at the beginning of the new school year 2002/2003 these 20 new scout leaders began to organize new troops in their schools including both parts of Ilidza, Federation and RS. They will organize 20 new troops, each of them with 20 new members, in total about 400 new scout members. The new scout leaders gained skills and knowledge about the scout's principles, orientation and living in nature, protection of environment, and protection from land mines. By expanding its membership by 400 new members, who will further promote the scouts' values and principles, the NGO has strengthened its organization and formed one multiethnic organization, promoting mutual understanding and values. To date, the following 10 new troops were formed with 20 members each:

School District	Leader(s)	Troop Name
Primary School "Suvad Đuliman" MZ Hrasnica I	Lokvančić Eldin	"Bambi"
Primary School "Aleksa Šantić" MZ Hrasnica II	Abdulovski Adnan	"Djeca slobode"
Hrasnica – naselje	Bogdanović Tanja, Belko Elvedin	"Ciciban"
V Primary School Sokolović Kolonija	Rastoder Adisa, Fočo Kenan	"Lane"
Primary School Branko Radičević, Ilidža	Abdulovski Armin, Đukić Ivana	"Pahuljica"
Primary School "P. Petrović-Njegoš", Ilidža	Gordana Gvozdić, Indira Radončić	"Crvenkapica"

VI Primary School Ilidža, Doglodi – Stup	Memić Denis, Đukanović Aida	“Plave marama”
Primary School “Aleksa Šantić”, Srpska Ilidža, Vojkovići	Lubura Zorica, Mičić Rajko, Lubura Rada, Šehovac Mladen	“Pink-panter”
Primary School “Aleksa Šantić”, Srpska Ilidža, Vojkovići	Milidrag Bojan, Ristović Jovica, Gavrić Zorica	“Zora”
Primary School “Hovan Dučić”, Srpska Ilidža, Kasindol	Sikima Zoran, Vasković Miljan, Subotić Obren	“Pokemoni”

6. Dance Club “Romantik”-Sarajevo (May 10, 2002-July 9, 2002)

The NGO started the implementation of the project “Dance in Stress Out” in June 2002 at the primary school in the local community Pazaric, municipality Hadzici. Main project activities included dance lessons to about 200 students at school, organizing one dance show/competition at school for all students, teachers and parents, and in cooperation with the parents, the establishment of a new, sustainable dance club in the local community Pazaric. This project aimed to gather a large number of children and youth around one activity in order to promote dance as an important part of education, to promote cultural values, and to satisfy the children's needs to socialize, while keeping them off the street and possible negative influences. During the school summer break, in June 2002 the dance club organized dance lessons for 189 students, 1st-8th grade. They have formed four groups of students and have successfully finished the first part of the planned project activities by providing the dance lessons to school students, keeping them off the streets, and promoting cultural values. Because of the summer break, the other part of the project activities regarding the organizing of a dance show and establishing a new dance club at school was postponed and planned for the beginning of the new school year.

7. Ecological Society “Fojnica”-Fojnica (May 10, 2002-September 9, 2002)

The main project activities were to clean up 300 meters of the riverbanks and riverbed of the Scona river in Fojnica, to repair the railing on the bridge and fix up the footpath along the river. These activities were organized in cooperation with the citizens from the Local Community II in Fojnica (including students and the school ecological societies from Fojnica) who voluntarily participated in the project activities in order to improve the ecological and esthetic conditions of their community. The NGO's volunteers distributed 450 flyers, promoting this ecological action aimed to raise citizens' ecological awareness and to encourage and strengthen the citizens' participation in improving the public good. During the project implementation, ecological society “Fojnica” animated the municipal authorities, primary and secondary school students, citizens of the local community Fojnica II, and local media to take a more active role in their community in order to improve the living conditions in Fojnica. About 100 participants/volunteers took part in the project activities. The concrete results of this project are clean riverbanks and better living environment for all community. After this successful action, the citizens recognized

the significance and power of civic actions and their voluntary involvement and started to initiate similar activities in order to solve the actual ecological problems in Fojnica municipality.

8. Association of Recovering Alcoholics' Clubs –Federation BiH, Sarajevo (July 8, 2002-November 8, 2002)

The association's project activities included establishing two new Recovering Alcoholics' Clubs, one in Hadzici and one in Srpsko Sarajevo, education of the staff members and volunteers who will work with the new clubs. The educated association's members, volunteers, work on implementing and developing the concept of self-help in the clubs and on the addiction prevention program in the local communities. The association also works on raising a public awareness of the complexity of this disease/addiction through the distribution of the flyers, pamphlets and through the media. The project activities are aimed to affect the whole society and to promote the addiction prevention program as a part of the program of mental health prevention in community. During the project implementation the Association established new clubs for recovering alcoholics in Hadzici, Kovacici and Dobrinja. The new club in Hadzici has 13 new members, club in Kovacici 8, and in Dobrinja 9 new members. These new clubs also provide counseling services for all recovering alcoholics and family members. Therefore the actual number of project beneficiaries is much higher because these clubs work with the whole family. The Association played a key role in establishing an Addiction Prevention Coalition together with seven other local NGOs.

9. Cultural-Sports Club Haljinici (July 9, 2002-September 8, 2002)

This informal group of citizens decided to renew and improve social life in their small rural community by constructing a playground for sports and cultural activities. The main project activities were based on voluntary citizens' participation and civic action on constructing a drainage canal, removing an underground fuel depot, placing a fence around the playground and furnishing an office space for the club's activities. The project funding was managed by DemNet I graduate "Alternativa" from Kakanj. The project activities were very well accepted by the whole community as well as by the municipal authorities. About 45 volunteers participated and all of the planned activities were successfully realized. The citizens who were not able to contribute physical labor provided food and refreshments for the volunteers. The Mayor of Kakanj municipality visited and donated some material and construction equipment for the final works on the new sports field. Local media, TV-IC Kakanj, recorded all project activities. The successful realization of project activities highlighted the significance of citizens' participation and civic initiative for the creation of a better living environment for the whole community.

10. Group of citizens-volunteers from the Local Community Kakanj II (July 10, 2002-October 9, 2002)

This group identified a problem regarding accessibility and safety issues in their local community: damage to the main path leading to the primary school, no streetlights along that path and damaged stairs. The project "Only Active Citizens Contribute to the Community Development" was aimed at solving these problems through voluntary civic action. The main project activities included: renovating the access path to the school, installing streetlights, repairing the stairs and planting grass and decorative bushes. Alternativa, DemNet I graduate from Kakanj, managed the project funding. The group worked on the promotion of their planned activities and succeeded to animate the local community to participate in and support this initiative. The group organized three volunteer civic actions with the participation of about 85 volunteers including students, teachers and the municipal Mayor. During these actions all planned works on the main path, streetlights, stairs and planting were successfully finished. The streetlights and repairs of the path and stairs ensured safer access to the school for about 1800 students, their teachers and parents, as well as safe access to the apartment blocks for all residents of this community.

11. Altruist-Mostar (October 15, 2002-January 14, 2003)

The NGO implemented an advocacy campaign for the rights of disabled people and to remove physical barriers from the sidewalks and public buildings in Mostar. The project activities included a survey of Mostar citizens regarding disabled people and the problems they face such as access to public buildings and sidewalks in town. Volunteers interviewed 400 citizens and the results were presented at press conferences and in media. 99% of those surveyed stated that they are supporting this initiative and that people in wheelchairs have rights to move through the town and access public buildings easily. In preparing the advocacy campaign the organization printed 3000 leaflets and 200 posters which were distributed by volunteers in the whole city. The NGO promoted their campaign and their activities at the following media: Radio Studio 88, RTV Mostar, Radio Mostar, Radio Herceg-Bosna, and the Federal TV. Press conference, organized on December 2, 2002 at the hotel "ERO", had a massive response and great media coverage. During this conference the NGO invited all citizens to come and join their campaign. The signing of a Petition for disabled people rights was organized on the World Day of Disabled People (December 3, 2002). Through these activities and advocacy campaign the NGO aimed at influencing the municipal authorities to remove the existing physical barriers from sidewalks and public buildings in town. 1080 citizens, including 150 members of the Association of the Deaf People, signed this petition. The NGO sent letters to all six municipal Mayors and to the Municipal Councils/Assemblies demanding implementation of the laws and removal of the physical barriers in Mostar.

The NGO received letters of support from the Mayors as well as from the Cantonal Government promising that they will support and find the resources to build appropriate accesses to the municipal buildings. As a result of this successful campaign all new buildings have adequate accesses for the disabled people. The municipal authorities also promised that they will ensure financial support and remove existing barriers. During this campaign they succeeded to raise public awareness and to attract more citizens to take an active role and to advocate for the disabled people rights. The association recruited six new volunteers with different professional backgrounds who have become interested in helping the disabled people through this association. "Altruist" also established a good partnership and cooperation with the Association of the Parents of Children with Special Needs.

As a part of the follow-up activities the NGO is present in the media on a regular basis, their jingle has been continuously broadcast for free on the Radio Mladi Most, Studio 88 and Dobre Vibracije. The association is in regular contact with the municipality representatives regarding the implementation of the laws. As a part of their advocacy campaign they formed a special team for monitoring the implementation of the law regarding construction of the appropriate accesses to the main municipal buildings. During April 2003, the following buildings provided access for the disabled: one new primary school, "Toyota", "Minipex", and "Sjemenarna".

12. UG PROI (Citizens' Association for Support, Treatment and Re-socialization of Recovering Drug Addicts) -Sarajevo (October 15, 2002-January 14, 2003)

The association implemented a project to renovate a donated building and land located in Batalovo Brdo (Ilidza), to open a Therapeutic Community for recovering drug addicts. The therapeutic community will be based on the Daytop model, which is a multidisciplinary approach to drug abuse prevention and treatment. The project activities included: repair of infrastructure, water supply system, some small repairs to the main building and cleaning the grounds. Through the volunteer mobilization the association finished the planned activities and got donations from local private businesses. The final action was organized on November 2, 2002.

About 100 volunteers from 14 different organizations/institutions participated in this civic/volunteers action. The NGO organized a lunch for all of the participants followed by a lecture on drug abuse issues. All participants and visitors received educational materials on drug abuse prevention and treatment. This event had very good media coverage on NTV Hayat, TV OBN and in Oslobodjenje and Dnevni Avaz newspapers. Through participation of a larger community, groups at risk, and recovering addicts, the NGO succeeded to raise public awareness and to change the public attitudes towards drug abuse and addiction issues. During and after these project activities the NGO established new contacts and relationships with other

NGOs, business and government sector, as well as with some individuals who are interested in decreasing drug abuse among youth.

13. Sports Association Hrasanjka-Neum (October 15, 2002-January 14, 2003)

The association implemented "Through Sports to Health" aimed at motivating and animating the children of the local community Tasovcici to become more active in sports and to increase their interests in different sports activities in order to keep them from the possible negative influences on the streets. The association planned to organize a Junior Soccer School for the children of Tasovcici. The main project activities were: to repair and renovate the devastated sports field, to arrange a wire fence around the field and to protect it from a further devastation, to make functional a small, spare field for children's training, and purchase some equipment for proper maintenance of the sports field in the future. The association planned to realize these activities through mobilizing citizens/volunteers to take part. From the beginning of project implementation the association started to work on cleaning the field and preparing the land for future works. This field was damaged during the war, and was being used as a trash dump. All project activities were to be completed by mid-January, but winter conditions did not allow for it. At the end of February 2003 and beginning of March 2003, they finally were able to continue with the planned project activities. Through volunteer participation and organized civic action, they renovated the field and enclosed it with a wire fence, fixed the benches and painted the locker rooms. All of the project activities were realized and the citizens and children of the local community Tasovcici now have an adequate sports field for soccer games and training for a Junior Soccer Team.

14. Citizens' Association "New Horizons"-Tuzla (October 15, 2002-April 14, 2003)

The association implemented "Public Education on Juvenile Diabetes in Tuzla Canton" to raise awareness of this disease, and provide education to teachers, parents, and children. Direct beneficiaries were 74 newly registered diabetes cases and indirect beneficiaries were parents, teachers, and community at large. To achieve planned goals, the association designed, printed and distributed 500 brochures and 200 posters in schools, kindergartens, organized two workshops and a TV-show. In December 2002, the NGO finished all preparation, contacts and agreements in order to make one TV-documentary show about this disease, its symptoms and manifestations in children, and the psychological problems that children and their families face. In January 2003, New Horizons organized the first workshop for 25 teachers from 5 primary schools and pre-school teachers from kindergartens in Tuzla Canton. This workshop had great media coverage in the Tuzla Canton TV and other local media. The workshop raised public awareness about the acute problems of this disease and educated teachers about symptoms and how to help children with this disease in schools. In March 2003, they organized the second workshop for 21 parents of children with diabetes. This workshop educated

parents and helped them overcome a wide variety of psychological difficulties. As a part of their project activities, they also organized a free public sugar testing in Tuzla where they got a great response. Many citizens were interested in these issues, where and how to get adequate education about this disease and help in overcoming everyday problems.

After this successful project implementation, the association continues to advocate for children with diabetes, to educate the public and to raise awareness about this disease. More than 80% of the new registered cases have contacted this association. After this project, New Horizons was nominated for the Municipal Annual Award "Plaketa Grada" for the valuable results and achievements gained through their project activities.

15. Youth Center Catici-Kakanj (December 20,2002-February 19, 2003)

Youth Center Catici is an informal group of young returnees who wanted to make a positive change in their lives and their community. The main project activities included two civic actions to build a playground, arranging the benches, seesaws, and planting greenery. "Alternative", DemNet I graduate from Kakanj, managed the project funding and mentored project activities. The proposed length of project was two months, but because of severe winter conditions, planned outdoor activities could not be organized before the first warmer spring days. At the end of February 2003 and beginning of March 2003, Youth Center Catici began working in earnest. Even though the project proposed two volunteer actions, they organized four and have done much more than planned.

In addition, the Center organized a clean-up of the riverbanks, constructed a new fence along the path to the playground, painted all the village fences, and collected antique or unique objects to form a collection for a local Museum that will promote the cultural and traditional values of the community. They established very close cooperation with the surrounding communities and with Kakanj Municipality. The Municipal Mayor was very supportive and has welcomed their initiative. He is also involved in this project and provides moral and material support. Through their activities they succeeded to attract some new donors and they got a computer, and streetlights for the playground and the main path to it. As a result of these activities they decided to register their Center as an independent NGO, and this group of volunteers is now registered as Youth Center "Tutto Completo". This NGO will be included in the municipal budget in the future. Of note, they faced some difficulties in the project implementation because of unsolved issues regarding one illegal path through this area used by a few residents. The conflict forced them to stop until the property issue was resolved with support from the municipal mayor. They are working now on animating the whole community to actively participate to finish the playground.

16. Partner-Banja Luka (October 5, 2002-March 4, 2003)

The NGO conducted an advocacy campaign to enable the participation of disabled people in the process of creating "Regulations on Orthopedic and Prosthetic Devices" which will be drafted by the RS Health Care Fund. The problems identified by the NGO included: the Fund's unreasonable delay in providing devices, unfair contracting procedures in purchasing devices which do not meet the needs of disabled people. In November 2002, they organized the first meeting with the Coordination Board of all disabled people's organizations where they all planned activities and appointed members for a coordination and contacts. They also met with rehabilitation institutes, private and government orthopedics companies, and promoted their project in media. In December 2002, "Partner" organized a round table with participants from the RS Public Health Fund, disabled representatives, medical doctors and orthopedic device manufacturers. They also introduced a new Orthopedic Catalogue published by the RS Public Health Fund. They produced and distributed 1000 leaflets and other promotional material. At the same time the lawyer together with the representatives of the disabled people analyzed existing regulations (policies and procedures) on the orthopedic devices. The Health Fund's representatives supported the initiative to change existing regulations and acknowledged the committee chosen on the round table to work on the creation of the new regulations. The committee prepared a draft document on the new regulations and sent it to the Fund for adoption.

In March 2003, the NGO together with the Health Care Fund and the representatives of other associations of disabled people organized a Fair of orthopedic and prosthetic devices. They invited manufacturers from the whole country, as well as doctors, representatives of other associations and sports clubs of disabled people. Around 100 people visited the Fair. The whole event was broadcast by two regional TV and radio-stations, and promoted in the newspapers.

This project enabled better coordination and cooperation with the RS Public Health Fund and associations of disabled people, better flow of information regarding possibilities to get the new quality devices, and educated the public by presenting the real problems and difficulties that disabled people face. The establishment of the new Committee helped disabled people to promote their rights and work on changing inappropriate regulations related to purchasing, and using of the orthopedic and other devices. After the project implementation, the organization continued its campaign and activities in order to change the law and inappropriate regulations.

17. "Mother and Child"-Rudo (December 20,2002-March 19, 2003)

The NGO implemented a project to establish effective and transparent cooperation between the citizens, local communities' authorities (MZ), and local government in Rudo municipality. The project activities included work with four local communities, distribution of promotional/informative materials, cooperation and promotion in media, organizing 8 local meetings in order to animate residents to become more active and to take part in the project activities. The project activities included four local communities in the municipality: Uvac, Strpca, Mrsovo and Rudo. The NGO organized informative meetings in each MZ with the residents of those communities, distributing information and promotional material in order to educate them about their rights and possibilities to influence local authorities and to participate in the decision-making processes. They informed residents about the structure of the local government and initiated communication between the citizens and local community representatives. After these meetings with citizens, the NGO organized meetings with the local communities' presidents and Board members. They discussed the following issues: Responsibility of the elected representatives, Significance of the civic initiatives, Problems identification and definition of the priorities with the citizens support, Problem presentation to the municipal authorities, and work with local and other media. At the same time they prepared and distributed 100 copies of promotional/informative materials. These materials included some parts of the Statute of the local communities about the rights and responsibilities of the residents, as well as the ways of resolving problems and how to jointly overcome existing problems. In March 2003, they organized public meetings in all four local communities. 102 residents of these communities participated in these meetings. The citizens were very active in the process of identifying and defining the most significant problems and priorities in their communities together with their elected representatives. Their conclusions and list of priorities will be presented and included in the municipal assembly agenda. This project helped citizens to better understand their roles and responsibilities in the decision-making process and to learn about possible methods of influencing local authorities.

18. "Nature's gift" –Novi Grad (December 20, 2002-March 19, 2003)

"Support to Children with Special Needs" is a project implemented by "Nature's Gift" to resolve the legal and social status of children with special needs. The main project activities included: Establishing data-base of all children with special needs in Novi Grad, Creation of the priority list of children who will be included in the project activities, organizing round tables with government representatives on providing adequate education of this population through special education programs and rehabilitation, as well as ensuring the necessary funds/resources to resolve the problems of children with special needs. The project activities also included stimulating the parents to form an association that would be able to

advocate on their behalf. The project activities included 6 workshops for children with special needs and 4 workshops for the parents of those children.

During the first month, the NGO created a database of about 97 children with special needs, organized a meeting with the workshop leaders, volunteers and other staff involved in the project implementation. After these activities they organized a round table with 18 participants, representatives of the local authorities, schools, Center of social welfare and the parents of children with special needs. Conclusions from this round table were distributed to representatives of all parties involved in these issues. The project was also promoted at local radio station. During the second and third month, they organized six workshops for children and four workshops for parents. These workshops included in total 94 children and 62 parents. During these workshops all parents shared the social, medical, health and other problems they face. As a direct result of this project, the NGO received support from the City pharmacy that will provide resources to enable eight children to obtain a physical exam in order to be officially categorized as "special needs". Through the mayor, municipal authorities have ensured support for ten more children, 5 families got financial support through the Social Welfare Center and 20 families will receive support for electric bills. The parents decided to establish their own section within "Nature's Gift". 28 parents organized an Assembly meeting and appointed the director, deputy and 6 members of executive board. The parents' section will continue to work on advocacy for the rights of their children.

19. Women's Association "Duvanjke"-Tomislavgrad: Education of Women (May 22-September 21, 2003)

The association was awarded a CIM grant to improve women's status in society through education and better cooperation and participation in public life. The main project goal was to educate women in Tomislavgrad, enabling them to establish more effective communication and cooperation. These goals were achieved through 4 workshops covering the following issues:

- Women in NGO sector and politics
- Communication and communication skills
- Establishing better cooperation and support among women in the local community, freedom of speech and active participation in public life
- Women's rights –equality of opportunities in society and the Convention on women's rights

Volunteers distributed promotional materials and brochures about their activities and workshops. These activities also got adequate coverage in the local media. During four months of project activities, Duvanjke organized all of the four planned workshops, and distributed 500 flyers and brochures. Professional lecturers, women

from different public sectors, led all workshops. In total, 81 women from NGO sector, politics, public life as well as women who are not usually part of such groups such as housewives, participated in these workshops. For the majority of them, participation in these workshops was an absolute novelty; that was the first workshop organized in Tomislavgrad for women. The workshops' evaluation shows that participants' expectations were fulfilled, with about 90% saying that the workshops were excellent, and that more are needed. Participation in these workshops has helped women from this small local community to become more supportive, active and cooperative, and to better understand their own rights as well as opportunities for them to equally participate in community development.

20. Youth in Action "Bridge" –Doboj (June 1-September 31, 2003)

The main project goals were aimed at raising public awareness of ecology in the small rural community Petrovo. Through their project activities, the NGO planned to influence public opinion and strengthen the community's abilities to value ecology and to influence municipal authorities to adopt a decision about mandatory and regular garbage collection. The project activities included:

- Recruiting volunteers and educating them in order to implement project activities such as survey and open stands
- Printing and distributing promotional materials and informing public about the project
- Organizing a round table
- Purchasing and placing garbage cans on the main street in cooperation with the municipal garbage collection company
- Influence municipal authorities to adopt a municipal decision about regular garbage collection

The NGO worked closely with municipal authorities and the waste collection company in order to find a solution to the ecological problems in Petrovo. They recruited 6 volunteers who distributed promotional material (200 posters, 800 pamphlets and 900 leaflets), implemented a survey among 120 residents of Petrovo regarding the actual ecological problems in their municipality and purchased and placed 20 garbage cans on the main street. A survey analysis showed that 94% of those surveyed support organized, regular garbage collection. This analysis together with the residents' petition for regular garbage collection was presented to municipal authorities at the public discussion organized by the NGO, on September 25th, 2003. This event gathered about 17 participants from all stakeholders: municipal representatives, representatives of the garbage collection company, school representatives, local communities' representatives, and residents. The municipal mayor gave great support to the NGO, but the biggest problem in their municipality is the lack of a municipal waste dump. The NGO continued to work on this problem

together with the garbage collection company and municipal representatives in order to find a long-term solution. The municipality appointed a company to prepare a project proposal on a municipal dump. The project was submitted to Inter-corporation (Swiss organization) that implements a Municipal Development Project. MDP is very interested in resolving the existing ecological problem in Petrovo and they promised that they would finance the first phase of project implementation and preparation for the construction of a municipal waste dump.

21. Citizens' Association for the Prevention of Cruelty to Animals-Sarajevo (August 1-November 30, 2003)

The association implemented a CIM project to educate school children in four Sarajevo primary schools about animals, animals' rights, cruelty to animals and to raise public awareness about these issues through their project activities. Educational activities were implemented at four Sarajevo primary schools through appropriate workshops, and methodology tailored to the 1-4 and 5-8 grade children. The NGO established good cooperation with all schools and got support to implement these educational activities. During project implementation, the association organized 32 workshops in the following schools: "Aleksa Santic", "Cengic Vila I", "Dzemaludiin Causevic" and "Grbavica I", with 296 students. The main goals of these workshops were: team building, strengthening of team work, tolerance, mutual understanding, respect for others, and sensibility of animals and their rights. They implemented numerous educational activities with children through art, music, drama, puppet show based on La Fontaine's fable "Two roosters", role-plays, handicraft, drawings, modeling, etc. Through "Sarajevo Tale about Zeljko the Dog", very illustrative educational photo-strip, the NGO motivated children to think of and discuss all different aspects of cruelty, to express their feelings and thoughts. These workshops were more than well received among children, and each following workshop had more and more participants.

Positive influences on children included enrichment of their vocabulary, learning new facts, animal care, improved writing skills and grammar, better self image through creative activities and discussions, etc. At the end of each workshop, the NGO prepared a prize-drawing with special prizes such as school supplies, stuffed animals, musical postcards, etc. In total they distributed 480 products to children. For the best creations they awarded 99 awards. At the final event, organized at the primary school Grbavica I, they invited special guests, a famous actress Nada Djurevska, and director of cantonal veterinary stations, Dr. Josip Krasni. They presented the best vet's coat and gave it to the director of veterinary stations as a gift. All workshops had great media coverage- 6 media have reported about this project and their activities in schools. All of the prizes for children were provided by a German organization Helfer ohne Grenzen. SOS was invited by other schools

to hold similar workshops. The NGO is planning to organize one final exhibition of the children's artwork.

22. Mountaineering Society "Bjelasnica"-Sarajevo: Mountaineering School (September 1-October 31 2003)

The proposed CIM activity educated 20 new young members by organizing a mountaineering training workshop. Other project activities included volunteer actions to clean the environment and to mark mountaineering paths. The workshop was held in two parts. "Youth's Mountaineering Guide" was held at the NGO's premises and the lecturers were experienced professionals in the mountaineering and rescue field. The second part was organized during the weekend in mountaineering house Podgradina and included the following topics: mountaineering equipment, mountaineering facilities (houses, centers, construction, maintenance and preservation of paths). This workshop gathered 24 young people from high schools. The planned action on cleaning and cultivating the environment of the mountaineering house Podgradina gathered 45 volunteers, even though the project planned just 20 participants. Accommodation and food for the additional participants was provided by the NGO. They marked 5 paths (about 20 km) on Bjelasnica and placed four benches along these marked paths enabling the mountaineers to rest on their way to the top of the mountain.

23. Ecological Society "Oaza" Mostar: Healthy School for Healthy Future (1 September 2003 -31 January 2004)

The NGO implemented a project "Healthy school for healthy future" to educate school children in ecology and establish eco-sections in three small rural schools: Gnojnice, Podvezlje and Blagaj. During the project implementation the NGO organized meetings with the school principals and biology teachers in the target schools and presented the project. About 100 students and three biology teachers participated in this project. OAZA organized four workshops for 100 students, conducted a survey among them, and printed promotional materials. After the workshops they tested children's knowledge and attitudes about ecology and environment. They also established Eco-sections in schools and the members/students decided about the logo, motto and name for their organization. In November 2003, the NGO organized three lectures for these students in three schools: Gnojnice, Podvezlje and Blagaj. The main topic was "What to do with waste materials?". At the end of November, they organized a field trip and field study for all students participating in project activities at the sanitary waste disposal site "Uborak" in the municipality Mostar-South. Transportation of the participants was provided by the local agency Mostar Bus. During the week 18-25 November, they organized an action on collecting old paper. About 500 students participated in this action and they collected about two tons of paper. In schools they established billboards with students' artwork on ecology, photo-documentation about illegal

waste disposals and Eco-sections activities. At the end the students-young ecologists cleaned their schoolyards. All schools participating in this project got certificates of achievement, one camera and photo album. Written statement was also sent to all local media.

24. Youth Center Bijeljina: Nonviolent Communication. (1 September 2003-31 December 2003)

Youth Center worked on the project "Nonviolent communication and youth sector's capacity development" to educate high-school students from MZ Janja about conflict resolution and nonviolent communication. MZ Janja is still burdened by nationalist animosities. The NGO's main goal is to improve communication and relationships among young people by developing an active youth sector. In order to achieve these goals, NGO planned to organize workshops on non-violent communication and to establish a Students' Council in every school in Janja. Their partner organization was Democratic Forum-Janja, the organization that provided space and equipment for the workshops. Since October 2003, two groups of 20-25 students held regular weekly meetings and actively participated in the workshops. The Youth Center organized eight workshops for both groups, a total of 16 workshops for about 50 high-school students in Janja. As part of their promotional activities they printed and distributed 50 posters, 200 leaflets and 50 T-shirts and promoted the idea about the Students' Councils. The NGO also organized two presentations about Students Councils in Janja and in Bijeljina, with participation of about 60 students. In November 2003, they started creating a structure and Statute of the future Students' Councils. During the last workshops, the NGO worked with the students on creating the Regulations on Student's Council work and prepared one project, Photo-mania. By December 2003, the NGO helped students to create the Regulations on the Students' Council work. The final press conference was organized on December 27, 2003, where they presented the whole project and achieved results. Certification ceremony and final closing party for all participants were organized on December 28, 2003. At this ceremony they acknowledged and promoted all students that actively participated in this project and gave them especially created certificates.

25. Mountaineering Society Tajan-Zenica: Renovation of Mountaineering House Lisac. (November 10, 2003-January 9, 2004)

The NGO was awarded a CIM to increase capacity of the society's mountaineering house Lisac, to promote healthy ways of living and protection of nature. Tajan and its members built the facility to provide adequate accommodation for mountaineers and other citizens from the whole BiH and to organize different manifestations and gatherings. The facility was devastated during and after the war. The main project activities were adapting and reconstructing the heating system. At the beginning of the project implementation NGO purchased all material and transported it to the site. More than 50 NGO members-volunteers provided labor. They installed a stove,

radiators, and the whole heating system in nine rooms. Through this grant, Tajan increased its accommodation capacity by 45 beds. That increased accommodation capacity has motivated Tajan's members to continue to work on the adaptation and reconstruction of the whole mountaineering house Lisac, and in Spring they will continue to work on improving the water supply system and installing new showers and bathrooms. This will enable them to provide better quality accommodation and to attract more guests and visitors. Installed heating system and increased capacity as well as a higher number of overnights this last winter also ensured a higher income for the society. From that income Tajan is now able to cover the maintenance expenses, electricity bills and salary for housekeeper.

26. Ecological Association EKO Zeleni-Horljava-Cazin. (December 10, 2003-February 9, 2004)

The Association implemented a project to improve ecological and living conditions in the Horljava river basin. The main project activities included: cleaning of the riversides, picking up litter, relocation and cleaning of illegal dumps on riversides, cleaning and arranging footpaths along the river and planting grass. In order to achieve planned results the NGO animated their members, the local community, authorities and media. They distributed promotional material, organized meetings with the municipal authorities and the company in charge of garbage collection. EKO Zeleni organized volunteer actions on collecting garbage. They collected and transported 14 tractors of different garbage to the official dump. This motivated and animated the whole community, so local residents initiated and organized among themselves another action and collected and transported 12 more tractors of garbage. During the second month of project implementation they cleaned the riverbed with the help of special machinery hired from the local company. Their initiative and their cleaning actions were very well received and got a great support from the local community and the Major, and were covered in local media. Successful project implementation and achieved results that were apparent in improved living conditions and clean river and riverbanks have motivated local residents to initiate another action on constructing a bridge over the Horljava river in order to connect people from both sides of the river. As a part of follow up activities the association is planning to organize a round table on problems related to the waste disposal and management, an event sponsored by the American Embassy. The NGO also signed a contract with the Canadian Embassy project on the protection of the Una River.

27. Nova Romska Nada-Lukavac: Education of Roma Children. (December 10, 2003-March 9, 2004)

The association implemented CIM project to educate Roma children and members of three Roma local communities in Lukavac municipality to improve the status of Roma population, especially children and to raise Roma communities' awareness of the importance and their responsibility to send their children to schools. All project

activities were meant to improve the difficult situation of Roma population in BiH. The main project activities included: collecting accurate information about the number of children not attending school, printing and distributing promotional material and organizing public lectures in each of three targeted communities. During the project implementation they organized 6 public lectures in Kuljen, Svatovac and Lukavac Center, printed and distributed promotional material and bulletin with all necessary information about schools and the importance of education in society, especially for the future of Roma population. NGO established much better communication with the municipal authorities and schools through meetings with school principals and municipal authorities regarding education of Roma population and their status in society.

Federal Ministry for refugees and displaced people contacted the NGO regarding the return process and establishment of appropriate database and social cards for all Roma population. The public lectures and meetings initiated the process of registering Roma children in municipality, getting appropriate birth certificates and registering for school. Achieved results are apparent from the increased interest of parents to send their children to schools, their presence at the organized lectures and meetings. More than 200 members of Roma communities participated in these lectures and about 50% of Roma children have been registered for the new school year. Aside from the huge influence on Roma population in Lukavac, Kuljen and Svatovac, the project also had a significant impact in the municipality at large. Their activities also raised public awareness of Roma issues, they got great support from other institutions, schools, local authorities and ministry. The cooperation with municipal authorities resulted in organized education for adults: 30 adults members of Roma population started attending evening school to finish their primary education.

28. Association of Parents of Children with Special Needs –Lukavac (December 10, 2003-March 9, 2004)

The Association implemented an advocacy campaign to improve existing regulations and conditions in schools regarding the education of children with special needs. The main goal was to influence the Ministry of Education to better understand the issues and to ensure that each school gets a special education professional to work with these children to fully integrate them into the school system. In Q4, they implemented the following activities: distribution of promotional material, meetings with school principals, teachers and parents, the Ministry of Education, the international community representatives responsible for reform of general education, established working group to prepare a new Draft and amendments to the Law on Education. They also organized two workshops on the issues related to the education of children with special needs for 55 participants that included parents, teachers and school principals. In February 2004, they organized a

round table for all stakeholders, parents, teachers, Ministry of Education representatives, Pedagogical Institute, NGOs, municipal representatives and OSCE representatives. The round table was very successful; they discussed the new Draft Law and presented their suggestions. The new Law was adopted in April 2004, together with the Law on high school education. During the Tuzla Canton Assembly meeting in May, councilors presented their objections and amendments to the Law, and the final document, the new Law on primary education, was adopted and published in June 2004. They prepared a brochure containing all legal regulations for the successful inclusion of children with special needs into the regular school system. The brochures will be distributed to kindergartens, schools, parents, teachers and public institutions in Lukavac municipality.

29. First Smile-Banja Luka: Education on Celiac. (February 20, 2004-May 31, 2004)

The NGO was awarded a CIM project as a continuation of the previously implemented CAP project. The proposed CIM activities expanded their activities to other regions in BiH to improve legal and medical status of children with gluten allergy-celiac. During the initial phase of project implementation they organized meetings with their members, beneficiaries, medical doctors and specialists. The NGO presented the project and formed working groups for the creation of brochures and implementation of planned project activities. During the project implementation they have successfully organized all planned activities. Round tables were organized for social workers, nurses, medical doctors and parents of children with the disease. Round tables were organized in Gacko, Trebinje, Doboje and Brcko. Along with parents, 8 social workers and 5 medical doctors participated. They distributed their brochures and posters to health centers, associations of people with celiac, pharmacies, and relevant ministries. This campaign received a great response in all four towns. In Gacko, elderly population will get material support from municipality, in Trebinje physicians' council decided to send three children to Banja Luka clinical center for celiac testing because Banja Luka is the only center in RS that can do those tests. In Brcko, an association of people suffering celiac is being formed and campaign will be implemented to declare gluten-free flour as a medicine for customs purposes. In Doboje and Teslic, the existing NGOs and health centers will take more active roles in helping people with celiac to realize their rights and improve their medical and social status. In general, the project successfully achieved its goals: informed and educated public outside Banja Luka about celiac, and helped people in Doboje, Teslic, Trebinje and Gacko to better understand this disease. This campaign initiated establishment of new associations in targeted towns that would be able to represent the interests of children and adults with celiac. The association also increased their membership and database with new cases: 12 children and four elderly people with celiac. The NGO representatives visited Croatian association of people with celiac and attended their annual assembly meeting. During this visit they agreed on the implementation of the new project on celiac.

30. Human Rights Office Tuzla: Organizing of the First Tuzla Human Rights Film Festival. (March 1, 2004-April 30, 2004)

Human Rights Office Tuzla was awarded a CIM project to partially support their initiative of organizing the first Human Rights Film Festival in Tuzla. The main purpose and objectives of this film festival were to raise awareness and increase citizens' knowledge of human rights in their broader dimensions: social, political, economic and international, through the innovative use of the powerful medium of film and video. Their project partners were the Center for Development and Emergency Practice (CENDEP), Oxford Brookes University and Peace Flame House, Tuzla. During project implementation, the Youth branch of the Human Rights Office, "Y", was actively involved in all project activities. They approached schools and universities to discuss the film festival with teachers and professors and to encourage them to bring their classes to the screenings. The youth branch also established a close relationship with the local media who supported their activities. The film festival was held from 7-9 April 2004 in the main auditorium of the Peace Flame House, Tuzla, which provided seating for 80 people and all equipment required for showing the films. The screenings were organized during the afternoons and evenings, and after the evening films, chosen expert-speakers held public discussions about the issues and themes raised in the films. During this festival, public was able to see eleven films in three categories: Minority Rights, Reconciliation and Social and Economic Rights. About 250 spectators saw these films. This festival got great support and recognition from the municipality, as well as from other local and international organizations. Support from the government and municipal authority promises that this film festival might become a traditional cultural event in Tuzla in the future.

The films included the following:

1. "Iza zida" (Behind the Wall) - BBC London; Great Britain
2. "Dugo nocno putovanje u dan" - Belzberg Films, USA
3. "Alzir, zivot ide dalje" (Algeria, Life goes on) - French Institute, France
4. "Snovi na peronu djetinjstva" - Factum, Zagreb, Croatia
5. "Djeca podzemlja" (Children of Underground); Romania
6. "Romi u skoli", OSCE Misija BiH; Bosna i Hercegovina
7. "Haski tribunal - pravda za sve", SFOR; Bosna i Hercegovina
8. "Narod k'o i drugi"; Biro za ljudska prava Tuzla; Bosna i Hercegovina
9. "Otmica", B92, Serbia-Montenegro
10. "Decko kojem se zurilo", Factum Zagreb, Croatia
11. "Paviljon 22"; Factum Zagreb Croatia

31. Citizens' Foundation Simin Han-Tuzla: Improving Traffic Safety in MZ Simin Han through Public Advocacy Campaign. (February 16, 2004-May 15, 2004)

Citizens' Foundation Simin Han implemented a CIM project in partnership with the Council of Parents and Teachers of primary school Simin Han, MZ Simin Han and Freudenberg Foundation in order to improve traffic safety and to increase citizens' participation in decision making process. Since the beginning of the project implementation, the Foundation worked on animating the whole community to take an active role in campaign. Public advocacy campaign was aimed at influencing local authorities to install traffic lights and signals on the street in front of the school. The main project activities included monthly meetings with local residents, Youth Council's bimonthly meetings, round table, meetings with representatives of Federal Ministry of Traffic safety, media promotion and finally installing the traffic signals and marking crosswalks. During the project implementation they organized four meetings with local residents, eight Youth Council's meetings, and two meetings with the Tuzla municipality representatives and sent correspondence to authorities and ministries in charge of traffic safety issues. In April 2004 they organized one public tribune and workshop on public safety. All activities and public advocacy campaign had great media coverage: three local radio stations, one local Newspaper and federal newspaper Dnevni Avaz reported on their activities, as well as Canton Tuzla TV. Unfortunately, the final result was not achieved because of the local municipality's lack of promptness to prepare and submit a project on traffic safety and installation of traffic signals to the Federal Ministry. The Foundation continues to work on this issue, they organized two meetings with the director of the municipal company for public services in order to prepare a new project on traffic safety and to submit it for adoption. That project has to be approved by municipal and federal ministries.

32. Women's Association Konjicanke-Konjic: Strengthening Women's Economic Status. (March 10, 2004-June 10, 2004)

The NGO implemented a CIM project to strengthen women's economic status by providing them financial support through organized manufacture of traditional handicrafts. The main project activities include education of women in the field of new manufacturing techniques and new handicraft designs in order to improve the quality and marketability of the products. The NGO appointed an expert-designer for the handicrafts who organized workshops and worked with women from the small rural communities on the new techniques in order to improve their handicraft skills and creativity. During the project implementation they organized four workshops on spinning, weaving, knitting and sewing. 76 women attended these workshops and gained practical skills and knowledge that will help them improve their economic status by selling their handicrafts. During these workshops they also had a chance to socialize, share their experiences and improve their communication skills and cooperation.

33. Citizen Association Korak-Kozarska Dubica: Prevention of Illegal Waste Dumps through Education of Citizens (April 1, 2004-June 30, 2004)

Citizen's association Korak, Kozarska Dubica implemented project "Prevention of Illegal Waste Dumps through Education of Citizens", through which they improved and increased public information and raised awareness among citizens of Kozarska Dubica municipality in regards to the problem of unregulated waste disposal sites – "wild dumps" – in inhabited areas, and increased citizens' participation in local administration's decision making on environmental problems and protection. "Wild dumps" and city waste disposal site are located in vicinity of river Una and in close proximity to drinking water wells. These wild dumps represent potential centers of epidemics and directly endanger drinking water supply, hence causing danger to the local population. In the course of the project, Korak prepared promotional material, 100 questionnaires distributed to citizens in order to screen public opinion and 2000 leaflets. Three round tables were organized with approximately 50 participants, with the topics related to waste management. Conclusions reached over the meetings were divided into tasks and were furthered distributed to respective bodies, including Public waste management company, Municipality, NGOs, citizens, media. Two cleaning actions to remove wild dumps were organized with 45 youth (17–25) volunteers. Data gathered through the questionnaires was processed and summarized as public opinion report on the issue. One of the results of the project is the establishment of a hotline for citizens to report irregularities regarding waste disposal to inspectors. The issue of regular transportation of the waste was raised as well, and in that regard meetings with major and group of citizens of K. Dubica will be further scheduled. RTV Kozarska Dubica closely followed project activities and helped to further disseminate the issue and raise public awareness.

34. Youth Center Laktasi: Establishment of Students' Councils in Primary Schools in Laktasi Municipality (April 19, 2004-June 18, 2004)

Youth Center Laktasi aimed to improve communication, role and status of students in primary schools and improve relationship and communication between students and teachers through organized and common activities in Councils of students in primary schools in Laktasi Municipality. Establishment of Student's council will enable students to gain knowledge in youth policy and leadership, decision-making process, exchange of information, students' rights and related projects. During the course of project, school board comprising 8 students from 4 main and 2 branch schools was established. A meeting was held with school principals and teachers and some NGO representatives to present the project and to have staff assist students in the process of establishing the Council. After representatives for the Council were selected, students attended 4 training workshops with the following topics:

- Leadership, decision-making and school policy for student board members and student council representatives – 6 workshops for 42 students
- How to turn idea into practice – Public advocacy – 6 workshops for 30 students
- Role and importance of school councils – 5 workshops
- Peaceful conflict resolution – 6 workshops

A mini survey was conducted and preliminary results showed significant interest of the students in active involvement in school decision-making process and need for active participation. One round table was organized on "Students' Councils in Schools, role and importance", with the participation of students, teachers, parents. On the same occasion, results of the survey were presented. 1000 leaflets were distributed to other students, teachers and citizens. As a final result, Students Council was established for primary schools of Laktasi Municipality. The Council consists of 12 members with a president, deputy and treasurer. The first activity of Council was to prepare the plan of action of next school year.

35. Citizens' Association Kolibri-Banja Luka: Art Studio for Children and Youth (April 19, 2004-May 18, 2004)

CIM project equipped Art studio for children and youth in Citizens' Association «Kolibri». Kolibri operates a kindergarten and provides different activities for children, as part of drug prevention program. This equipment broadened and enhanced the contents of offered workshops and enabled children and youth with talent and flair for artistic expression to develop their potential in relaxed, creative and well-equipped surroundings. Staff and youth volunteers support preschool and school age children and youth to organize their spare time in creative and productive manner, which helps prevent negative forms of behavior, particularly among the youth population. Procurement of the equipment for the Art Studio (10 easels, 10 benches, table, art and painting material, books and encyclopedia of fine art) allow children to work in groups at the same time in art studio. Volunteers (senior students of high art school and Faculty of fine arts) teach the children and themselves gain responsibility and self-confidence. Banja Luka Municipality is supporting continuation of this project by funding the workshops for a 4-month period.

36. Youth Association Visions-Vitez: What, where and how after graduation from High school? (April 19, 2004-June 18, 2004)

The Association identified that young people in Vitez have no clear objective after finishing high school. The reason is lack of information and lack of communication between young people and local community. Through CIM project, they wanted to help 300 young people to be better oriented and make proper decision about their future. The main project activities were purchasing office equipment (computer and printer), promotion of project goals and conducting of 6 radio broadcasts related to

this issue. Promotional material (radio jingle and poster) was created and intensively used: radio jingle was emitted on "Radio Vitez", and poster was distributed to high schools and other places where young people gather. As a result, project activities and objectives became very well recognized by young people and local community. Six radio broadcasts were made during which students, professors, local government and business participated. Two broadcasts were about job opportunities in local region and two about studying, accommodation and enrolment procedures of University Mostar and University Sarajevo. At the beginning of the project, representatives of the organization visited University Mostar and University Sarajevo, to prepare good information for radio broadcasts. At least 300 students were informed about job opportunities in local area and got relevant information about studying on University Mostar and University Sarajevo. Very important result is the NGO added about 100 new members.

37. Mountaineering Society Cusine-Jajce: Renovation of mountaineering house (April 19, 2004-June 18, 2004)

The NGO was awarded a CIM for partial renovation of mountaineering house in Jajce, which was completely devastated. Their project task was to reconstruct ground floor and start with some standard activities in the premises. The main project activities were replacing water pipes and electrical wiring and finishing inside walls on the ground floor. According to records, at least 80 volunteers were included in those activities. As a result, a central room that can accommodate 90 to 100 people, kitchen and housekeeper's room was ready for use. Aside from planned activities, Cusine's members (assisted by BH4 company from Jajce) cleaned about 200 m² area and dug an 80 meter long drainage trench. In that way, preconditions for having official gathering of mountaineers from Bosnia and Herzegovina were created. Successful implementation of this grant strongly motivated Cusine's members to undertake further actions. The next planned step is obtaining funds for purchase of furniture for the ground floor. There is a possibility for getting furniture from local court as donation.

NGO Client Evaluation of Workshops
(by type, number of NGOs/participants and participants' evaluation)

Type of workshop	Number of NGOs				Number of participants				Expectations (average) ¹				Approach (average) ²			
	Year of implementation			Total	Year of implementation			Total	Year of implementation			Total	Year of implementation			Total
	1.	2.	3.		1.	2.	3.		1.	2.	3.		1.	2.	3.	
Introductory Workshop	-	19	-	19	-	38	-	38	-	-	-	-	-	-	-	-
Board Development	13	19	4	36	26	37	10	73	-	4.76	5.00	4.88	-	4.73	5.00	4.87
Strategic Planning	13	19	9	41	26	37	23	86	4.40	4.81	4.84	4.68	4.80	4.84	5.00	4.88
Public Advocacy	13	19	10	42	26	37	19	82	4.70	4.80	4.75	4.75	4.80	4.92	4.80	4.84
Project Proposal Writing	13	19	13	45	26	37	26	89	4.97	4.85	4.88	4.90	4.92	4.88	4.93	4.91
Finance Management	13	-	4	17	26	-	7	33	4.85	-	4.71	4.78	5.00	-	4.86	4.93
Monitoring and Evaluation	13	17	10	40	26	28	20	74	4.55	4.64	4.64	4.61	4.62	4.82	4.95	4.80
Policies and Procedures	13	19	10	42	26	34	19	79	4.89	4.90	4.79	4.86	4.75	4.90	4.95	4.87
Fundraising	13	18	11	42	40	34	19	93	4.56	4.60	5.00	4.72	4.83	4.75	5.00	4.86
Marketing	13	19	14	46	36	37	28	101	4.46	4.86	4.93	4.75	4.81	4.86	4.93	4.87
Volunteer Management	3	19	3	25	4	34	3	41	-	4.93	5.00	4.97	-	4.80	5.00	4.90
Board Development (in-house)	-	-	4	4	-	-	32	32	-	-	4.86	4.86	-	-	4.87	4.87

Legend:

1. Participants' expectation measured on a scale from 1 to 5. 5 means completely fulfilled expectations.
2. Workshop methodology measured on a scale from 1 to 5. 5 means that participants are completely satisfied.

Attachment 27

Copy of Izbor Plus Registration Document

Name of trainers engaged by Izbor Plus	Area of expertise	Town
Elmida Saric	CSO Institutional Development Expert /facilitator	Sarajevo
Slavica Draskovic	CS Institutional Development Expert /facilitator	Sarajevo
Tihomir Knezicek	CSO Institutional Development Expert /	Tuzla
Anela Čavdar	CSO Institutional Development Expert	Sarajevo
Zlatko Saric	CSO Institutional Development Expert	Mostar
Ranko Milanovic-Blank	Project Cycle Managment (PCM) specialist	Sarajevo
Nadja Vujosevic	PCM specialist	Sarajevo
dr Emira Tanovic Mikulec	Gender Expert	Sarajevo
dr Nada Sofranic Ler	Gender Expert	Sarajevo
Vera Kelava	Conflict Management Skills (CMS) Trainer	Banja Luka
Gordana Cicak	CMS Trainer	Zenica
Branka Ivanovic	Institutional Development Trainer	Banja Luka
Vladana Popović	Facilitator for Public Administration	Bijeljina
Brano Jovičić	Public Administraiton Expert	Bijeljina
Fuad Tabak	Finance management Trainer	Sarajevo
Bojana Stanic	Community mobiliser	Breza
Amira Kartić	Local community Trainer	Goražde
Amira Borovac	Local community Trainer	Goražde
Selma Rustempašić	Trainer for verbal and non verbal communication	Sarajevo
Eni Kurtović	Trainer for Institutional Development	Sanski Most

CONTRACTS RECEIVED TO-DATE

Client	Project/Training	Date	No of days	Contract Value KM	Contract Value USD
Balkan Children Youth Foundation	Capacity Building Program	Nov-03-Oct-04	N/A	0	\$ 29,970
MDF-EC	Facilitation for Programming CARDS 2005	Apr-04-Dec-04	0	18000	\$ -
League for Protection of Private Property	TR-PCM +PPW +M&E	Jun-04	8	3723	\$ -
Women for Women International	TR-PCM	Jun-04	2	1400	\$ -
Municipality Center Sarajevo	11 roles of Councilors	Jun-04	1	150	\$ -
ADF	TA for Coalition Building	Sept-03-May-04	16	0	\$ 1,280
Telecenters	TR+TA for PPW	May-04	4	0	\$ 720
CARE	4 modules	Oct-03-May-04	14	15710	\$ -
Solidarity for the South	TR-PCM +M&E+SP	Mar-04-May-04	9	0	\$ 3,356
OAZA	TR-PCM+P+HRM+ToT	May-04-Jul-04	9	5180	\$ -
BOSPO Tuzla	CMS for officials from Municipality TZ	May-04	1	300	\$ -
WWI	TOT	Apr-04	3	2000	\$ -
Priroda Bratunac	TR for women in rural area	Apr-04	4	1200	\$ -
EKO 20 mart.1990-Breza	PPW	Apr-04	1	300	\$ -
Centar za žene -Breza	SP+P+FR	Apr-04	4	704	\$ -
UMT	Organizational development	Mar-04	1	400	\$ -
Udruzenje privrednika Vares	FR+Marketing+Need Assessment	Feb-04-Mar-04	3	2400	\$ -
FPDL Romania	ToT for CMS	Dec-04-Feb-04	3	0	\$ 3,500
UMCOR	Module for ID	Oct-03	6	6450	\$ -
UNDP	HRM+FM	Oct-03	5	0	\$ 2,200
Nove Prakse-ADF	PPW for Municipality Officials	Nov-03	3	0	\$ 960
FPDL Romania	ITALG	Jun-03-Sept-03	4	0	\$ 3,225
IRC	Need Assessment & Business plan	Aug-03	3	3400	\$ -
UMCOR	PPW	Apr-03	3	3262	\$ -
		Total Days	107	64579	\$ 45,211
				\$ 40,362	
		Total Dollar Value of Contracts			\$ 85,573

Abbreviation	Full Name
BCYF	Balkan Children Youth Foundation
MDF	Management Development Foundation
EC	European Commission
WWI	Women for Women International
UMT	Udruženje Mladih Trezvenjaka
TR	Training
PCM	Project Cycle management
PPW	Project proposal writing
ID	Institutional development
CMS	Conflict management Skills
HRM	Human resource management
ToT	Training of Trainers
P	Procedures
FM	Finance management
M&E	Monitoring and Evaluation
TA	Technical Assistance
FR	Fundraising
ITALG	Improvement of Transparency and Accountability of Local Gov.
SP	Strategic Planning

Support Institution Grant Results

**BOSPO-Tuzla [Establishment of the NGO Resource Center]
(July 8, 2002-July 7, 2003)**

BOSPO strengthens local NGOs and informal citizens groups in the Tuzla region by providing training and on-going support based on needs in the development process. Through this project BOSPO employed a new staff member, improved the trainers' skills and upgraded technical equipment and quality of services provided to the other NGO beneficiaries. BOSPO improved its own capacity, gained a reputation as an "NGO incubator", and became a strong and recognized NGO Resource Center in the region.

During project implementation, BOSPO organized 40 training workshops for 25 NGOs in a wide variety of topics (Strategic Planning, Public Advocacy, Project Proposal Writing, Group Facilitation Methods, Organizational Management). They also organized 7 two-day workshops on Public Advocacy and two one-day Training of Trainers. At the same time, BOSPO provided a number of NGO-support services, including equipment (e.g. LCD projector for presentations) and helped NGOs create promotional material.

BOSPO created and printed training materials, such as "Organizational Management", "Public Advocacy", designed a new web page, and improved the NGO library with new books and other educational materials brought from different workshops organized for their own staff. A well-stocked library is available for the other NGOs. All these services were created in order to better address the changing needs of society and to enhance the organizational capacities of the NGOs, informal citizens groups and other grass-roots organizations not only in BiH, but also throughout the region of former Yugoslavia, including Serbia and Kosovo.

During project implementation, BOSPO improved its own professional capacities by enabling its staff to attend advanced training in a variety of topics, such as Fundraising, Monitoring and Evaluation, Strengthening Democracy in the Municipalities of Stability Pact Region, Improving Transparency and Accountability of Local Government, computer and English courses, etc.

**Youth Center Sanski Most [Establishment of the NGO Resource Center]
(July 8, 2002-July 7, 2003)**

The main project goals included the establishment of a Resource Center, forming an NGO Forum and providing a wide variety of services to local NGOs. The project improved cooperation among NGOs, and between NGOs and citizens, and NGOs and local government. The Resource Center opened on October 29, 2002. On February 21, 2003 the NGO Forum was officially registered at the Cantonal Ministry.

During project implementation, the main activities of this Center included: education of NGOs through training and workshops, establishment of the NGO Forum, creation of a database, designing a web-page, promotional activities, technical support and consulting. The center collected information for its database, and printed a Forum Directory with basic information about all members. The Center organized six training/workshops including Project Proposal Writing, Policies and Procedures, Conflict Resolution, Media and NGO sector, Strategic Planning, and Fundraising. The Resource Center is included in the municipal budget (2400 KM), and has established a good relationship with the municipal government, as well as with the other NGOs and citizens. Sanski Most Municipality appointed a Coordinator for the cooperation between government and NGOs. The Center enabled numerous inexperienced and undeveloped local NGOs to strengthen their organizational and professional capacities by educating them through training/workshops, providing them space, equipment and consulting services.

The NGO Forum includes 15 local NGOs from the region. The Forum holds regular monthly meetings, provides all necessary information for its members and planning future activities. The Resource Center provides space and equipment. The Forum collects a membership fee and constantly works on creating possibilities for the future functioning and sustainability. They applied to IOCC with the project "Forum Business Center". This project (27,000 KM) was approved at the beginning of August 2003, and the Forum will continue to provide support and services to the NGOs.

**Association of Dystrophic People-Doboj [Establishment of the Educational Resource Center]
(October 15, 2002-June 14, 2003)**

The Association was awarded a SIG grant to establish a resource center to serve all NGOs and associations of disabled people in the Doboj region and to create a network of these organizations in order to advocate for their rights. Specific goals of this project were:

- ❑ Creation of database of all of disabled people's NGOs in Doboj region
- ❑ Establish and operate a library as a part of the Resource Center
- ❑ Educate youth and NGO staff and members in proposal writing
- ❑ Provide a wide variety of services for all of the NGOs in the region
- ❑ Create a web-page
- ❑ Create and distribute 1850 booklets containing information about the 27 NGOs working with disabled people in Doboj region (Matching)

The Educational Resource Center originated from several years of experience on the part of the Association. They recognized a great need for one center that would connect all of the NGOs working with disabled people in order to advocate for their rights more efficiently. At the time of its establishment, ERC was the only such specialized intermediary association in Bosnia. They employed two new staff members and equipped the new center to provide better member services. During

project implementation, the Center afforded members the opportunity to use office equipment. They organized workshops for NGO staff and members on project proposal writing, and assisted them to apply for grants. ERC worked closely with local authorities and other NGOs to promote their activities and improve cooperation between the NGOs, local government and citizens. In April 2003, the ERC became a member of the Coalition "Working and Succeeding Together", a project funded by USAID/ADF on NGO self-regulation. The Center is also a member of the Coalition of Disabled People in Tuzla region.

ERC has databases containing information about all 27 Dobož-area NGOs working with the disabled, an NGO address-book, and database about unemployed disabled people in Dobož. ERC established a library that opened in July 2003. The library is operated on a membership fee basis. The official opening occurred on October 2, 2003 during Dobož's annual Festival of Learning. The ERC web page, created during the first months of the project, is easily accessible and contains all information about the Center, its activities and services. This page links to the ERC library holdings list. In July and August 2003, ERC printed the first part of 1500 address books and 350 copies in Braille. These address-books are being distributed to all members, disability organizations, ERC partners, municipal authorities, public institutions and services, representatives of the International Community, donors, and other stakeholders.

**Refugee Return Service-Drvar [Resource Center Drvar]
(November 24, 2003-May 31, 2004)**

Refugee Return Service established a Resource Center in Drvar. The main project goals are strengthening the NGO sector and cooperation among NGOs, businesses and local government. The Resource Center was established in a building donated by Drvar town and renovated with funding from the IOCC and the UN CIMIC. Under the SIG, RRS established Resource Center services including training workshops, information sharing, and use of equipment and services to the other undeveloped NGOs, local authorities and businesses. In addition, periodic informational meetings between the government representatives, business and NGO sectors were held. A data base is available to NGOs, business sector, local government and citizens. Basic information is provided on local and international NGOs, bus timetable in BH, Croatia and Serbia and Montenegro and important telephone numbers from all of the cities in the areas of the Cantons 1 and 10. The database has been helpful for citizens from remote villages and for representatives of micro-credit organizations that plan to work or already work in the areas of the Cantons No. 1 and No. 10.

NAME OF ORGANIZATION	CONTACT	ADDRESS	PH/FAX	E-MAIL	SERVICE & SPECIALIZATION
DemNet Supported					
BOSPO <i>Support Institution Grant Recipient</i>	Slavica Bradvic	Petra Kocica 8, Tuzla	035/256-424	bospo@bospo.ba	Provides training, material, consulting, facilitation, project implementation, resource distribution, information distribution, office services
Youth Center <i>Support Institution Grant Recipient</i>	Jasmina Karabasic	Banjalucka 42, Sanski Most	037/681-563	sanadmsm@bih.net.ba	Organizes training, seminars, meetings, database development, NGO - Forum registration assistance, information distribution, project implementation, resource distribution
ERC – Dystrophy Association <i>Support Institution Grant Recipient</i>	Dragana Moldavan, Sandra Dzigumovic	Nikole Pasica 57, Doboј	053/221-630 053/242-184	dud@doboj.net	Organizes training, database development, publications, WEB development, resource distribution, internet use, information distribution, rent equipment, coalition membership, works with disabled people

Attachment 30
List of NGO Support Centers

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Refugee Return Service <i>Support Institution</i> <i>Grant Recipient</i>	Boris Delic, Nebojsa Jovicic	Kralja Tomislava 13, Drvar	034/819-678 034/820-671	boris.d@inecco.net nebojsa@rrsdrvar.org boris@rrsdrvar.org	Organizes training, database development, publications, project implementation, information distribution, WEB development, resource distribution
Izbor Plus	Elmida Saric	Kolodvorska 11, Sarajevo	033/711-000	izborplus@izborplus.ba	Provides training, consulting, facilitation, evaluation, project implementation
Teledom Association	Mile Vukajlovic	Skenderija 44, Sarajevo	033/265-580	savez@teledom.org	Teledom networking, supports 22 teledoms
B & H Trainers Network	Tihomir Knezicek	Skenderija 13, Sarajevo	061/103-434	knezicek@bih.net.ba	Provides training, consulting, project implementation, supports 120 members
Other Support Centers					
International Council of Voluntary Services ICVA	Milan Miric	Fra Andela Zvizdovica Sarajevo	033/210-201	icva@bih.net.ba	Information, project implementation, NGO directory, meetings, NGO Council secretariat
Referent Group Tuzla	Sanela Sehic	Klosterska 3, Tuzla	035/253 493	rgtuzla@rgtuzla.org	Information, education, project implementation, meeting and presentation arrangement, advocacy, support 56 NGO members + non-member NGOs.

Attachment 30
List of NGO Support Centers

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Bosansko Hercegovacka Zenska Ekonomska Mreza (in the registration phase)	Lejla Spaho	M. Tita 48/5, Sarajevo	033/ 276-867	STAR@worldlearning.ba	Informing woman's business association, education, advocacy, training – all in the business field, support 30 NGO + business and individuals
Youth Resource Center hCa (Helsinki Citizens Assembly)	Miralem Tursunović	Hadzi Bakirbega 1 Tuzla	035 245-861	hcatuzla@bih.net.ba	Informing youth NGOs on education, training, project implementation, developing democratic values, support 159 NGOs

OSAP GRANT FINAL REPORT SUMMARIES

OSAP was designed to offer creative solutions for problems being faced by orphans. The program encouraged networking, collaboration and advocacy among providers of services to orphans and cooperation between NGOs, governmental institutions and orphans themselves to address and further the rights and interests of orphans.

The program provided support and technical assistance to projects, civil society organizations, public institutions and child advocates dedicated to ensuring the rights and protection of children without parental care.

The DemNet program actively cooperated with community based NGOs, international child welfare organizations, orphanages and government representatives that wanted to provide assistance or services to orphaned children in areas such as recreation, non-formal education, therapy, peace building and organization of development activities.

1. Public institution-Orphanage "Bjelave"-Sarajevo December 2002

OSAP, through Land of Friendship and Peace (LFP), supported recreational activities in December 2002. Over 120 orphans age 0-20 years were direct beneficiaries. Children attending received gifts and toys and food packages. Sleds and a VCR (for educational programs) were provided to the orphanage. Well know personalities from Sarajevo Canton (artists, singers, actors) participated in gift-giving ceremony.

2. 7th Primary School – Sarajevo December 2002

OSAP, through LFP, supported a program for 15 orphaned children age 9-13, from the 7th Primary School at Rakovica, near Sarajevo. All children are deprived of one or both parents. This included a one-day celebration on December 12, 2002 sponsored in part by the French Embassy in Sarajevo.

3. Primary school "Skender Kulenovic" - Sarajevo January 2003

School "Skender Kulenovic" implemented project "Hands Out" (Pruzena ruka) during the winter school holidays in January 2003 to provide to more than 70 children ages 10-14 opportunities to acquire new knowledge and skills. Psycho-social workshops and educational lectures as well as amusement activities were offered to children. More than 50 % of children are without one or both parents. Others had some behavioral and psycho-social problems.

4. Zdravo da ste Banja Luka "Media and Children Rights" January 2003

NGO "Hi Neighbor" (Zdravo da ste) from Banja Luka implemented project, to raise level of knowledge and responsibilities toward children rights among journalists and others employed in media. A three-day workshop on the UN Convention on Children Rights was held in January 2003 for 19 media representatives, representing the leading media and broadcasting companies from entire BiH. All participants evaluated workshop as successful and helpful for better understanding of children's rights and how they can be implemented in practice. As a one of workshop deliverables, "The Codex of Journalists Behavior" (during work with children), was developed and distributed to all media and broadcasting companies in BH.

5. Maja and Priroda Bratunac "Children for the Land of Friendship & Peace" January-July 2003.

This 5-month project was to improve social re-integration of orphaned children from Bratunac, Konjevic Polje and Kravice (North-east BiH) into school system and community life. More than 40 orphaned children ages 7-14, from primary schools Branko Radicevic from Bratunac and Petar Kocic from Kravice benefited from art therapy workshops, creative workshops, excursion to Sarajevo and visits to Museum, Zoo and Old Part of town, sports activities (bicycle race). Those activities helped children in developing self-confidence, mutual respect among different ethnic groups and better communication skills. For most children, the visit to Sarajevo was their first trip outside of their local environment. One of most significant results of this project is that for the first time children of returnees from Konjevic Polje (Bosniaks) met and implemented common activities with children from Kravica and Bratunac (Serbs).

6. ALFA Bihac "I have right to be happy too" July 2003-May 2004

Children who lost parents during the war face serious problems such as poor communications with other family members, poverty, poor accommodation, learning problems, poor communications with peers, etc. Those problems manifest through poor schoolwork and behavioral and emotional problems. In Bihac Canton's primary schools there are 559 children without one parent and 7 children without both parents. The project activities were cooperation with schools, cooperation with families (single-parent and adoptive), creative workshops, organized social contact, performances and exhibitions. The project team had a psychologist, pedagogue, art pedagogue and social worker. Direct beneficiaries were 150 primary school children without one or both parents. The second part of the project started in December 2003. More than 170 children ages

8-14 participated. As a result, children without parents improved their schoolwork and ability to deal with problems.

7. Amica-Prijateljice Srebrenica "Smile keepers" July -December 2003

The aim of this project was to assist children without parental care through strengthening their interpersonal skills through psycho-social workshops designed by UNICEF. The 16 workshops used an interactive approach, including stimulation and development of emotional expression, nonviolent communication, socialization and tolerance. Direct beneficiaries of the projects were 70 children without one or both parents, ages 7-15 (including returnee, displaced or children resident in Srebrenica). Achieved results are: Decrease of trauma, easier socialization and better communication with peers and surroundings in general; Increase in self-confidence, awareness of rights and their position in society, better adjustment in school and mutual trust.

8. Sana Vita Sanski Most "Dangerous codes" July 2003-January 2004

Sana Vita implemented 3 series of radio shows called "Dangerous codes" (Opasne sifre), related to prevention of addiction, smoking, alcohol and drugs. Since these were call-in shows, it was noted that children without parents (who could be the most sensitive target group) did not participate. Therefore, the NGO organized seminars for a group of 30 children, without one or both parents, to focus on addiction issues. This project involved children's cross-entity socializing and networking. Direct beneficiaries were 30 children without one or both parents attending primary schools in Sanski Most.

9. Human Rights Office Tuzla "Are we equal" October 2002-July 2003

Goals of the project were increased knowledge about human and children rights, ability to cope with problems, developing sense of belonging to community and building team spirit among children without parental care. Direct beneficiaries of the project were 139 children without parental care ages 6-18. Children are members of SOS-Kinderdorf children's village-Gracanica, Village of Peace-Turija near Lukavac, Orphanage Slavinovici-Tuzla, pupils of primary schools Tinja and Podrinje in Srebrenik. 24 workshops were held. Special attention was paid to promotion of UN Convention on Children's Rights among the targeted group.

10. OSAP coalition-Tuzla region "Promotion of foster care solutions" February-July 2004

The members of this coalition are NGOs Forum zena, Zemlja djece, Amica Srebrenica, Familija, Snaga zene, Save the children UK, Regional Center for talents and children with special needs-Zvornik, and Ministry for Labor and

Welfare of Tuzla Canton. The goal of public advocacy campaign is raised public awareness related to advantage of foster care for orphans. Partners in project implementation (on behalf of coalition) were the Familija (association of foster care families) from Tuzla (leading partner), Save the children UK – Tuzla and the Ministry. The main public advocacy campaign activities included media campaign, informing and education of stakeholders and decision-makers, lobbying, and organizing of public events. As a result, decision makers and broader public are informed about the needs of children without parental care, children's rights in general and about the advantage of foster care. A significant achievement was that a charter with criteria and standards for caregivers was developed and submitted to Tuzla Canton.

11. DON Prijedor "For Children's Future" January-May 2003

The aim of the project was developing the "Prijedor Municipality Strategy for Protection of Children Rights" prepared with the participation of government representatives, NGOs and concerned citizens such as representatives of foster care families. Activities implemented within the project included developing and distributing a brochure, press conference, meeting with Municipal and Center for Social Work representatives, collect signatures for petition, round tables, phone help-line, radio and TV broadcasting. A database on children without parental care in Prijedor region was made, public awareness raised about the problems, and there is better communication between the Center for Social Work and local community. The Strategy Paper was submitted to Prijedor municipality that is expected to consider and adopt it in September 2004. The Paper proposes activities which will lead to a higher level of information sharing and raising of public awareness, creation of a more complex database, better education of professionals working with children and establishing of a special municipal budget line dedicated to protection of children without parental care.

12. Piramida Mostar "Peace – Tolerance – Education" January-July 2003

Pyramid created an opportunity for children from neighborhoods in the same town to gather together. Through creative and interactive educational and recreational activities, the children established more positive communication and developed closer inter-personal relationships. This was an important project because it developed and furthered interaction between children in Mostar (still a divided city where children go to separate schools with totally different school curriculum and related ethnic bias). The project served orphans from both parts of Mostar and educated them on the UN Convention on Children's and Human Rights and provided psychosocial help and support as needed. Direct beneficiaries were 40 children without parent(s) and children war victims aged 6-

12. Practical skills for later life were developed such as computer skills and English language. Activities also included workshops focusing on the following issues: Self affirmation, active listening skills, non-violent communication, conflict resolution skills, children's and human rights convention.

13. Through Heart to Peace Kozarac "Coexistence in Community" January-July 2003

Kozarac region has a large number of returnees; almost all are women and children. There are no facilities in the area for children to gather and spend spare time together after school. Through Heart to Peace organized a program to assist children and youth, primarily without one parent, to learn more about conflict resolution, non-violent communication, folk dance, drama and ecology. Program activities included seminars, different recreational activities, and a field trip to Sarajevo and the Land of Friendship and Peace site to benefit from their on-site program services, the horses, and from interaction with children from Sarajevo and other areas. Direct beneficiaries were 158 children without one or both parents.

14. Public Orphanage Zenica " Realize Your Goal" December 2003-June 2004

The orphanage accommodates 98 orphaned children age 1-24. The project achieved higher level of inter-personal relationship among the children, adequate attitude of individuals toward itself and community, better motivation for study and integration in broader community. 70 children ages 10-19 from the orphanage were direct beneficiaries of the project. Activities of project included following workshops: Pedagogical-psychosocial workshops, non-violent conflict resolution, and sewing and handcrafts workshops.

Length of project was 8 months (.)

15. We are for children Sarajevo January – May 2004

The goal of project was to prepare children from foster care families for an independent life, after they leave the foster care families. A specific goal of the project was education of children and their parents on the UN Convention on Human and Children's Rights. Direct beneficiaries of the project were more than 80 children without one or both parents, and their stepparents from Sarajevo Canton. As a result of the project, children and their caregivers were informed about career choices and education in secondary schools. Dialogue about career choices was initiated, and they were educated on practical implementation of the UN Conventions. Activities of the project included preparation and distribution of educational materials, psychosocial workshops, seminars on continuation of education after primary school and seminars on the UN Conventions.

15. Lotos Zenica "Step by Step" December 2003-May 2004

The goal of the project was improving creative skills of children without parental care through creative-pedagogical workshops. The workshop sessions included improving self-confidence, social skills and communication skills with peers and teachers; promotion of healthy life style without drugs; integration of children without parental care with children from complete families. The beneficiaries of this project were more than 120 children age 7-20. 15 of them were children from Orphanage "Dom-porodica" in Zenica.

No	PROJECT DESCRIPTION	PERFORMANCE INDICATOR				GENDER BREAKDOWN (Telecottage Manager)		ETHNIC BREAKDOWN (Telecottage Manager)			Activities that go beyond the project
		Name of implementing NGO	Location of telecottage			M	F	B	S	C	
Municipality / Local Community	Entity										
	Federatio n		RS								
	<p>To establish and successfully operate telecottages in BH</p> <p>The telecottages are community-based multi-purpose info centers providing access to a range of telecommunication & office services. The telecottage also provides other services according to the needs in which it operates.</p>	Number of telecottages operated by NGOs									Regular member of the Telecottage Association Bosnia and Herzegovina
1.	To establish and successfully operate a telecottage	Informativno edukativni klub "INFO" Ljubuški	Ljubuski	X		X				X	X
2.	To establish and successfully operate a telecottage	DC Nove nade, Čapljina	Tasovcici	X			X			X	X
3.	To establish and successfully operate a telecottage	Franciscian House "Kuća mira" Rama - Šćit	Rama – Scit	X		X				X	X
4.	To establish and successfully operate a telecottage	Milićanin Milić	Milici		X	X			X		X
5.	To establish and successfully operate a telecottage	CPP Zvornik	Zvornik		X		X		X		X
6.	To establish and successfully operate a telecottage	CPP Zvornik	Vlasenica		X		X		X		X

7.	To establish and successfully operate a telecottage	Biro za ljudska prava Bijeljina	Dvorovi		X		X		X		X
8.	To establish and successfully operate a telecottage	Informativno edukativni razvojni centar "IERC" Petrovo Polje	Petrovo Polje		X	X			X		X
9.	To establish and successfully operate a telecottage	Informativni centar "ICN" Nevesinje	Nevesinje		X	X			X		X
10.	To establish and successfully operate a telecottage	DC "Nove nade" Višegrad	Višegrad		X		X		X		X
11.	To establish and successfully operate a telecottage	Informativno edukativni klub "TELEDOM" Grude	Grude	X		X				X	X
12.	To establish and successfully operate a telecottage	DC "Nove nade" Foča/Srbinje	Kopaci		X	X			X		X
13.	To establish and successfully operate a telecottage	Omladinski centar "Stella" Fojnica	Fojnica	X		X			X		X
14.	To establish and successfully operate a telecottage	Independent Zenica	Nemila	X			X	X			X
15.	To establish and successfully operate a telecottage	DON Prijedor	Kozarac		X		X	X			X
16.	To establish and successfully operate a telecottage	Omladinski centar Laktaši	Laktasi		X	X			X		X
17.	To establish and successfully operate a telecottage	Informativno edukativni klub "DOM" Glamoč	Glamoc	X			X	X			X
18.	To establish and successfully operate a telecottage	NVO "Bosanska Krupa 2001" Bosanska Krupa	Bosanska Krupa	X		X		X			X

Attachment 32

Result 3.6 Telecottages

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19.	To establish and successfully operate a telecottage	Omladinski Centar Gornji Vakuf – Uskoplje	Gornji Vakuf – Uskoplje	X		X		X			X
20.	To establish and successfully operate a telecottage	Centar mladih Kotor Varoš	Kotor Varos		X	X			X		X
21.	To establish and successfully operate a telecottage	Omladinski centar 'Pod istim suncem' Jablanica	Jablsnica	X		X		X			X
22.	To establish and successfully operate a telecottage	LUNA Rudo	Rudo		X	X			X		X
TOTAL NUMBER OF TELECOTTAGES											
			22	10	12	14	8	6	12	4	22

List of Telecottage Services

Basic Services

- **Internet access**
- **E-mail services for individuals, local entrepreneurs and small business**
- **Small business and NGO office services (faxing, photocopying, scanning, printing and CD recording)**
- **Access to computer (word processing etc)**
- **Basic computer education (Windows, Word, Outlook, Explorer)**
- **Basic English language education**
- **Community meeting space and support services for the local community**

All 22 telecottages are located in multifunctional premises of 50 or more square meters with ISDN or rented links installed where possible. Telecottages are equipped with 6-10 networked PCs, telephone-/fax machine, copy machine, and scanner, black-white & color printers and CD recorder.

The basic services provided by all 22 telecottages are part of a standardized package designed to support local commercial services (including basic computer education and basic English language education). Every telecottage provides space, as available, for local community meetings, public lectures and round tables on topics and subjects of public interest and benefit, such as economic development, social and electoral issues, cultural promotion, recreation, sport and healthy leaving.

Every telecottage has a Community Resource and Tourism resource database to provide essential information for the local community and visitors. This information is provided in an electronic and printed version and is made available on the telecottage bulletin board. Telecottage users, including visitors and potential donors, can easily obtain relevant and important data about the local community including: contact information for local government officials, information and contacts for public institutions, private health institutions, culture and sport institutions, private firms, banks, public and private legal assistance, local NGOs, local craftsmen, tourist bureaus and accommodation services, emergency health and traffic services, public events, and an itinerary of public transport services.

Additional Telecottage Services Responding to Community Need and Interest:

- **Advanced training and consultation on computer science**

Example:

Telecottage Grude offers an advanced computer course for 'Auto Cad', a software package for mechanical engineering design and project development. This one-month course is for a total of 30 hours and is conducted 3 times a week in 2-hour sessions. The lecturer is Prof. PhD Snjezana Rezic from the Faculty of Mechanics of Mostar University. More than 30 students successfully completed the course. Students are mechanical engineers and technicians from Grude Municipality and the region.

- **Distance education & learning methods and programs**

Example:

Telecottages are utilizing Forum & Chat Software tools on the Teledom Association website, www.teledom.org, for communication, education and real-time learning methods. These electronic tools are available to serve both telecottage management and clients from many isolated local communities. Distance learning sessions in subjects such as strategic planning and tourism development can be held for the total network at one time. The TDA holds weekly chat sessions for the network to address system management issues. The board of the TDA also utilizes the system to discuss and vote on policy issues.

The system allows a lecturer or expert consultant to communicate with the participants/students through the Chat by following a strict protocol for presentation and discussion of issues. On April 15, 2004 Fedja Begovic from Sarajevo LAMP Office provided a one-day consultancy/chat education session to introduce the new USAID Agriculture LAMP Agriculture Development Program. 50 farmers, regular clients of 22 telecottages, participated in the Chat education. Topics covered included program and financial aspects and criteria for obtaining LAMP funding or support.

- **Facilitating exchanges of information between citizens and government (free legal aid, local training and citizen support center for elections)**

Example:

Telecottage Visegrad offers free legal aid to the local community. Aleksandra Petrovic, Judge in the Municipal Court, advises walk-in clients two days per week for two-hour sessions. Most of the clients want assistance with Property

Laws (writing appeals or complaints). The telecottage staff regularly follow-up cases, helping resolve issues as needed with local government offices. The telecottage seeks to motivate local citizens and urges them to communicate with each other and to communicate more effectively with local government officials. This legal aid activity began in November 2002 and to date has served more than 300 citizens. During elections the telecottage distributes all official election materials (candidate lists, instructions for voting, etc) and serves as a training center for citizen election-monitors and members of the local election subcommittee. This activity increases citizen participation in elections and furthers the overall decision making and democratic process.

- **Business incubators and business support services including internet based teaching and training and serving as a “virtual market place”**

Example:

Before the war, the “Bauxite” factory was the most important economic entity. The factory employed approximately 2500 people. Now, the factory operates at 25% of its pre-war capacity. The employment situation is expected to worsen in and more people will be unemployed. Telecottage Milici provided assistance to its local clients, many of whom were former ‘Bauxite Milici’ employees, to search for jobs or identify new means of subsistence. Since Milici has a natural potential in agriculture, the telecottage focused on helping people and groups apply for individual agriculture grants from international donors, such as CARE and UNDP. So far, the telecottage successfully provided assistance for local citizens to increase income in a variety of fields such as growing fruits and vegetables, snail farming and export, livestock husbandry, opening tailor shops, opening florist shops. Assistance included preparation and marketing proposals to donors. To date more than 50 persons from the local area were assisted.

- **Agricultural information, association development & advising services**

Example:

In September 2003, Telecottage Kopaci sponsored a series of public lectures for local farmers on ‘Modern Beekeeping’ and ‘Formation of Beekeepers’ Association’. The educational program aimed to stimulate interest in modern beekeeping as an income generating occupation. This type of industry was a relevant option for creating more economic self-sustainability in Kopaci, since returnees make up much of the local community. Expert guest-lecturers were brought in from REDRIN, economic development agency of the Donja Drina Region. As a result, the Association of Beekeepers Kopaci was founded in March 2004. The Association has more than 50 members and receives ongoing technical assistance from the telecottage. In June 2004, the association, with

assistance from the telecottage, submitted an application to register as an NGO. A registration certificate is expected by September 2004.

- **Community development, event planning and promoting and information center**

Example:

In December 2003, Telecottage Rudo organized and sponsored a 'Business Investment Day'. The event included business meetings between Rudo local authorities, Telecottage management and six businessmen originating from Rudo who currently work and live elsewhere in BH and Serbia-Montenegro. The topic of the conference was 'Creating ideas for projects to improve the economy in Rudo Municipality'. The Local TV station covered all official parts of the event including the listing of those projects that would best attract business interest and investment in the area. One concrete benefit for the local community was a decision to immediately invest 50,000 KM into the local economy.

- **Provision of exhibition space for arts and crafts**

Example:

In March 2003, Telecottage Ljubuski in cooperation with local youth initiated a gathering of young creative people, artists, sportsmen and journalists from Ljubuski Municipality for a series of 'Evenings of Young Creative People'. This regular activity enables young people ages 15 to 30, from different ethnic groups, political persuasion, education and interests to gather monthly in one place to express their ideas, opinions and creativity in public. During the events the telecottage exhibited art works of the participating young artists including paintings, poems and handicrafts.

- **Employment resources (employment agency referral, etc.)**

Example:

Telecottage Tasovcici established cooperation with the Bureau for Employment of Western Herzegovina to provide the Bureau's job information service in the telecottage. In addition, the telecottage provides a basic computer training course for registered unemployed persons and for employed persons who need to upgrade their computer skills to retain their employment. To date, 102 persons were trained by the telecottage through this cooperative agreement. Of this number, 85 were registered unemployed persons (mostly recent university graduates and job applicants) and 17 employed persons who need advanced computer training to retain their

employment at Hypo Alpe Adria Bank Branch Office Capljina and Municipal Court Capljina.

- **Library resources**

Example:

Telecottage Ljubuski operates within the premises of the Ljubuski town library. The library provides a separate large room for the teledom, over 12000 different books and a newly furnished, air-conditioned reading room. The library has 492 registered members.

- **Local advertisement, media support, information services for reporters**

Example:

Telecottage Zvornik provides technical support and research services for print and broadcast media correspondents from Zvornik and elsewhere. Media benefiting from this service include: "Glas Srpski" Banja Luka, "Vecernje Novosti" Beograd, "Dnevni Avaz" Sarajevo, radio station "Radio Osvit" Zvornik, TV stations "TV Zvornik" Zvornik and "BN Televizija" Bijeljina. Newspaper articles and photos are sent from the Telecottage on a daily basis to a variety of media. As a result of this good co-operation, the Telecottage and its operating NGO, CIPP Zvornik have been featured or presented in all of the above media at least once in each quarter. Telecottage Ljubuski and Fojnica provide similar media support services. Both centers provide free Internet access for reporters to research and prepare news stories.

- **Preparation and distribution of local news bulletins**

Example:

Telecottage Kotor Varos prepares and distributes a local bulletin 'Teledom Informator', which is the only local print media. 1000 copies of the bulletin are published monthly. The publication is edited in a standard commercial newspaper format. The content includes local news and business advertisements. The telecottage sells 300 copies commercially and distributes 700 free copies of the 'Informator' to schools and business partners/sponsors. The publication provides a needed communication service to over 5000 citizens of the Kotor Varos Municipality.

- **Local radio**

Example:

Telecottage Laktasi operates a local radio station, 'TMK Radio'. Its signal reaches 50-km air distance from Laktasi Municipality, covering large urban

centers such as Banja Luka and Gradiska. In addition to its regular program of international, national, regional and local news, 'TMK Radio' presents telecottage activities and an overview of the achievements and programs of the Telecottage Association. A recent assessment of listeners indicated an audience of over 800 regular and 5000 occasional 'TMK Radio' customers.

- **Create web pages for cities, regional development organizations and associations**

Example:

Telecottage Nevesinje designed and created the web portal www.virtualnahercegovina.com which presents Mostar as a regional center and 6 towns from East Herzegovina Region, including Nevesinje, Trebinje, Ljubinje, Bileca, Gacko and Berkovici. The web portal is modern and attractively presents all relevant and actual information and data covering historical, social, economic, political, cultural, sport, business and NGO sectors. The telecottage engaged local expert assistants from each town presented on the web portal. The telecottage is included in the Nevesinje Municipal budget for 2004 for the purpose of updating and servicing the web portal.

- **Local sale (books, postcards, gifts, handicrafts, etc.)**

Example:

Telecottage Rama-Scit sells books, postcards and various souvenirs from Rama region in its premises. The telecottage provides services to the local community and operates on the grounds of a Franciscan Monastery. 'Kuca mira' (House of Peace) is a faith-based NGO that provides accommodations for retreats and group activities. The Monastery has a modern, well-equipped tourist and conference facility for organized groups. Both the telecottage and the monastery are located on the shore of Rama Lake, a lovely tourist resource. All guests and tourists in 'Kuca mira' are regular clients and visitors to the telecottage. During the year more than 2000 guests and tourists visit 'Kuca mira' and the telecottage.

- **Newspapers/Reading Room**

Example:

Telecottage Visegrad regularly provides all popular daily, weekly and monthly newspapers and magazines from all parts of BH. In addition, the telecottage provides popular newspapers and magazines from Croatia, Serbia-Montenegro and elsewhere which include Dnevni Avaz, Oslobodjenje, Glas Srpski, Nezavisne Novine, Start, Star, Svet, Sport, Imperial, Vecernje Novosti, Ljepota i zdravlja, Ljubav i moda, Auto, Kosarka, Nogomet, Mila,

Teen, Tina, Eli, Cosmopolitan and others. Every day more than 50 citizens come to the telecottage to read the newspapers and magazines. Most of these are adults and elderly retired persons who lack money to purchase periodicals.

- **Services for civic organizations and their centers**

Example:

Telecottage Zvornik serves as a center of the local NGO movement. Since the project started the telecottage has been a key provider of technical support to youth organizations and democracy-building programs. Recently, the telecottage organized and hosted 4 public lectures on 'Democracy and Development of Civil Initiatives' which attracted over 250 citizens. One result of the telecottage work was the creation of a Youth Council Zvornik composed of 5 local Youth NGOs. The Council uses the telecottage as a place for meeting and program activities.

- **Tourist Information Office for local and regional visitors**

Example:

Telecottage Grude operates in Grude, a small town located in Hercegovina. The town is 35 km from Medjugorje, a famous, worldwide destination of religious tourism. The telecottage offers all relevant and current tourist information, brochures, books, maps, guides about Medjugorje and local tourist attractions as well as about BH and neighboring Croatia and Adriatic Coast. Grude is 60 km from Makarska, a tourist destination on the Croatian Adriatic Coast.

- **Translation and interpreting services**

Example:

Telecottage Fojnica provides English language translation and interpreting services for the municipality and foreign guests. The town houses BH's largest physical rehabilitation center. The telecottage regularly receives foreign guests who require translation during visits to the center or who attend seminars or workshops.

- **Projection of movies and music education**

Example:

Telecottage Rama-Scit organizes monthly free movie projections for the local community. Every movie is selected to address a social issue or historical subject. After the show, a guest-expert leads a public discussion. Films shown

include hit movies such as Armageddon, Last Samurai and Passion. In one weekend, 1200 citizens from the local community and the wider region saw The Passion.

Example:

Telecottage Rama-Scit established a music education program. The program offers lessons for guitar, piano and drums. Teachers are young local musicians, one of whom is the Assistant Telecottage Manager. The courses last for 3 months and are attended by pupils from the local primary or secondary school. To date, there have been 11 guitar students, 16 piano students and 9 drum students who successfully completed the course. In January 2004, the telecottage established a band of the best students to play in the local schools or in the telecottage on important local community events, holidays, and celebrations.

- **Assistance to members of vulnerable populations in the local community**

Example:

Telecottage Petrovo Polje established regular co-operation with the Trebinje Social Welfare Center in order to identify, register and provide assistance to needy families in Petrovo Polje Local Community (the elderly, those in poor health). Twenty families were identified for follow up assistance. All of them received financial assistance to pay electric bills and were provided with food parcels (flour, cooking oil, sugar, salt, canned meat). Ten needy households received wood for heating. To meet the ongoing needs, the telecottage together with Petrovo Polje Local Community submitted a project proposal to IBHI for 30,000 KM to establish an "Elderly People's Club. The grant was awarded in November 2003 and the Club was established, equipped and opened in May 2004. The Club is a place where elderly people can socialize (watch TV, play games, read newspapers and magazines) and receive basic medical/social care. Once a week a general practitioner and a social worker from Trebinje Hospital come to the Club to provide assistance. A free meal is provided once per week.

- **Cross Border (BH and Croatia) Regional Technical Assistance Exchanges**

The TDA initiated a cross-border exchange and technical assistance program which included visits between NGO telecom leaders from Tasovcici, Ljubuski, and Grude with Directors and staff of DESA Dubrovnik and DOS Split, Croatia.

The BH group introduced the teledom concept and operational procedures to the Croatian NGOs including ways and means of establishing and supporting a teledom. The Croatia group provided an orientation to the operation of an NGO network and to planning, implementing and supporting legal and human rights services. Both organizations explored ways and means of increasing cooperation for environmental protection and tourism development. As a result, DOS decided to explore developing a telecottage network.

In Dubrovnik, DESA introduced its successful, privately funded program for developing entrepreneurs in tourism and for developing rural tourism through handicraft production and marketing. DESA decided to include telecottage development as a means to assist the poor on the Adriatic islands since many islands have an isolated and economically depressed environment similar to many teledoms in BH. DESA offered to provide technical assistance to the TDA in the development of rural tourism and provided a training publication for use by the TDA in creating local tourism businesses.

TELECOTTAGE ASSOCIATION

The Telecottage Association is the first association registered on the state level whose members are institutions operating in both entities and managed by all ethnic groups. Telecottage Association in BH is officially registered effective March 18, 2004 at the state level. This marks a success not only in the DemNet program, but generally for BH as association members are located throughout the country in both entities.

The managers of the Bosnian association telecottages held the founding meeting of the Bosnian Telecottage Association in September 2003. They decided on the statutes for the organization and elected officers. The president of the Serbia-Montenegro association, András Verbaszi, and the staff of the Moravici telecottage from the Hungarian-speaking area of Vojvodina, took an active part in the preparation for this meeting as did the officers of the Hungarian Telecottage Association. A significant result of this assembly meeting was the cooperation shown by different nationalities (Serb, Croat, Bosnian) from different ethnic areas working together to plan and launch the new national teledom association. The current organizational structure of the BiH Telecottage Association is as follows:

- a) Assembly
- b) Governance Board
- c) Supervisory Board
- d) Subcommittees
 - 1. Subcommittee for Fund Raising
 - 2. Subcommittee for Public Relations
 - 3. Subcommittee for Legal Issues and Nomination
 - 4. Subcommittee for Management and Development
 - 5. Subcommittee for Membership

The European Union of Telecottages EUTA held its first Europe-wide meeting in BiH in September 2003 in part to recognize and encourage the development and expansion of 'Telecottages' in BiH. The directors of telecottage associations from Bulgaria, Estonia, Poland, Hungary, Russia, and Serbia-Montenegro worked with ADF and local teledom leadership to organize the educational and organizational development event for EUTA and BiH teledoms.

The leaders of the European telecottage associations agreed on fundamental questions regarding EUTA's founding and signed an agreement marking the start of the legal process for the association's formal European registration. The international association will include a delegate from the Slovak telecottage association, which was not represented at the meeting. It was also agreed that each country association would have one vote.

The BH Telecottage Association became a founding member of the European Union of Telecottage Associations (EUTA) in March 2004 at the constitutive assembly meeting of EUTA in Budapest, Hungary. Other founding members are telecottage associations from Hungary, Serbia-Montenegro, Bulgaria, Russia, Estonia and Slovakia.

NOVA PRAKSA PERFORMANCE MEASUREMENT

	ORGANIZATION / INSTITUTIONS	ENTITY		PROJECT DESCRIPTION	PERFORMANCE INDICATORS			Activities beyond project / Follow up and ongoing cooperation	GENDER BREAK-DOWN (Project managers)		ETHNIC BREAKDOWN (Project managers)		
		FEDERATION	RS		Increase in new participation mechanisms are established or re-activated	Increase in number of major local government decisions in which input taken into account	Increase in public-private sector partnership		Male	Female	Bosniak	Serb	Croat
	NGOs												
1.	VNG International, Sarajevo	1		Strengthening the capacity of the Fed. & RS Associations of Municipalities and Cities							1		
2.	NGO Futura Plus, Teslic		1	Establishment of computerized info center with unified database in Register office and linking it with sub-offices			X					1	
3.	Udruzenje izbornih zvanicnika BH, Sarajevo	1	2	Establishment of info centers in 3 municipalities: Ljubinje, Srpsko Sarajevo and Orasje	X		X	X		1		1	
4.	Lijepa nasa, Capljina	1		Implementation of LEAP and purchase of equipment for waste collection and selection	X		X	X	1				1
5.	Centar za gradjansku suradnju, Livno	1		Purchase of pump for water supply system of village			X			2	1		1
6.	Bosanska Krupa 2001, Bosanska Krupa		1	Establishment of Economic Forum and provision of office equipment for Municipal economic development department	X	X	X	X	2		2		
7.	Viktorija 99, Jajce	1		Cleaning and removing illegal waste dumps and reconstruction of sewage system that dripped in the pedestrian tunnel			X	X		2	1		1

**Attachment 35
Nova Praksa Performance Indicators**

**Democracy Network II Final Report
America's Development Foundation**

	ORGANIZATION / INSTITUTIONS	ENTITY		PROJECT DESCRIPTION	PERFORMANCE INDICATORS			Activities beyond project / Follow up and ongoing cooperation	GENDER BREAK-DOWN (Project managers)		ETHNIC BREAKDOWN (Project managers)		
		FEDERATION	RS		Increase in new participation mechanisms are established or re-activated	Increase in number of major local government decisions in which input taken into account	Increase in public-private sector partnership		Male	Female	Bosniak	Serb	Croat
	NGOs												
8.	Zene sa Une, Bihac	1		Providing labor unions with education needed for improving dialogue between management and government	X		X			1	1		
9.	Liga za zastitu privatne svojine i ljudskih prava, Trebinje		1	Establishment of Forum of Local Communities and renovating and equipping 3 Local Community offices	X		X	X	1			1	
10.	GERC Sumejja, Mostar	1		Installation of roadway lights and removing and leveling illegal waste dumps	X		X	X		1	1		
11.	EKO Neretva, Jablanica	1		Implementation of LEAP and purchase of equipment for selective waste disposal	X	X	X	X	1		1		
12.	Humanitas, Doboj		1	Repair and installation of sewage system			X		1			1	
13.	Jedinstvena organizacija mladih / JOM, Jelah	1		Establishment of 4 Civic Councils and purchase of office equipment	X		X	X	1		1		
14.	Alternative, Kakanj	1		Increasing civic participation and understanding of rules and procedures that will enable citizen input in municipal decision making	X		X	X		1	1		

	ORGANIZATION / INSTITUTIONS	ENTITY		PROJECT DESCRIPTION	PERFORMANCE INDICATORS			Activities beyond project / Follow up and ongoing cooperation	GENDER BREAK-DOWN (Project managers)		ETHNIC BREAKDOWN (Project managers)			
		FEDERATION	RS		Increase in new participation mechanisms are established or re-activated	Increase in number of major local government decisions in which input taken into account	Increase in public-private sector partnership		Male	Female	Bosniak	Serb	Croat	
	PUBLIC INSTITUTIONS													
15.	Javna biblioteka, Maglaj	1		Purchase of computer equipment, linking it to Internet and making it available to citizens	X					1		1		
16.	Centar za socijalni rad, Zenica	1		Establishment of info center of social welfare system, creation of unified database and network of CSW with sub-offices	X				1		1			
17.	Centar za kulturu, Orasje	1		Renovation and installation of central heating system and stage	X				1				1	
18.	Zavod za planiranje, urbanizam i razvoj, Kalesija	1		Purchase of equipment and software needed for creation of digital real estate data base and municipal Land use plan	X	X	X	X	1		1			
19.	Univerzitetska biblioteka, Bihac	1		Renovation of library premises and yard for American Corner	X				1		1			
	LOCAL COMMUNITY													
20.	Bocinja, Maglaj	1		Renovating, furnishing and equipping office premises of Local Community	X				1	1	1	1		

	ORGANIZATION / INSTITUTIONS	ENTITY		PROJECT DESCRIPTION	PERFORMANCE INDICATORS			Activities beyond project / Follow up and ongoing cooperation	GENDER BREAK-DOWN (Project managers)		ETHNIC BREAKDOWN (Project managers)		
		FEDERATION	RS		Increase in new participation mechanisms are established or re-activated	Increase in number of major local government decisions in which input taken into account	Increase in public-private sector partnership		Male	Female	Bosniak	Serb	Croat
	MUNICIPALITIES												
21.	Opcina Stari Grad, Sarajevo	1		Installation of electronic informational terminals (kiosks) that provide citizens with information and direct link to municipal administration	X			X		1	1		
22.	Opcina Jajce	1		Establishment of computerized info center with unified database in Registrar office	X			X		1			1
23.	Opstina Trnovo		1	Construction of retaining wall on the river and LEAP development	X	X		X		1		1	
24.	Opstina Bosansko Grahovo		1	Modernization of municipal administration through purchase of office and communications equipment	X			X	1			1	
25.	Opcina Novo Sarajevo	1		Installation of street lights			X			2	1	1	
26.	Opcina Zavidovici	1		Renovation and equipping of meeting and conference room	X			X	1		1		
27.	Opcina Siroki Brijeg	1		Purchase and installation of equipment for waste collection and selection			X	X	1				1

	ORGANIZATION / INSTITUTIONS	ENTITY		PROJECT DESCRIPTION	PERFORMANCE INDICATORS			Activities beyond project / Follow up and ongoing cooperation	GENDER BREAK-DOWN (Project managers)		ETHNIC BREAKDOWN (Project managers)		
		FEDERATION	RS		Increase in new participation mechanisms are established or re-activated	Increase in number of major local government decisions in which input taken into account	Increase in public-private sector partnership		Male	Female	Bosniak	Serb	Croat
Total number of municipalities		16	8	TOTAL	20	4	16	16	17	15	18	8	6
Total number of projects		21	6										
% (Federation / RS)		67	33	PERCENTAGE	74	15	59	59	53	47	56	25	19

NOVA PRAKSA FINAL GRANTS REPORTS

NP 03 – 01 VNG International, Sarajevo

- **Grant amount:** \$ 42,435 (\$80,322 originally approved)
- **Date:** July 2003-December 2003
- **Project aim:** Building the capacities of the Association of Municipalities and Cities of the Federation and of Associations of Municipalities and Cities of the RS and supporting them to represent the interests of local government

During the first six months, VNG International did not achieve any specific result nor meet any objective. It did not provide adequate and needed consultative support to the associations and did not show potential to increase the level of services to the clients. The grantee completely failed to comply with the terms and conditions of the grant; therefore it was terminated in December 2003.

NP 03 – 02 Futura plus, Teslić

- **Grant amount:** \$ 19,988
- **Date:** November 2003-March 2004
- **Project aim:** Improvement of services that main registrar office and its sub-offices in Local Communities of Teslić Municipality provide to citizens and creation of unified electronic database. Provision of necessary hardware and software and training personnel of municipal and LC offices

After the installation of computer equipment, software was installed for documents and database. Registrar staff input data. Originally, four basic documents were included (birth, wedding, death and citizenship certificates); the number of available documents increased to thirteen. Employees were trained in use of basic and specific software applications. Courses will continue until certain standards are reached. Evaluation of project was done through survey of employees and citizens. The evaluation indicated that introduction of Information Technology into the work of Municipal administration is a significant step towards much more effective services provision. During implementation, dissemination of information related to project activities occurred at both internal (municipal administration) and external (public) levels. Informing citizens and wider public was done through numerous meetings, various media, distribution of brochures and new municipal web site www.teslic.rs.ba.

Hardware and software provided for the project: 1 server, 3 computers, 2 printers, 1 UPS, System software, Software application, Web site design and hosting.

NP 03 – 03 Municipality Stari Grad - Sarajevo

- **Grant amount:** \$ 22,486
- **Date:** October 2003-May 2004
- **Project aim:** Improvement of communications between Municipality and citizens through installation of informational terminals (info kiosks) that will provide information and direct link with municipal administration

Info kiosks (hardware), creation of software application and data entry were the main activities. Programmers made all possible forms used by citizens and municipal administration. Instructions on filling out the forms, submission procedures are available and the forms can be printed free of charge. In addition to document forms, project team inputted all sorts of data, such as information on municipal officials and councilors, municipal departments and their responsibilities, phone directory, newspaper clippings, photo and video archive, etc. Software designers installed a system for polling citizens about the work of municipal administration or individuals and direct e-mail connection between citizens and municipal authorities. Municipal administration staff was trained by software programmers. 3 Info kiosks are now operational.

NP 03 – 04 Udruženje izbornih zvaničnika BiH, Sarajevo

- **Grant amount:** \$ 47,630
- **Date:** October 2003-May 2004
- **Project aim:** Strengthening the role of Local Communities in municipal decision making processes, voter registration and establishment of info centers in municipalities of Srpsko Novo Sarajevo, Ljubinje and Orašje

During the project implementation, 70 public meetings were held in 7 LCs of these 3 municipalities. Main topics that these meetings were Role and significance of LC in local politics; Budget; Public works issues; Elections 2004; Entrepreneurship; Municipal Council; Health protection; Public transportation; Mayor's role in local governance; Education and culture. 1,408 citizens participated in these meetings as well as representatives of all segments of municipal administration and public institutions. Together with local authorities, Elections committee and Centers for registration, project coordinators updated voter registry. In each of the municipalities there were hundreds of changes, many new voters were registered and many (deceased) were removed.

UIZBiH equipped Info centers in these three municipalities with 6 computers, 6 printers, 6 fax machines, 6 toners and 6 cartridges. Information provided includes land use permits, legalization of previously distributed land, work permits, citizenship, voter registration, etc. Advisory groups were formed in Srpsko Novo Sarajevo and Orašje and their status will be legally verified. In cooperation with local authorities UIZBiH held press conferences in all three municipalities to present the project. Info center in Ljubinje produced and distributed pamphlets that contain information on center's services. Municipal authorities in Srpsko Novo Sarajevo distributed temporary pamphlets and in Orašje they are going to be produced by PADCO.

NP 03 – 05 Lijepa naša, Čapljina

- **Grant amount:** \$ 52,986
- **Date:** November 2003-May 2004
- **Project aim:** Purchase and installment of equipment for selective waste disposal and implementing LEAP

Project implementer purchased and placed regular and selective waste containers and installed green islands. Illegal waste dump was removed and cleaned and expert team identified new location for waste dump that will be a permanent solution. Citizens were constantly informed about project activities through promotional materials, round tables, green telephone, presentations on local radio stations and TVs and educational sessions in schools. Schools organized collection of old paper and were given cardboard boxes for paper disposal. These activities will continue with the beginning of school year. Cleaning of other illegal dumps continues in cooperation with citizens and private entrepreneurs who haul collected waste such as old paper and car wrecks, free of charge. There is a huge interest among local authorities, public communal enterprise, citizens, schools and entrepreneurs, for continuation of selective waste treatment disposal. Equipment provided through this project includes: 4 green islands, 51 selective waste containers, 26 garbage cans, 50 warning signs, 16 information boards and 8 flower containers. 1,000 nursery plants were planted at former waste dump locations. As a contribution to this project municipal administration donated funds for benches that are placed in walking areas and parks.

NP 03 – 06 Centar za građansku suradnju, Livno

- **Grant amount:** \$ 5,025
- **Date:** December 2003-January 2004
- **Project aim:** Assisting village Lopatice to construct water-supply system

90 male inhabitants of the village contributed voluntary labor to construct the water-supply system. 86 families contributed 600 KM each. Livno

Municipality as well as some private enterprises donated funds. Nova Praksa funds were used to purchase water pumps. In January 2004, the water-supply system was officially in operation.

NP 03 – 07 Bosanska Krupa 2001, Bosanska Krupa

- **Grant amount:** \$ 26,028
- **Date:** December 2003-May 2004
- **Project aim:** Establishment of Economic development department in Municipality and an Economic Forum to build a partnership between the governmental, profit and nonprofit sectors

NGO BK 2001 and Initiating Committee of the Economic Forum (EF) held numerous public discussions and meetings with local and cantonal authorities, business, and NGOs about the establishment of an EF. Distribution of promotional materials and media campaign resulted in a huge interest and response of guests and citizens. More than 200 people were present at the founding assembly. After the presentation of EF project, President of the Forum and Presidents of all boards, members of Executive board and Sub-committees were elected. Representatives of international organizations, prominent entrepreneurs, foreign investors, representatives of other municipalities, Cantonal Prime minister, President of municipal council and Mayor addressed participants. EF member includes 80 entrepreneurs, municipal officials and NGO representatives. The EF Executive board produced an Activity plan with a timeframe. The first product was a comprehensive database on municipal economic situation that enabled creation of Social-economic map of Bosanska Krupa. Experts participated in workshops to draft a Development Strategy of Bosanska Krupa Municipality. Adoption of this document by Municipal Council will be due in September 2004. The EF Boards held 10 meetings attended by 126 people, a pre-constitutional conference attended by 60 people and 3 program workshops attended by 90 persons. The Municipal Economic department received a digital projector, server, 6 computers, scanner, printer and telefax.

NP 03 – 08 Municipality Jajce

- **Grant amount:** \$ 24,984
- **Date:** January 2004-March 2004
- **Project aim:** Establishment of information center with unified database in the Registrar office in municipal building and construction and equipping of Info-desk and 'Šalter sala'.

ADF provided computer equipment (2 servers, 9 networked computers and 4 printers) and software package. Municipality of Jajce invested in the Info-desk and Šalter sala reconstruction. Citizens were informed through local media.

Registrar office personnel received training courses on use of computer equipment, software applications and input of data. Municipal administration prepared, printed and distributed guidelines on municipal departments, their structures, roles and responsibilities.

NP 03 – 09 Municipality Trnovo

- **Grant amount:** \$14,985
- **Date:** January 2004-May 2004
- **Project aim:** Construction of retaining wall on river Željeznica needed for prevention of floods and LEAP development

Working group, Citizens board and Advisory board, after public discussions in Local Communities, produced the list of ecological issues and determined priorities, deadlines, results and monitoring indicators. 390 citizens actively participated in 12 public discussions and round tables. Draft LEAP was printed and given to citizens, relevant organizations and associations for further public discussion. When their inputs were taken into account the final LEAP was approved, printed and distributed. Tendering procedures for construction of retaining wall were completed and the most favorable offer was chosen. Mayor has concluded contract with constructor who successfully built the retaining wall on the river.

NP 03 – 10 Javna biblioteka, Maglaj

- **Grant amount:** \$ 13,500
- **Date:** January 2004-April 2004
- **Project aim:** Providing public library with computer and other office equipment and Internet connection needed for establishment of direct link between local government and citizens

Equipment was purchased and alarm system installed. Furniture was purchased from another funding source. Employees are trained in use of computers and other equipment. Library has developed successful cooperation with NGO sector and local authorities. Several public meetings were held in library premises. The project purchased 10 computers, printer, scanner, photocopier, alarm system, CD RW and internet connection.

NP 03 – 11 Municipality Bosansko Grahovo

- **Grant amount:** \$ 19,992
- **Date:** January 2004-April 2004
- **Project aim:** Modernization of municipal administration through provision of equipment for faster communication and responses to citizen needs

Citizens were informed about project implementation and on administration structure and responsibilities. Purchase of equipment and expendable supplies went as planned. An electronic database in registrar office and employee training significantly improved service provided by municipal administration. A telephone system allows citizens to communicate with municipal personnel, who can now better respond to needs. Equipment provided includes: telephone switchboard, 10 phones, 1 telefax, 5 computers, 3 printers, 2 UPS, stationery supplies, software application and 20,000 blank forms for registrar office.

NP 04 – 12 Viktorija 99, Jajce

- **Grant amount:** \$ 31,775
- **Date:** January 2004-May 2004
- **Project aim:** Cleaning and removing illegal waste dump in Harmani neighborhood and reconstruction of sewage system that dripped in the auto / pedestrian tunnel

In the first stage of project implementation waste dump was cleaned and removed with a lot of support and engagement of citizens and local entrepreneurs. Heavy rains delayed construction of sewage system; all project activities were implemented within overall deadline. Project management team held 10 public meetings with partners and citizens regarding project implementation and sought more support. Many citizens worked together with employees of Public communal enterprise whose service was free of charge. Citizens who could not work found volunteers to replace them and provided them with a daily wage or a meal. During the project implementation 42 volunteers contributed 1313 labor hours. Surplus materials such as sewage pipes was donated to neighboring Local Community that doesn't have sewage system.

NP 04 – 13 Žene sa Une, Bihać

- **Grant amount:** \$ 6,750
- **Date:** January 2004-May 2004
- **Project aim:** Providing labor unions with education that is needed for improving quality of dialogue between management of companies and government.

The grantee held press conferences that were poorly attended, offered services to some unions that were not interested in being trained, conducted training of media workers who were not union members and held project evaluation session attended by representatives of 4 labor unions, 4 representatives of food industry, 5 representatives of media houses. Project was evaluated as “curative”.

NP 04 – 14 Municipality Novo Sarajevo

- **Grant amount:** \$ 62,430
- **Date:** January 2004-May 2004
- **Project aim:** Installation of street lights on Vilsonovo Šetalište to make it a safer place for citizens and students from nearby secondary schools

All project activities went smoothly from the beginning. After all possible permits for construction works were obtained, Municipality announced tender for contracting of professional service provider. Lamppost and lamps were ordered and trenches for laying electricity cables were dug out. When equipment arrived it was installed. The Faculty of Forestry was contracted to provide service for trees. Lighted promenade will enable youth to organize cultural events that were planned by this project. These activities will start with the beginning of new school year. US Ambassador Bond turned on the lights.

NP 04 – 15 Centar za socijalni rad, Zenica

- **Grant amount:** \$ 19,316
- **Date:** February 2004-May 2004
- **Project aim:** Creation of unified database and network of Center for Social Welfare with 5 Local Community offices; Establishment of information center in partnership with local authorities and NGOs

Center organized 2 workshops on “Implementation of project activities – obligations of Center employees” and “Mutual interaction of partners on implementation of project objectives and activities”. Employees of CSW attended seminar on “Use of computers and computer programs” and presidents of Local Communities were trained in use of computer. Besides provision of office equipment, hardware and software application, CSW

representatives requested reallocation of unspent funds for purchase of additional equipment that was needed. SCW and its sub-offices are fully equipped now which will enable them to provide much more effective services to their beneficiaries. Purchased equipment includes: 15 computers, 10 printers, 20 phones, 10 faxes, 3 CD RWs, 1 photocopier, 6 UPS, software package and some furniture.

NP 04 – 16 Local Community Bočinja, Maglaj

- **Grant amount:** \$ 5,460
- **Date:** January 2004-April 2004
- **Project aim:** Renovation of Local Community premises and computer equipment

Local Community representatives together with police officers (police station in Bočinja uses 2 out of 4 LC offices) renovated premises. ADF provided funds for purchase of essential and basic office furniture and equipment, such as computer, printer, fax, photocopier, electronic safe, desks, chairs and carpet. Also, 10 representatives of Local Community will be trained in use of computers. Maglaj Municipality managed this project and proved that cooperation between citizens and governmental institutions is possible.

NP 04 – 17 Liga za zaštitu privatne svojine i ljudskih prava, Trebinje

- **Grant amount:** \$ 14,648
- **Date:** February 2004-May 2004
- **Project aim:** Establishment of Forum of Local Communities; provision, renovation and equipping 3 Local Communities offices in Trebinje

Municipal administration was obliged to provide and renovate office space for 3 Local Communities. The NGO was responsible for providing basic furniture and equipment for these offices and for establishment of LC Forum. The first stage of project implementation was presentation of project and its activities to local authorities, Local Communities and citizens. Together with representatives of LCs, Liga organized press conferences that were well covered by various BH media representatives. Several training workshops were held for representatives of Local Communities. Representatives of 18 Local Communities established LC Forum that will strengthen the position of LCs in relation to public institutions, decision makers and the community as a whole. Forum's program (that was adopted at assembly) will support all LCs in their efforts. Liga prepared and distributed brochures and leaflets to inform the public about the LC Forum and to invite the public to get involved. The premises of three LCs were renovated and each of them equipped with computer, printer, fax, desks, cupboard and chairs. About 1,000 representatives of LCs, municipal officials and citizens were informed about

project activities through 3 public presentations, 3 press conferences and 3 radio shows and promotional materials. 90 LC members were surveyed and 39 LC representatives attended workshops on Project proposal writing, Fundraising, Advocacy and Public relations.

NP 04 – 18 Municipality Zavidovići

- **Grant number:** \$ 11,020
- **Date:** March 2004-May 2004
- **Project aim:** Constructional adjustments and renovation of municipal conference room and providing furniture and other equipment

Municipality made constructional adjustments and renovation of two additional meeting rooms instead of widening existing conference room due to a reinforced concrete wall that couldn't be removed as planned. ADF purchased furniture (65 chairs) for conference room that will enable citizens to participate in work of municipal council and technical equipment (sound system, TV, VCR, camera, digital projector, laptop and photocopier) that will enable transparent presentations of activities of municipal administration, council and other structures.

NP 04 – 19 Centar za kulturu, Orašje

- **Grant amount:** \$ 22,666
- **Date:** March 2004-May 2004
- **Project aim:** Installation of central heating system in the Cultural Center and construction of a new stage

ADF funded central heating system and Orašje Municipality funded stage. Boiler room is rebuilt, new boiler and fuel tank is installed and radiators are changed. Heating system was tested. Supervisory committee concluded that contractor – who was hired to do installations, did everything in accordance with tender documentation and that installed equipment satisfy required quality.

NP 04 – 20 GERC Sumejja, Mostar

- **Grant amount:** \$ 32,663
- **Date:** March 2004-June 2004
- **Project aim:** Installation of roadway lights and removing waste dumps in Local Communities Bijelo Polje, Humi and Lišani in Northern Mostar

Project activities began with forming committees in charge of each project segment. Project was publicly presented through media. Waste has been collected and removed. Dumps were leveled and planted with trees. Lampposts were placed, electricity cables laid and lamps installed. The project

received great support from Municipality private and public enterprises, volunteers and citizens. Project management boards held 25 meetings and 15 board members contributed 750 labor hours. About 150 citizens worked on site for 6 activities and contributed 4,500 labor hours. All of these contributions resulted in the huge success of this project. 1,000 m² was cleaned and leveled (600 m² planned); roadway lights installed on 3.5 kilometers (2.5 kilometers planned).

NP 04 – 21 Zavod za planiranje, urbanizam i razvoj, Kalesija

- Grant amount: \$ 20,069
- Date: March 2004-June 2004
- Project aim: Purchase of equipment and software needed for creation of digital database and municipal Land use plan

When all equipment was purchased and installed, software provider trained personnel. Staff inputted all real estate data and issuing of land use permits. The Bureau for Planning and Urban Development formed four consultant teams, made of 32 volunteers, who prepared public campaigns and held public discussions in all 16 Local Communities. The purpose of these public discussions was getting citizens involved in the creation of draft Land use plan of Kalesija municipality. There were 420 citizen inputs related to Land use planning. 78% of them were complaints related to land used for construction and the rest of them complained about agricultural land. At public discussion organized by this municipal department all of those complaints were discussed in the presence of representatives of local authorities, political parties, LCs, NGOs and other institutions. These activities resulted in conclusions that were included into the final version of the municipal land use plan. This is the first official document accepted by municipal administration and cantonal ministry that initiated development of municipality in a planned manner. Project was well covered by media. This grant enabled procurement of a special software package (including training/technical support), computer, plotter, printer, scanner, UPS, laptop and video projector. Since the new methodology was introduced, the number of client visits to the Bureau for Planning and Urban Development increased by 35%.

NP 04 – 22 Općina Široki Brijeg

- **Grant amount:** \$35,650
- **Date:** March 2004-June 2004
- **Project aim:** Installation of green islands, purchase of garbage containers and cans, cleaning of waste disposals and recycling center.

Municipality had to provide additional funds in order to procure everything. Citizens were informed about project activities through local media. They

were also invited to participate in waste collection and removal. Citizen response to these actions was huge. All collected waste was removed to the new recycling center location. Ministry for urban planning, resources and environmental protection produced project documentation for construction of recycling center. Municipality organized several meetings, public discussions and round tables in Local Communities, lectures in schools and quiz related to ecological issues. 8 green island recycling container stations, 6 containers for car batteries, 2 tanks for car battery acid, 50 warning signs and 4 lampposts were installed. Also, 3,250 brochures, posters and leaflets were distributed. Ecological association "Zemlja-voda-zrak" was supplied with computer equipment and furniture.

NP 04 – 23 EKO Neretva, Jablanica

- **Grant amount:** \$ 34,843
- **Date:** March 2004-June 2004
- **Project aim:** Implementation of LEAP through purchase of containers, establishment of recycling center and conducting education on waste recycling

After locations for placement of containers and recycling yards were selected in coordination with Municipality and Public communal enterprise, 61 regular containers (57 small and 4 big) were placed in 15 settlements and 30 containers for selective waste were placed at 12 locations in urban area. 35 locations for placing containers were previously arranged and marked. An educational TV show was recorded and broadcast for several times. Promotional materials (2,000 brochures and 300 stickers) were designed, printed and distributed. Several meetings with citizens, related to waste treatment, were held in municipal building.

NP 04 – 24 Humanitas, Doboij

- **Grant amount:** \$ 36,668
- **Date:** April 2004-June 2004
- **Project aim:** Redirect flow of stream and repair and install new sewage pipes in settlement Oraški Potok to prevent ecological and health disaster.

This is a joint project implemented by NGO Humanitas in cooperation with Municipality and ODJKP Vodovod. After the presentation of project to beneficiary community, project was presented to media representatives and got big publicity. The first stage of project implementation was enabling contractor to access sewage pipes by cleaning and removing 32 truck-loads of garbage. Then the contractor dug trenches, redirected sewage, made a concrete base for pipes, laid the pipes, etc. Sewage system in this settlement was installed and repaired at three locations. Humanitas personnel supervised

sites on daily basis. Posters and brochures were printed and distributed. Ecological web site of Dobož town is being prepared. Humanitas held 2 workshops on ecology and water protection. This project activated Local Community and its citizens and local authorities in joint solving of ecological and developmental issues. Aside from the successful implementation of project activities, Humanitas conserved funds and purchased office equipment to provide more workshops and monitor ecology. Equipment includes server, 3 computers, digital projector, 6 desks and 6 chairs.

NP 04 – 25 Jedinstvena Organizacija Mladih / JOM, Jelah

- **Grant amount:** \$ 10,660
- **Date:** April 2004-June 2004
- **Project aim:** Involve citizens in local decision making processes through participation in educational workshops, informative meetings, public discussions, round tables

JOM staff held meetings and presented the project to citizens of 25 Local Communities of Tešanj. Each LC has chosen a person who will represent it and join one of the 4 Citizens Councils. Office equipment that this project funded enabled JOM team to work on promotional materials. 9,500 brochures, posters and leaflets were distributed to citizens at public meetings. CCs are finally established and they raised issues that need to be solved. Issues are including LCs in the municipal budget, de-politicizing capital investments during pre-election campaigns; participation of LCs representatives in work of municipal councils; and implementing previously made decisions for funding construction of water-supplying systems and bridges out of municipal budget. Three workshops were held in each of CCs, first on "Transparency in decision making process at local level", second on "Citizens participation in local governance" and third on "Communications, Advocacy and lobbying". JOM representatives presented project on local radio several times. City Councils organized two public discussions related to their assistance to the Mayor and Municipal Council in creation of policies, budgets, legislation and decision making. Representatives of relevant municipal departments participated in these public discussions. JOM's web site has been launched at www.jom.ba.

NP 04 – 27 Alternative, Kakanj

- **Grant amount:** \$ 12,103
- **Date:** May 2004-June 2004
- **Project aim:** Increase of civic participation and understanding of the new rules and procedures for citizen input in Municipality Kakanj by training members of local Communities and municipal councilors.

Project team had a several meetings with representatives of municipal administration in charge of agriculture, social politics and LCs who agreed to support this project. Alternative held 13 workshops attended by 141 people from 37 Local Communities of the Kakanj area. 83 people participated at 3 public meetings in LCs, which is much more than expected. A survey of LC council presidents was conducted. Project was presented in two radio shows and citizens were informed on their participation rights and procedures.

American Corner in Bihać University Library

- **Grant amount:** \$ 18,000
- **Date:** May 2004-June 2004
- **Project aim:** construction works and renovation of library premises and garden to establish American Corner

In the inside space constructor finished works and achieved needed depth and height of the floor and ceiling. Reinforced concrete was set and hydro and thermo insulation installed. Central heating system is installed. Electric installations are set up. Water supply system is provided. Walls are decorated and carpentry works are completed. Outside space is arranged. Ground is leveled and prepared for installation of staircase and ramp for wheelchair users. Problems with sewage system are solved. Grass is planted. Terrace is finished. Approach to the entrance from main street is paved.