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**Trip Assessments  
Croatia and Bosnia  
For  
The Displaced Children and Orphans Fund**

**Six Reports**

*by*

*Jeremy Condor*

*October 1995 - July 1996*

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**Trip One**

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October 31 - November 14, 1996

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- developed international recognition and contacts.
- provided in-service training to UNICEF and other agencies as an income generation facility.

### **General Audit Downside**

UCE has:

- made little apparent effort to diversify its dependence on USAID funding.
- taken no advantage of the wide range of training opportunities made available by IRC Umbrella Grant, in order to build organizational capacity and sustainability.
- established an unsustainable management and operational structure.
- created an ongoing internal culture of crisis management which threatens its future.
- inherited and perpetrated an inappropriately flat management organigram.
- taken no steps to develop a Board or other support/supervision structure.
- handicapped itself with an inappropriate attitude of dependence on its principal funder.
- become overstaffed and overburdened with a salary structure it cannot afford.
- created no strategy for the completion of the project.
- evolved no apparent strategy for the design and implementation of new projects.
- established no separation between the staffing and management of UCE itself, and the inheritor organization (CSPI), thus threatening future development.

- developed no business or organizational plan of any kind for CSPI beyond verbally expressed intentions to play a key role in systemic change to the social welfare and child-care policies of the Croatian government.

### **Unresolved issues**

CSPI claims to have a range of potential funders in the pipeline, but it is less than transparent about its intentions in this regard. While UNHCR intends to increase by 20% its financial contribution to UCE for FY 1996, the overall amount of funding is so small as to have little significant impact.

### **Preliminary conclusions**

It is a matter of regret that CSPI has not taken advantage of the organizational development support that has been available to it. The organization is now paying the price.

UCE was an inappropriately large project for IRC Umbrella grant to supervise and support. IRC was unable to have a significant effect on UCE or CSPI in organizational development terms.

UCE should not have been permitted direct and ongoing access to USAID bureaus in Zagreb or Washington. Had it been obliged to deal exclusively with IRC Umbrella Grant it might have made more organizational progress, and increased its opportunities for sustainability. The fact that UCE had access to a wide range of interlocutors with regard to the DCOF funding from USAID, mitigated against a transparent and coherent relationship. This situation placed the funders and their representatives at a disadvantage, and fostered a manipulative and unhealthy relationship between UCE and its funder. While this worked in UCE's favor initially, the relationship was unsustainable, with different interlocutors having incorrect perceptions about:

1. the status and impact of the UCE project
2. the status and sustainability of UCE and CSPI
3. the roles and responsibilities of partner interlocutors

The numbers of reunifications to date, and the potential for future reunifications are too low to merit ongoing funding at the current level.

Had CSPI/UCE been provided some organizational development consultancy a year or even six months ago, the prognosis for the future would probably be better than it is today. Attitudes have hardened at CSPI, and it displays all the symptoms of being locked into a dependent relationship with neither the desire nor the ability to ask for the help it so obviously needs.

CSPI is now trapped in a cycle of crisis management and fatigue. The Director of the organization claims to be too tired and too busy to develop strategies for the future. My most recent conversation with her reinforced this perception.

This situation, with its attendant management culture and a passive/reactive attitude to the future, is endemic in new NGOs in the region. The investment needed to break out of this cycle will be considerable. Without a clearly stated desire for assistance and willingness to change, the organization faces a bleak future, unless it can find another donor willing to pick up its running costs. However, at this stage, any reputable donor would reasonably expect an NGO of this stature to provide more than project proposals. The evidence suggests that the leadership and management of UCE is unable to devote the time needed to assure the future of the organization. The Director's apparent unwillingness to ask for or respond to offers of consultancy or other external assistance in this regard, is not an encouraging factor.

UCE claims to need another full year of funding in order to complete its work. Fundamentally, its dysfunctional organizational culture has not changed since I first met with members of the group more than six months ago. It is unlikely to do so now.

### Prognosis

#### **Best case scenario**

#### Stagnation

- Reduced UCE project impact, with diminishing effectiveness
  - Continuing staff reductions and loss of staff morale
  - Continued poor leadership and management
  - Unfocused, reactive steps towards organizational evolution for CSPI
  - Possibility of alternative funders coming on board, with more demanding criteria for support
- 
- Possible takeover of UCE by a new or existing partner.

## **Worst case scenario**

### Collapse

- Unfocused UCE project closure
- CSPI dies as UCE phases down.

### **Options**

#### 1. Continue funding at the present level until the close of FY 1996.

##### **Benefit**

- The predicted small number of reunifications would be made.

##### **Disbenefit**

- The cost would be high relative to the benefits.
- Organizational dysfunction would continue until project completion.

#### 2. Continue funding for three to six months beyond close of FY 1995.

##### **Benefit**

- UCE management would have time to phase down without disruption.
- Some registrations and reunifications would be possible.

##### **Disbenefit**

- In the absence of sufficient understanding or willingness to use external support as part of a process of institutional change and development, UCE would probably be completed in an unfocused manner.
- CSPI would not be strengthened, and its prognosis for continuity would be poor.

#### 3. Continue funding for three to six months beyond FY 1995, conditional on major investment in organizational development and change.

##### **Benefit**

- All of the above benefits, plus, in principle:
- UCE could build a platform for the development of CSPI and ongoing projects focusing on systemic change.

##### **Disbenefit**

- All of the above disbenefits, plus:

- UCE has shown no sense of urgency in seeking to address its organizational and institutional needs, even when confronted with the painful realities of donor withdrawal. There is every reason to believe that the leadership of the organization is unable or unwilling to ask for or accept external assistance in addressing the fundamental issues of strategy, planning and sustainability. The Director perceives these issues as being superfluous, while paying lip service to them. Providing external assistance without a strongly expressed need for it would be a waste of resources, and unlikely to have any benefits in the long term.

4. Withdraw all funding as concluded during the mission, i.e., at the end of January 1995.

Maintain the offer of external assistance with strategy building, organizational development, and fundraising. Respond with such assistance, conditional on a clearly expressed request for help in this area, and an agreed understanding that such assistance will require a consultancy where the management and leadership of CSPI and UCE are fully available to commit to a process of change.

### **Benefits**

- USAID will have made a major contribution to a proven method of registering and reunifying children in parts of the former Yugoslavia, and will withdraw without being accused of being cost-ineffective.
- UCE will be obliged to make significant changes to its structure and to be transparent with its donors about its prospects of sustainability.
- UCE may respond to its perceived dilemma by asking for help in building a sustainable future for CSPI, and meaning it.
- The UCE database is self standing and could be handed over in its entirety to a viable NGO or other partner agency. Thus the service may be sustained for as long as it is needed.

### **Disbenefits**

- UCE has only six weeks to secure alternative funding from the time of the decision being delivered verbally.
- UCE may not have the capacity to obtain alternative funding, and may resist calls to hand over the viable components of its program to viable partners.

## Recommendations

I would prefer to recommend Option 3. However, IRC Umbrella Grant's experience with UCE, coupled with my own, leads me to the conclusion that UCE does not have a genuine desire to get to grips with its institutional and organizational problems. Thus I must recommend Option 4.

## **Bosnia Herzegovina**

This visit included opportunities to visit a number of projects funded and supported by IRC Umbrella Grant. The following locations were included in the visit itinerary:

**Zenica**  
**Stare Vitez**  
**Sarajevo**  
**Dobrinja**

Projects visited included activities intended to offer children opportunities to deal with the trauma of their personal situation, e.g., loss of family, witness to atrocities, abuse and violence, incarceration and loss of home. A range of therapeutic activities include:

Sports  
Dance  
Art therapy  
Play therapy  
Foreign language training  
Singing  
Poetry and creative writing  
Family therapy  
Group therapy  
Individual therapy and counseling  
Cultural activities

All of the above, classic interventions for the survivors of war, are entirely appropriate, and have been selected by IRC Umbrella Grant on the basis of tried and tested Mental Health models elsewhere.

I visited a number of projects, and a state residential home for children. The following comments on a selected number of the projects are intended to offer a perspective on the variety of approaches currently available to the child victims of war-induced trauma.

## Selected Projects. An overview

I offer here some background on four of the projects visited:

### **Project Sanja, Sarjevo**

This simple, but dynamic project is located in a Collective Refugee Center in Sarajevo. A small team operates out of a well decorated and warm room, running a variety of small group activities for the children of the Center. Volunteers also participate.

During our visit we spoke with project staff and children. The session involved the children in work with play dough and crayolas. Our photographs and examples of the children's work indicate that they are all benefiting from the project. Many of the children formed grotesque, elaborate constructions with the play dough. One child repeats the same, amorphous mass time after time. Some built tanks, guns, bombs. Their drawings revealed images of burning houses, dying parents, bleeding siblings in pools of blood. Some children drew beautiful pictures of idyllic domestic scenes, then suddenly scored through them with thick, black, strokes. The staff and volunteers talk the children through the work, helping them to express their past, and deal with their fears for the present and the future.

Most of the children have witnessed atrocities. Many have been transferred from what can only be called concentration camps. On arrival, they present the classic symptoms of Post Traumatic Stress Disorder, including an inability to speak, poor concentration, no emotional reaction to stimuli, etc. All have lost siblings. One child was recently obliged to identify the body of his father. Another had just arrived from a camp after three years of incarceration. He has not spoken a word since his arrival. But he cannot stop drawing.

Ms Aziza Siljdedic, the Project Director, is eight months pregnant. One week before our visit, her husband was killed by a sniper. She is exhausted, and yet unable to stop working. The children and the Project are holding her together too.

### **Dance project. Stare Vitez**

The project is located in an unheated room, in the center of this Bosnian Muslim neighborhood, half an hour by car from Zenica. A group of teenagers have launched a dance project for the young children of the town. The group has won competitions, and was invited to participate in an international event in the UK. Visa restrictions on the accompanying teenagers meant that the children were unable to participate.

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The town lies in ruins. Again, the children, many of them ethnically 'cleansed' from other areas, are deeply traumatized. About half the children originate from the town. They hid in cellars, as their part of the town was burned, and shelled. Many lost parents and siblings. Most of the children have difficulty in any regular attendance at school activities, and are disruptive and even violent at home. Project leaders suggest that many of the children have lost all confidence in adults and the adult world, which has so manifestly betrayed their right to a childhood. Thus the teenagers play an important link role between childhood and adulthood. They were also children during the conflict. They know what the children are suffering, and they understand how to respond, perhaps better than many adults whose childhood was in a country at peace.

Every day the children come to the project. They learn the intricacies of the tango, the rumba and the cha cha cha. Their expressionless eyes light up as they are called to the floor, and pose, immobile in frozen concentration, waiting for the music to begin. The team leader, gives some guidance on posture, rhythm, style. The music begins - a frantic tango. Suddenly the children are spinning in pairs around the room, totally concentrated on the steps, the coordination of their bodies, the curve and sashay of a coquettish corner spin. Their eyes twinkle with mischief and pleasure as they see our reactions. They are, momentarily, alive again. As the music stops they move back to the benches, endorphins racing, alive to the next dance, critical of each other's mistakes, totally in the here and now.

In a discussion with the team of teenagers, it was clear that they understand the value and significance of what they are able to offer the children. They also appreciate the value of the ongoing support they receive from the Umbrella Grant staff. Whether or not there is a future for the project beyond the current social and political crisis, remains to be seen. However, it is interesting to note that the Dance Project team is already thinking about how to develop the program.

### **Playground Project. Sarajevo**

Playground operates out of a local municipal school near the infamous Holiday Inn. It is thus located on the front line. The school has been extensively damaged, and repaired. The surrounding area has been devastated by shelling.

Project components include:

Puppet work  
 Relaxation and psycho-drama  
 Art therapy  
 Music therapy  
 Individual counseling  
 Language training

The Project offers an independently managed series of activities which function within the school premises, and are intended to target those attending children most at risk or in need. Children participating directly in the program are identified by teachers working in collaboration with the Playground team. Psychological reports also feature in the selection process. Close cooperation with the school's principal is key to the success of the work.

Project Director, Ms Nadzida Sljivo, is aware of the pitfalls of dealing with the children using the traditional, communist-psychoanalytical approach. The fact that the project is comprised of so many experiential and group activities indicates that her concern is translated into reality.

One guided piece of group and individual work encapsulates a discussion about 'someone you miss'. The children are asked to write about this person. This leads to individual work on grieving and loss with each child. This would be highly irresponsible work without the fullest possible understanding of its implications, or without the human and professional capacity to help the children who find their long suppressed pain and anguish suddenly erupting to the surface. The project is most impressive in this respect. The staff are both highly qualified, and highly motivated. Skill areas include:

2 part time Teachers  
 1 part time Education specialist  
 1 Social Worker  
 1 Music therapist  
 1 English teacher  
 1 Psychological supervisor

This project reaches 67 children directly. 250 children are on the waiting list of a total school attendance of 1,200 children. It is apparent to the teachers, however, that the whole school benefits from the project. The school is enriched by the program, and because the client group is on site, it is possible to monitor the progress of each child through liaison with the class teacher.

The Playground Project receives \$5,418 per quarter from IRC Umbrella Grant. This has to be good value for money, by anyone's standards. The potential for reaching a larger number of children with a similarly high standard of work now presents itself.

An initial Playground Project extension is already being considered. This would be intended to reach 5000 children at a cost of \$11,000. Cost per child would thus be impressive, depending on the nature of the project. Umbrella Grant staff are currently reviewing this possibility.

### **Potential for expansion**

There are four municipalities in Sarajevo, covering the administration of 32 schools. The need for expansion of this work into more schools, is obvious to any visitor to this devastated city. The Project Director has the energy and the commitment to participate in the expansion of the work, while being well aware that she would need a lot of help. Similarly, the Director of IRC Umbrella Grant is conscious of the dangers of creating a monster NGO which would seek to address the needs of thousands of children, while trying to function in the way that the Playground Project does. However, the possibility of expansion could be considered by assisting in the gradual expansion of the existing project to reach a group of local schools, and by subsequently permitting the program to be replicated by other organizations. This would permit a large number of children to benefit, and could be supervised, strengthened and supported through the Umbrella Grant network of assistance to project managements and NGOs. This could be done in a phased and planned manner, building in essential organizational training and capacity strengthening from the start. Thus a larger number of children could be reached in a high impact program, without creating an unsustainable, or monolithic management structure.

Meanwhile, the older children, often ignored by the aid agencies because of their seeming ability to function, are also in need of help if they are to become moderately well adjusted adults in the new Bosnia. The potential for an adapted Playground Project for them is also great.

### **The Corridor Project, Sarajevo**

Corridor was fully registered as an NGO in 1993. It claims to be the first registered NGO in the city. Its head office is located next to the Umbrella Grant suite of offices, while its operations are run from its members' apartments.

Corridor operates 7 counseling centers in Sarajevo, covering each of the four municipalities. In 1994, the Dobrinja quarter was added to the target area. Dobrinja suffered some of the worst shelling of the war, but is technically not part of Sarajevo city. The airport is located in this area.

Corridor counts some 24,000 clients (i.e., theoretically some 8% of Sarajevo's population), offering both group and individual psychological assistance to adults and young people. The organization is committed to holistic/humanistic and multi-disciplinary methodologies, rejecting the pseudo-scientific communist model. Clients come to apartment-style counseling centers for therapy sessions, rather than to obviously identified psychiatric health centers or other designated or easily identifiable locations. This is in order to respect both the privacy of the individual client, and also to encourage clients to perceive their problems as a normal phenomenon of the stress under which they have been forced to survive. Old prejudices about psychiatry die hard, especially in a region where psychiatry was a tool of social control and political oppression.

Corridor claims to have provided 70,000 sessions of therapy in 1993. 70% of its clientele are children and youth. Much of the work with young people is group, rather than individually, focused.

The organization also publishes its own Mental Health magazine, 'Corridor', and has a regular slot on local radio. Corridor comprises 78 staff, 45 of whom work in the counseling centers, 17 on the magazine, and 11 on the radio program. 170 volunteers are active supporters of the organization's work.

Organizationally, this NGO is quite impressive, considering the circumstances in which it functions.

Corridor has a Mission Statement, and claims to have some strategies for future development. It has diversified its financial dependence, now having two major donors, although the funding mix is precarious (90% from UNHCR, 10% from IRC Umbrella Grant). The organization also receives in-kind donations. In October 1995, Corridor submitted a highly professional project proposal to IRC Umbrella Grant, indicating that its total proposed budget for FY 1996 will be in excess of \$270,000.

Organizational management tends, not surprisingly in this context, to be very loose. However, this will create problems as social and political conditions stabilize. Program Director Ms Zina Rasavac is aware of this issue, but does not see it as being a priority for attention.

The organization is aware that it needs help with strategic planning and fundraising for sustainability.

Programmatically, Corridor sees functional continuity as an ongoing goal. The organization sees the need for its services being both acute and chronic. It would also like to campaign for the recognition of western style psychotherapeutic models being adopted in Bosnia. The organization may also have an interesting role to play in providing training for war-trauma therapy in other countries, although this issue was not raised by the group.

There are obvious linkage possibilities with other projects, including Playground.

### **IRC Umbrella Grant. An ongoing partnership for USAID (DCOF)?**

It is clear that Umbrella Grant policy has evolved significantly from its initial funding inputs to projects.

The Umbrella Grant team now takes a more pro-active approach to the selection of groups in its program. Instead of waiting for proposals, it actively solicits and encourages them, using its field team in a much more dynamic manner.

The team has assimilated much of the training and consultancy input offered by external consultants, and now builds in organizational development as a key component of project funding considerations.

Small grants are provided in the first instance. Larger follow-up grants are sometimes available, conditional on a number of agreed organizational and program performance targets being met. Project reporting is prioritized.

### **Other partnerships**

This mission, being of limited duration, and severely disrupted by poor weather and security constraints, did not offer many other opportunities for investigating other potential American partnerships for USAID (DCOF) in Bosnia. However, Lloyd Feinberg's report on his meeting with Save the Children USA may indicate that here is another opportunity for partnership.

Jeremy Condor

**Trip Report  
Croatia and Bosnia  
for Tvt Associates and USAID**

**Jeremy Condor  
31.10.95 - 14.11.95**

My participation on this mission was essentially intended to address two issues:

- viability of the CSPI Unaccompanied Children in Exile Project, and the potential for unmet DCOF needs to be addressed by UCE or others in Croatia and Bosnia/Herzegovina.
- appropriateness, viability and potential methodology of addressing unmet DCOF needs in Bosnia/Herzegovina.

**UCE**

Rather than reiterate the statistical information which has been outlined in other reports, I will focus on strategic and viability issues with regard to CSPI and UCE.

UCE has received substantial funding from USAID, through the IRC Umbrella Grant in Zagreb. It has also had a specially designated Umbrella Grant staff member to work with the organization, particularly focusing on financial reporting.

**General Audit Upside**

UCE has:

- developed a good quality database which has made a significant contribution to tracing and reuniting children in the former Yugoslavia.
- established relationships with partner agencies, including SCF UK, ICRC and UNHCR, which have been of mutual benefit.
- developed a network of local voluntary workers in order to access information and facilitate reunifications.
- capitalized on its natural constituency of contacts at UNICEF and the Croatian governmental level.

**Trip Two**

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February 14 - 26, 1996

**IRC Umbrella Grant**  
**Needs analysis results re Bosnia Sub Grantees**

**Assessment mission to Bosnia for Health Technical Services**  
**Jeremy Condor, Consultant.**

The assessment was conducted from February 14th through February 26th, 1996.

I met with the following Sub Grantees in Sarajevo and Zenica:

Sarajevo

Psychological Aid (2 meetings)  
Golden Hands  
Project Sanya\*  
Sports Club, Dobrinja\*  
Corridor (2 meetings) (Radio M and the Editorial Board of Corridor Magazine)  
Sunside  
Be My Friend (Playground project)\*

Zenica

Support Center\*  
Dance Club Laban, Stari Vitez\*  
Sreca Djeci, Kakanj  
Sezame (ex IMC project)

\* indicates groups met on pre-feasibility visit with Cathy Savino and/or Lloyd Feinberg.

All the above groups work with child beneficiaries directly or indirectly.

The meetings were generally of two to three hours duration. I took advantage of repeat visits to previously visited Sub-Grantees to focus on topics which had not been explored previously.

The program was arranged in order to witness work in action as well as to meet with team members, volunteers and staff.

A follow-up questionnaire is currently in circulation, as a follow-up to the meetings. An English version is attached. At the time of writing, I await the results of the questionnaire. Thus the findings below are the results of my own inquires put directly to a variety of interlocutors.

## Preliminary conclusions

1. There is some unfocused perception that the war is not the only barrier to organizational viability. The legacy of the centralist, socialist, nanny state is a particular handicap to the over 30s generation. This impacts on NGOs with older people in positions of influence, especially older psychologists. What will the impact be here re resurgent local and central government?
2. There is fear by some Sub Grantees of 'abandonment' by foreign funders and partners, which will result in their work being compromised, crushed or assimilated into low quality, redundant 'socialist' style government services, run by unreconstructed communists, etc. 'The donors have to understand' etc.
3. There is a general lack of awareness re the urgency to design and implement a fundraising strategy.
4. All groups I met have a distorted concept of 'the future'. This impacts on Sub Grantees' capacity to plan ahead. e.g. Six months ahead seems a lifetime. Distorted conceptions of planning, timelines, fundraising for future projects.
5. There is strong linkage between programmatic change and institutional development. Potential role here for Marcia and me to work in tandem for selected workshop sessions.
6. Low level of awareness of USP re foreign donors, especially as foreign perceptions change about Bosnia and the war.
7. Fundraising is not identified in terms of time allocation, personnel allocation.
8. Fundraising is seen as the priority of priorities.
9. Significant cultural issues impinge on perceptions of promotion, fundraising, approaches to foreigners, reception of foreign visitors, organizational message, attitudes of the international donor community. This is the case even in relatively well-developed Sub Grantees.
10. Strategic Planning is a common need.
11. There is potential benefit to my running some workshop components in tandem with the IRC Mental Health Advisor, especially in regard to the linkage between program and institutional development and change.

12. All the groups expressed a need for help with strategic planning and fundraising. Those who have attended previous IRC workshops and Roundtables are having difficulty applying their learning to the realities of their situation.

### Legal issues

- General Assembly. I need clarification on legal issues. Mirsada researching. Deadline March 10th.
- Board. Ditto. Mirsada researching. Deadline March 10th.
- For-profit activities by not-for-profits. Mirsada researching. Deadline 10th March.

### Current issues/concerns re potential consultancy impact

1. How will changing/developing USAID priorities impact on IRC Umbrella Grant, my effectiveness, my ability to deliver what the groups need? I would like updates on USAID approach and policy re the program in order to adapt my input if necessary.
2. Important to emphasize that 'I do not work for IRC Umbrella Grant' and that I 'do not represent the money', etc. My role needs to be projected as part of their strategy-building.
3. The workshops will stand or fall on the quality of translation and interpretation. The mentoring sessions will be less dependent on top quality translation/interpretation.
4. Need for competent, organizational development follow-up after my visits.
5. One of the positive impact areas in my last consultancy for IRC Umbrella Grant was its contribution to the development of Umbrella Grant team awareness re institutional development. The Sarajevo team has not yet developed to the point where my input can be useful at this level. The Umbrella Grant Director is aware of this.
6. With the peace, there is widespread evidence of secondary trauma and some burnout. The people who yesterday functioned on adrenaline-induced survival mechanisms, are today facing the long-term consequences of the war on their present and their future. This impacts on their ability to function and conceptualize effectively.

## Potential workshop and mentoring content areas

### Management and planning

A review day. Where are we now? Preparation for strategic planning day.

Strategic planning. The link between programmatic and institutional change. With Marcia?

Founders' syndrome. With Marcia?

Organigram of communications and management.

Internal communications.

The shared vision.

Teamwork/Groupwork.

A session specifically for 'Board', i.e. 'Assembly' members on their role in the organization. Include Directors and Managers?

### International Fundraising

Developing an international support network of small funding groups (especially Italy and France)

Individuals abroad, and linkage to a basic foreign mailing list.

Doing a foreign fundraising trip. How? Where? When?

Selected Muslim foundations and support networks in Europe.

Targeting international donors in areas/countries/cities particularly sensitive to conflict resolution problems as a result of inter-ethnic and inter-cultural strife, or ethnic/linguistic minority issues e.g. Northern Ireland, Quebec, Berlin, Belgium, Switzerland, Beirut, Catalonia, the Basques of France and Spain etc.

A day for foreign language speakers on approaches/differences in expectations/adapting the message and the pitch to appeal to cultural and linguistic needs of donors abroad, and to foreign donors visiting Bosnia.

I need to get them easy access to The Directory of European Foundations. Expensive, but necessary. They need more spoon-feeding re access to funders abroad, coupled with guidance on targeting donors.

OPEC Fund, Vienna.

Converts to moderate Islam. Sports stars etc.

Access to information re upcoming international events in Bosnia, e.g. Bono visit, Liv Ullman visit.

Eid el Fatr/Bairam. Need to prepare for the pitch in time for traditional Muslim donations to the needy.

Linkage to potential sister institutions. Theater companies, orchestras, Sports associations, HASH clubs.

Foreign armed forces now in-country. Make friends, build a network.

USP fixation on war and heroism. The future is selling the multi-cultural revival.

Fair Trade, Solidaire Monde, and other European commercial, trading agencies in the third world wholesale/retail market. Possibilities of sales from Bosnia through such networks. e.g. Golden Hands' products.

Adapting the message. The 10 minute presentation. The 30 minute presentation, etc.

USP.

### Documentation

Mission Statement. Most of them are unimpressive at best. Work needed. A half day?

Other basic documentation. The range is from the non-existent to the OK.

Developing promotional material. Prioritizing.

Other issues

The consortium. Linkage for advocacy/fundraising/shared projects. Exploration of benefits.

For profit. Legal issues. Viability. e.g. Turn Corridor Radio and Magazine into a commercial, revenue-generating projects supporting the Psy. Centers.

Playground. Clarification re my specific role here. Do I participate in project expansion? See Cathy/Lloyd.

Do we include local government officials in the workshops at some point? There could be benefits.

## **Appendix Trip Two**

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February 14 - 26, 1996

**IRC Umbrella Grant**  
**Pre Workshop Questionnaire**

IRC Umbrella Grant is planning a new series of workshops and seminars for its Sub Grantees. The workshops will focus on strategies for NGO sustainability. In order to serve you effectively, we are asking you to complete this confidential questionnaire.

**Previous workshops**

Have you or your staff/colleagues attended IRC Umbrella Grant training workshops before?

Yes \_\_\_\_\_

No \_\_\_\_\_

If yes, which ones?

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Have you or your staff/colleagues attended training workshops offered by other organisations?

Yes \_\_\_\_\_

No \_\_\_\_\_

If yes, which ones?

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Since your organisation was established, how many of your staff have attended training workshops?

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What are the most important things you have learned from the training workshops you have attended? (In order of importance)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

### Your programme and the future

Both you and IRC Umbrella Grant believe that the services your organisation provides today are needed by the beneficiaries. But do you feel these services will be needed in three years time?

Yes \_\_\_\_\_ No \_\_\_\_\_ Don't know \_\_\_\_\_

If you answered 'No' or 'Don't know' to the last question, does this mean that your organisation will close down in the next three years?

Yes \_\_\_\_\_ No \_\_\_\_\_ Don't know \_\_\_\_\_

If you answered 'No' to the last question, do you have any ideas about what sort of organisation yours may become in the future?

Yes \_\_\_\_\_ No \_\_\_\_\_ Don't know \_\_\_\_\_

If you answered Yes to the last question, please mention some of your ideas for possible future projects.

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Are you interested in your organisation cooperating closely with other Bosnian NGOs?

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

If yes, how? If no, why?

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What are your principal concerns or fears for the future of your organisation?

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**Skill development. Your needs assessment**

What assistance do you need in the next six months to help you and your staff to ensure the sustainability of your organisation?

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What are your current sources of funding?

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What are your plans for future fundraising?

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How many people in your organisation are actively involved in fundraising?

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Please calculate how many hours per week your organisation devotes to fundraising.

Approximately \_\_\_\_\_ hours.

What subjects would you like to see explored in future seminars and workshops? Please list in order of priority.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Please attach to this questionnaire any available documentation produced by your organisation which explains who you are and what you do. Please also indicate if you produce any material in foreign languages.

Please return this form ASAP, but by February 22nd at the latest, to Jeremy Condor at IRC Umbrella Grant, Sarajevo. Thank you for your cooperation.

**Trip Three**

March 18 - 29, 1996

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**Consultation schedule, March 1996**  
**IRC Umbrella Grant, Sarajevo**  
**Jeremy Condor**

Arrival/transit in Zagreb: March 18th. UNHCR ID pickup and workshop documentation preparation.

March 19th. Documentation preparation.

Arrival in Sarajevo: March 19th evening.

Workshop preparation in Sarajevo: March 20th.

**First Workshop Input, March 21st through 23rd, 1996**

Location: Bosnian Cultural Center, Sarajevo.

In attendance: Two representatives from the following Sub Grantees:

**Sarajevo-based**

Project SANYA

Project SELMA

Corridor

Sports Education Dobrinja

Playground

Sunside

Taheebo

Golden Hands

Psychological Aid

Elderly Care

Club Bosnia

Hope 87

**Zenica-based**

Laban Dance Club (Stari Vitez)

Nasa Djeca

Support Center

Sreca Djeci

Youth House

In agreement with IRC Umbrella Grant, it was decided to invite most Sub Grantees to the workshop, even if their program activities did not include work with child beneficiaries specifically.

Total attendees, not including observers and Umbrella Grant team members: 34.

Umbrella Grant staff from Sarajevo and Zenica assisted and co-facilitated. The Director of Umbrella Grant and the IRC Mental Health Advisor were present throughout the workshop.

Observers On day 1, Session 1: Frank Gillespie, USAID. Slobodan Kosanovic, USAID.

Other external input: Bo Enermark Madsen, Representative ECHO, European Commission, Vesna Kapidzic, Director, United Colors of Benetton, Italy, Sabahudin Resic, Director Yves Rocher, France. The Director of IRC Umbrella grant was interviewed as part of the workshop process.

(For fuller information re workshop content and structure, see Program Agenda, Training Manual, Prognosis Projections, pre and post workshop, and Participant Evaluations. NB. In addition to this material, each Sub Grantee was provided with three books: Transitional Giving, European Foundation Center Profiles, and Cultural Funding in Europe, all published by the European Foundation Center Orpheus Program Publication Unit and CEREC.)

## Mentoring Program, March 25th through 28th, 1996

March marks the launch of the mentoring program. Only Sub Grantees working specifically for child beneficiaries are included in this individual Sub Grantee consultancy input.

At this mentoring launch stage, each Sub Grantee was invited to organize the composition of the meeting at their own discretion. This was intentional, in order further to diagnose the capacity of the Sub Grantee Directors to permit power and decision-making to be decentralized. Thus some Sub Grantees chose to restrict participation in these consultancies to the Director and an assistant. Others involved managers with other staff members. Subsequent mentoring consultancy will require attendance of other key staff for significant periods, in addition to individual mentoring to the Director.

### March 25th, am. SANYA

Devised acronym for SANYA: 'New Sarajevo Youth Action'.

Reviewed need for a SANYA logo.

Reviewed and redrafted Mission Statement.

Drafted operational organigram.

Drafted management organigram.

Refocused Administration Department within management organigram.

Outlined completion strategy for Collective Center project.

Outlined initial planning towards design of new reintegration project.

**Negotiated and agreed objectives to be met in the coming six weeks:**

### Institutional

Recruit three new Board members from business, banking, and the media.

Draft basic Job Descriptions for Board members.

Design logo without cost as first contribution of 'media' Board member.

Director to resign from Board, and to assume reporting role.

New President to be nominated and elected to Board.

Management organigram proposal to be drafted.

Job Descriptions to be drafted; prioritizing: Chief Executive.

Administrative Manager

Book keeper/Accounts Assistant

Project Manager

Project Staff

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**Negotiated and agreed objectives to be met in the coming six weeks:**

**Institutional**

Finalize Mission Statement.  
 Finalize preparations for registration.  
 Finalize management and operational organigram.  
 Director to resign from Board.  
 Director to assume reporting role to the Board.  
 New Board president to be nominated and elected.  
 One new Board member to be recruited from business background.  
 Job Descriptions to be drafted for Chief Executive and project Managers. Chief Executive Job Description to be drafted with the active participation of senior staff.

**Operational**

Project managers to be identified.  
 Task allocation to be defined in preparation for JD drafts.  
 Project guidance re Elizabeth Kubler Ross Project to be sought from IRC Umbrella Grant Mental Health Advisor.  
 Project Managers to draft and submit project descriptions.

Next mentoring session set for mid May, 1996. Agreement reached that this meeting should be attended by all SELMA senior staff.

**March 26th. am**

Meeting with Frank Gillespie and Slobodan Kosanovic, USAID. Workshop and consultancy review/debriefing.

**March 26th. p.m. Psychological Aid**

Meeting with Dzenana Rustempasic, Director, and Selma Rustempasic, Team member.

### **Tasks accomplished**

Reviewed appropriateness of organization's name. Began work on new name.  
 Reviewed Board structure and membership.  
 Reviewed program evolution in context of organizational needs.  
 Reviewed role of Director.  
 Reviewed registration timeline and statute difficulties.  
 reviewed and began work on refocused Mission Statement.

### **Negotiated and agreed objectives to be met in the coming six weeks:**

#### **Institutional**

Finalize new name.  
 Refocus Mission Statement.  
 Refocus Organizational Profile document.  
 Finalize registration.  
 Check good examples of statutes with Umbrella grant office.  
 Staff and Director to resign from Board.  
 External Board members to be recruited.  
 Establish cordial relations with the local municipality.  
 Negotiate lowest possible rent deal on ground floor apartment.

#### **Operational**

Write a concept paper on developing needs in the community as an intro. to a research paper to support a new project proposal.  
 Meet with Umbrella Grant Director to review the above.  
 Meet with IRC Mental Health Advisor to consult on research methodology for needs analysis on new project.

Next mentoring session set for mid May, 1996. Agreement reached that this meeting should be attended by all senior staff of Psychological Aid.

## **March 27th. am. Be My Friend (Playground)**

Meeting with Director Nadzida Sljivo, Mirsada Jaganac and Mirsada Dziho.

### **Tasks accomplished**

Reviewed name.

Explored logo and slogan additions.

Reviewed draft brochure.

Reviewed Board structure and function.

Discussed and agreed decentralization of decision making.

Reviewed program development plan

**Negotiated and agreed objectives to be met in the coming six weeks:**

### **Institutional**

Job Descriptions for staff.

Recruit 3 new Board members.

Establish Friends of Be My Friend.

Get a collection box in the corridor at the exit.

Get professional photographs for new brochure.

Finalize logo with a professional commercial artist.

### **Operational**

Involve children in concept for logo.

Involve a client mother on the Board.

Prepare concept paper for new project.

Next mentoring session set for mid May, 1996. Agreement reached that this meeting should be attended by all senior staff of Playground.

## March 26th. p.m. Corridor

Meeting and half-day workshop with Zina Rasavac, Program Coordinator, and 25 staff.

### Tasks accomplished

The workshop focused on key organizational issues for a variety of staff working in all project areas. The Program Coordinator selected both staff who were 'resistant to change' and those who were 'committed to change'.

Workshop content areas:

Program strengths.

Organizational strengths and weaknesses.

Establishment of a fundraising committee from among the staff.

Board restructuring.

**Negotiated and agreed objectives to be met in the coming six weeks:**

### Institutional

Two fundraising committee meetings and a proposal for basic fundraising strategy.

All paid staff to resign from the Board.

5 new Board members to be recruited from:

Business  
Informatics  
The media

All Job Descriptions to be amended to include some responsibility for fundraising.

### Operational

No decisions taken.

Next mentoring session set for mid May, 1996. Agreement reached that this meeting should be attended by newly established Corridor fundraising committee.

Gave interview for Corridor magazine.

**March 28th, am**

Meeting with Livia Mimica, Program Officer, IVCA.

Discussion re information sharing re training and seminar input for NGOs.

Departure for Zagreb.

Overnight Zagreb.

**March 29th.**

Departure for Nice.

Jeremy Condor, March 30th, 1996

## **Appendix Trip Three**

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March 18 - 29, 1996

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IRC Umbrella Grant for Trauma and Reunification.  
Strategies for Sustainability. Seminar I.

Facilitator: Jeremy Condor

March 21 through March 23, 1996. Sarajevo.

Agenda

Day 1

- 8.15 Registration and coffee.
- 9.00 Welcome. Housekeeping information.
- 9.15 Expectations of the next 3 days. Prognosis of sustainability.

Where are we now? Where are we going?

Session 1: Reality check

- 9.30. **Program review.** Strengths and weaknesses.
  - 10.30 **Institutional review.** Strengths and weaknesses.
  - 11.30 **What has to change** in order to maximize our chances of survival as independent agencies? Re:
    - program.
    - institution.
  - 12.30 Lunch.
- 

- 13.30 Rapid review of morning session and conclusions.

Session 2. Rising to the challenge of change

- 13.45 **How did donors perceive Bosnia yesterday? Today? Tomorrow?** What matters to the donor? Questions to representatives of donor agencies.
- 15.15 **Program:** What are the future client needs likely to be? Positioning for future service.
- 16.00 **What makes our program/organization special** and worthy of support today *and* tomorrow?
- 16.45 **Institution:** Addressing our institutional development needs in order to deliver the program and to survive. What to prioritize? Priority areas for action.
- 17.30 Review and close.

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## Day 2

9.00 Housekeeping information and introduction.  
Review Day 1.

### Priorities for the next 3-6 months

#### Session 1. Towards a strategy for sustainability

9.15 **What do we really mean when we talk about sustainability?** Review common institutional issues and **begin work on mutually agreed priorities.**

10.30 Review **Mission Statements.** Review other priority tools.

12.30 Lunch.

13.30 Rapid review.

#### Session 2. Towards a strategy for sustainability, cont.

13.45 Strategies for **promotion and fundraising.** Who matters most?

Review what matters to the donor. Review what matters to the donee.

14.45 **Who to go after?** National and international donors.  
Potential partners in Europe. Listings.

15.30 **How?** Alone or in a coalition?

16.00 **Allocation of fundraising tasks.** Implications for impact on program management.

**Role of the Board** in fundraising.

17.30 Review, information on forthcoming seminars, and close.

## Day 3

- 9.00 Housekeeping information and introduction.  
Rapid review of past 2 days.

### Priorities for the next 3-6 months

#### Session 1. Towards a *structure* for sustainability

- 9.15 **What happens to our organization** if we genuinely prioritize fundraising? Internal implications.  
Does our **management structure** favor or hamper sustainability?  
What can we do to **strengthen institutional capacity**?  
**The Board. The Assembly. Legal implications and update.** Review.
- 11.30 Review and evaluation.
- 12.00 Prognosis for sustainability.
- 12.30 Close.

**IRC Umbrella Grant**  
**Strategies for Sustainability, Seminar 1.**  
**Attendee Evaluation. 23/3/96**  
**In Confidence**

Please complete this form before you leave. Your frankness will be much appreciated. When you have completed the form, please hand it to a member of the IRC Umbrella Grant team. Thank you.

- Please rate the workshop overall on a scale of 1 through 5.

1 = Poor. 2 = Quite good. 3 = Good. 4 = Very good. 5 = Excellent.

Your rating: \_\_\_\_\_/5

- What did you find *most* useful about the workshop? Please list in order of priority.

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

- What did you find *least* useful about the workshop?

1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_

- Do you feel better able to work for the sustainability of your organization than you did before the workshop?

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

- If yes, why?
- If no, why not?

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

Jeremy Condor, Fontaine Sainte, Quartier Erc, F 06380 SOSPEL, France.

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**IRC Umbrella Grant**  
**Strategies for Sustainability. Seminar 1**  
**Confidential Prognosis Forecast (Pre-Seminar)**

This document is intended to provide a confidential reference for you and for IRC Umbrella Grant. You will not be asked to discuss its content with other seminar attendees. Please retain it until the end of the workshop.

Your name: \_\_\_\_\_

Your position in your organization: \_\_\_\_\_

Name of your organization: \_\_\_\_\_

Do you believe that your organization will still be functioning in two years? Rate your organization's chances of survival on a scale of 1 through 5:

i.e.:

- 1 = slim chance of survival
- 2 = moderate chance of survival
- 3 = good chance of survival
- 4 = very good chance of survival
- 5 = 100% sure of survival

Your rating: \_\_\_\_\_/5.

What are your expectations of this workshop?

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What are your concerns or worries about this workshop?

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**IRC Umbrella Grant**  
**Strategies for Sustainability. Seminar 1**  
**Confidential Prognosis Forecast (Post-Seminar)**

This document is intended to provide a confidential reference for you and for IRC Umbrella Grant. You will not be asked to discuss its content with other seminar attendees. When you have completed it, please hand it in to any IRC Umbrella Grant staff member present. Please also hand in the Pre-Seminar Prognosis Forecast you completed at the start of the workshop.

Your name: \_\_\_\_\_

Your position in your organization: \_\_\_\_\_

Name of your organization: \_\_\_\_\_

Now that the workshop is over, do you believe that your organization will still be functioning in two years? Rate your organization's chances of survival on a scale of 1 through 5:

i.e.:

- 1 = slim chance of survival
- 2 = moderate chance of survival
- 3 = good chance of survival
- 4 = very good chance of survival
- 5 = 100% sure of survival

Your rating: \_\_\_\_\_/5.

Has your rating changed since the start of the workshop? If yes, why? If no, why not?

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## What does today's donor want to support?

You may feel that the donor should adapt to your situation. Maybe you are right. But in reality it does not work like that. You have to adapt your message to the donor's priorities. The list below covers some of the issues which donors classify as priority areas for funding. Where do you fit in? Where *could* you fit in? Perhaps you are working in more specialty areas than you realize.

- Reconstruction of infrastructure
- Job creation
- Micro-enterprise development
- Democratic institutions
- Privatization
- Local government reform
- Integration into western Europe
  
- Multi-culturism
- Mono-culturism
- Religious tolerance
- Religious intolerance
- Peace studies
- Cultural affairs and the arts
- Sports
- Research
- Policy studies
- Academic scholarships
- National heritage
  
- Disaster relief/Humanitarian Aid/Refugee resettlement
- Social welfare
- Physical disability issues
  
- Children
- Women's issues
- The Elderly
- Education
- Environment
  
- Medical
- Health education

Jeremy Condor

# Promotion Materials

In Bosnian, English, German and French

(Be sure to translate culturally as well as linguistically)

Every document you produce, regardless of its target, should feature the bank account number, and bank address of the organisation. Every document you produce is a fundraising opportunity

All documents must be free of spelling errors...

## **The Mission Statement**

A half to one page statement of the organisation's values, work and future intentions, in language accessible to the general reader. Short, emotional and hard hitting.

## **Headed stationary**

Features the organisation's name, logo, and a short, catchy phrase, which encapsulates the values of the organisation. Features address, phone, fax, Email, and bank account details. (Logo in colour?)

## **The General Brochure**

A well produced booklet featuring the Mission Statement, sources of funding, explanation of expenditure, case histories of beneficiaries, information on how the reader can help the organisation better serve the beneficiaries. Led by photographs, not by text. Keep text to the minimum. Produced cost-free, sponsored by a local, national or international business. Thanks to the sponsor features prominently on one page only. Each page self sufficient. Human, simple accessible to the general reader.

## **Case histories, one page each**

Powerful, accessible stories about beneficiaries, their problems, and how the project has had a positive effect on their lives. Short. Half, to one page.

## **One page handout/flyer**

Designed for bulk distribution during specific events or for the casual visitor to a project. Short, accessible information, explaining the needs and problems of the beneficiaries, the success of the project in addressing these needs, and how the reader can help. Produced on cheap paper.

## **Project description in detail, including budget**

This is a follow-up to a statement of interest by a potential donor, further to personal, telephone and/or letter contacts from the organisation. Highly professional, detailed statement for the institutional donor, with a clear explanation of the history of the organisation, beneficiaries, finances, needs analysis, information about the last audit, endorsements by other donors, staff profiles, information about project monitoring, value for money, cost per beneficiary, external evaluations, long term viability etc. etc.

## **Corporate brochure**

Similar to the general brochure in form, but focused on the needs of the sponsor. Clear indications of the high profile of the organisation, the quality of its work, and its potential as a tool for raising the target sponsor's public profile. Details about costs of sponsoring an event or parts of an event. Explanations of how the organisation can help design a specific campaign to serve the interests of both parties.

## NGOS MISSION STATEMENTS

### CARE INTERNATIONAL MISSION STATEMENT

1. To target all programming initiatives with a clear focus on the most vulnerable group regardless of ethnicity, nation or religion
2. To address issues of institutional strengthening
3. To encourage self-sufficiency
4. To work in partnership with other organizations and institutions both local and international
5. To sustain continuously encourage initiative and practice working environment

### EQUILIBRE MISSION STATEMENT

Equilibre is a French humanitarian organization created in 1984. It implements transportation networks to deliver essential products to the most vulnerable people. Equilibre also sets up emergency, medium and long term development projects in the fields of construction, sanitation, food aid, training, cultural exchange and medical help.

### MSF CHARTER

1. MSF provides aid to the people in need, to victims of natural and man-made disasters, war and civil wars, irrespective of race, religion, ideology, or politics.
2. MSF observes strict neutrality and is completely independent. Based on universally recognized principles of medical ethics and the right to humanitarian aid, MSF demands complete freedom in the performance of its task.
3. The members, volunteers and staff of MSF observe the medical code of conduct and maintain complete freedom from any political, religious or economic power.
4. The members, volunteers and staff of MSF decide for themselves whether the risk and dangers of the work are acceptable and do not demand any compensation whatsoever for themselves or claimants aside from what the organization can give them.

### UG MISSION STATEMENT

To strengthen local NGOs addressing community needs, therefore contributing to the development of civil society.

## CHARTER

The world-wide appeal of millions of children  
who suffer or die in silence  
Inspires what follows :

As long as one child remains hungry, sick, abandoned,  
In misery or in pain,  
whoever and wherever he may be,  
the movement Terre des hommes, created for this reason,  
will pledge itself to his immediate and complete rescue.  
Having determinedly sought out the child,  
Terre des hommes will come to his aid  
in the way which responds most closely to his distress.  
In his country, if circumstances permit, or elsewhere, if not,  
the child will therefore be fed, cared for,  
provided with a family and restored to a life  
worthy of his rights as a child,  
always assured of tender and competent support.

Free of any political, religious or ethnic bias,  
simply human being working for human being,  
as an act of justice not condescension,  
in a spirit of self-effacement as close to personal anonymity as  
possible,

Terre des hommes is composed of voluntary and salaried workers  
committed to one common goal :  
the rescue of the child for whom the movement  
is both the ambassador and the instrument  
of life, survival and solace.

So that none may be in doubt :  
neither those who suffer nor those who can relieve the suffering,  
Terre des hommes will strive to alert and to rally  
humanity around the infinite distress of countless children.

## What makes your NGO so special?

### 'Positioning' your message

He who has a thing to sell  
And goes and whispers in a well  
Is not so apt to get the dollars  
As he who climbs a tree and hollers

Anon

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### Don't be shocked

You may be disgusted or affronted by discussing the noble work you do in the same context as the activities of commercial organizations who are only in the business of making money. But the commercial world has much to teach the voluntary world about how to communicate, and how to convince. Decide for yourself. Take the good, leave the bad. But before you reject promotional ideas from the world of commerce, ask yourself if your organization can afford the luxury of ignoring their successful ability to tell the world about what they do. Nobody is asking you to prostitute your personal or professional integrity.

### You are not alone

The world is full of noble, caring and competent NGOs, living and working in desperately difficult conditions, saving lives, offering comfort and working for peanuts. They are all looking for funds. So why should the donor help *you*? What makes you unique? What are you offering the donor that nobody else can?

- You care
- You have struggled so long in mercilessly difficult conditions
- You work hard
- Your work is high quality
- You give your time and experience voluntarily
- You deserve some support after everything that you and your people have suffered in the terrible war suffered by your country
- The needs of your target clients are growing and changing all the time
- The world should be ashamed of ignoring the agony of your country, and now is the time to pay up.
- The donors have to understand the national economy will take years to get itself re-established, and thus Bosnian NGOs will need foreign funding for a long time.

### **Don't assume anything**

All the above may be true. But other NGOs, here and abroad, care too. They struggle too. They deserve help too. So why should the donor help you?

### **Target your message to suit the particularities of your chosen donor:**

The individual donor from your own community

The individual donor from abroad

Foreign funding partnership agencies

Foundations

Corporations (local, national and international)

Government (municipal and national)

Foreign bilateral funders

Foreign multilateral

The Armed Forces

Funders who will never see your work or the clients you serve

Funders who may see your work in action

Women

Men

Bosnians

Non-Bosnians

Funders who share your religious or political aspirations and convictions

Funders who don't

Funders who 'care'

Funders who don't

### **Every funder is different**

Every one donates funds for different reasons and with different restrictions and limitations. Every donor has to satisfy themselves or their organization that this is money well spent, within their policy or belief system. If you ignore this basic truth, you reduce your effectiveness in the search for funds. Take note of it, and adapt your message to the particularities of the donor, and you increase your effectiveness.

**Caring isn't enough. Working hard isn't enough. You have to be a communicator too.**

Jeremy Condor



## Potential European partnership contacts.

Association AMADE, Monaco. Ph + 33 94 50 50 53.

Fondation Princesse Grace, Monaco. Ph + 33 93 15 82 62.

American Women's Club, Rue St. Martin, CH 1003 Lausanne, Switzerland. Ph + 41 21 20 26 88.

Fondation Roi Baudoin, Bruxelles, Belgique. Ph + 32 2 511 18 40.

CIFCD (Centre Internationale pour la Formation des Cadres de Developpement)  
Philippe Franquin, Director. Ave E de Beco 17, B 1050 Bruxelles. Ph + 32 2 640 2859. Fax + 32 2 646 0284.

Caritas, Lucern, Switzerland. Ph + 41 41 50 11 50.

CIDE (Comité Internationale pour les droits de l'Enfant), Lausanne, Suisse. Président, Georges Glatz. Ph + 41 21 316 53 59.

Fondation Village d'Enfants Pestalozzi (Stiftung Kinderdorf Pestalozzi) Peter Meienberger, Director of International Division, Rue F Guillimann 12, CH 1700 Fribourg, Suisse.

EPER (Protestant aid agency) Rue des Terreaux 10, 1003 Lausanne, Suisse.

Enfants du Monde, Marseille, France. Michel Hoffman, Director. Ph + 33 91 80 33 03.

European Centre for Social Welfare Policy and Research, Wien, Austria. Dr Kia Leichsering, Director. Charlotte Strumpel, Assistant. Ph + 43 131 945 0526. Fax + 43 131 945 0519.

Fondation Sommet Mondial des Femmes. Elly Pradervand, Executive Director. Hôtel Beau Rivage, 13 Quai du Mont Blanc, CH 1201 Genève, Suisse.

Fondation Mitterand, Paris, France. Danielle Mitterand, Président. Ph + 33 1 47 55 81 81.

MSF Suisse, Clos du Fonderie 1, CH 1227 Carouge, Suisse.

MDM France. 67, Ave de la République, F 75011 Paris, France.

Mission Enfance. Edouard et Domitille Lagourge, co Présidents. 19, Ave des Papalins, MC 98000 Monaco.

Pro Victimis. 4 Rue de Rive, CH 1204 Genève, Suisse.

Scottish European Aid. John Mussen, Director. Ph + 44 131 225 4465.

Terre des Vie. Michel Duret, Director. B.P. 15 bis, F 44320 St. Pere en Retz, France. Ph + 33 40 15 16.

Université Catholique de Louvain la Neuve. M Hallet, Président. Bernadette Delcamp, Director. Ph + 32 1 47 3094/5.

International Catholic Migration Commission. 17, Rue du Clos, Genève, Suisse.

Sentinelles. Edmond Kaiser, Director. Ch Languedoc 10, Lausanne, Suisse.

Peace Union of Finland. Lonnropenkapu 25, 00180 Helsinki, Finland.

United Nations 1% Fund. Palais des Nations, Genève, Suisse.

Generation Europe Foundation. Rupert Wolfe Murray, UK Director. PO Box 184, High Wicombe, Bucks HP11 2XN, England. Belgium, Luxembourg & European Coordination, Claire Schonbach, 10 Rue du Collège St. Michel - Sint Michelis Collegestraat 10, B 1150 Bruxelles-Brussel. Ph + 32 2 772 12 00.

Helvetas, St. Moritzstr. 15, CH 8042 Zurich, Schweiz.

Ouverture. Robert Brown, Director. 20 Blythswood Square, Glasgow G2 4AR, Scotland, United Kingdom. Ph + 44 41 248 7949. Ouverture Italia. Centro Estero Camere, Commercio Piemontesi, Via Ventimiglia 165, I 10122 Torino, Italia. Ph + 3911 696 7666.

### Celebrity Contacts

British Actors Equity Association, Guild House, Upper St. Martins Lane, London WC2H 9EJ.

American Actors Equity Association, 165 W. 65th St. New York, NY 10036, USA.

Julie Andrews C/O Patrice Poirier, 11777 San Vincente Blvd, Suite 501, Los Angeles, CA 90049 USA. London agent: Francine Taylor. Ph + 44 171 950 1956.

Phil Collins, The Foundation for Children with Leukemia, 61 Great Ormond Street, London WC1N 3JQ, England.

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NON-GOVERNMENTAL ORGANISATIONS

BRITISH RED CROSS SOCIETY  
9 GROSVENOR CRESCENT  
LONDON  
SW1X 7EJ

TEL: 071-235 5454

CAFOD (THE CATHOLIC FUND FOR OVERSEAS DEVELOPMENT)  
2 ROMERO CLOSE  
STOCKWELL ROAD  
LONDON  
SW9 9TY

TEL: 071-733 7900

CHRISTIAN AID  
PO BOX 100  
LONDON  
SE1 7RT

TEL: 071-620 4444

OXFAM  
274 BANBURY ROAD  
OXFORD  
OX2 7DZ

TEL: 0865 311311

SAVE THE CHILDREN FUND  
MARY DATCHELOR HOUSE  
17 GROVE LANE  
CAMBERWELL  
LONDON  
SE5 8RD

TEL: 071-703 5400

ACTIONAID  
HAMLYN HOUSE  
ARCHWAY  
LONDON  
N19 5PG

TEL: 071-281 4101

WORLD VISION  
DYCHURCH HOUSE  
8 ABINGTON STREET  
NORTHAMPTON  
NN1 2AJ

TEL: 0604 22964

CARE BRITAIN  
35 SOUTHAMPTON STREET  
LONDON  
WC2E 7HE

TEL: 071-379 5247

**LIST OF MUSLIM ORGANIZATIONS IN THE U.K.**

**ISLAMIC RELIEF**

151 Park Road St. London NW 7HT  
+44 171 722 0039

**MUSLIM AID**

P.O. BOX 3, London N7 8LR  
+44 171 609 4425

**UK ISLAMIC MISSION**

202 North Gower St. London NW1 2LY  
+44 171 387 2157

109 Cempden Hill Rd London W8 7TL  
+44 171 229 0338

**FEDERATION OF ISLAMIC  
ORGANIZATIONS IN EUROPE**

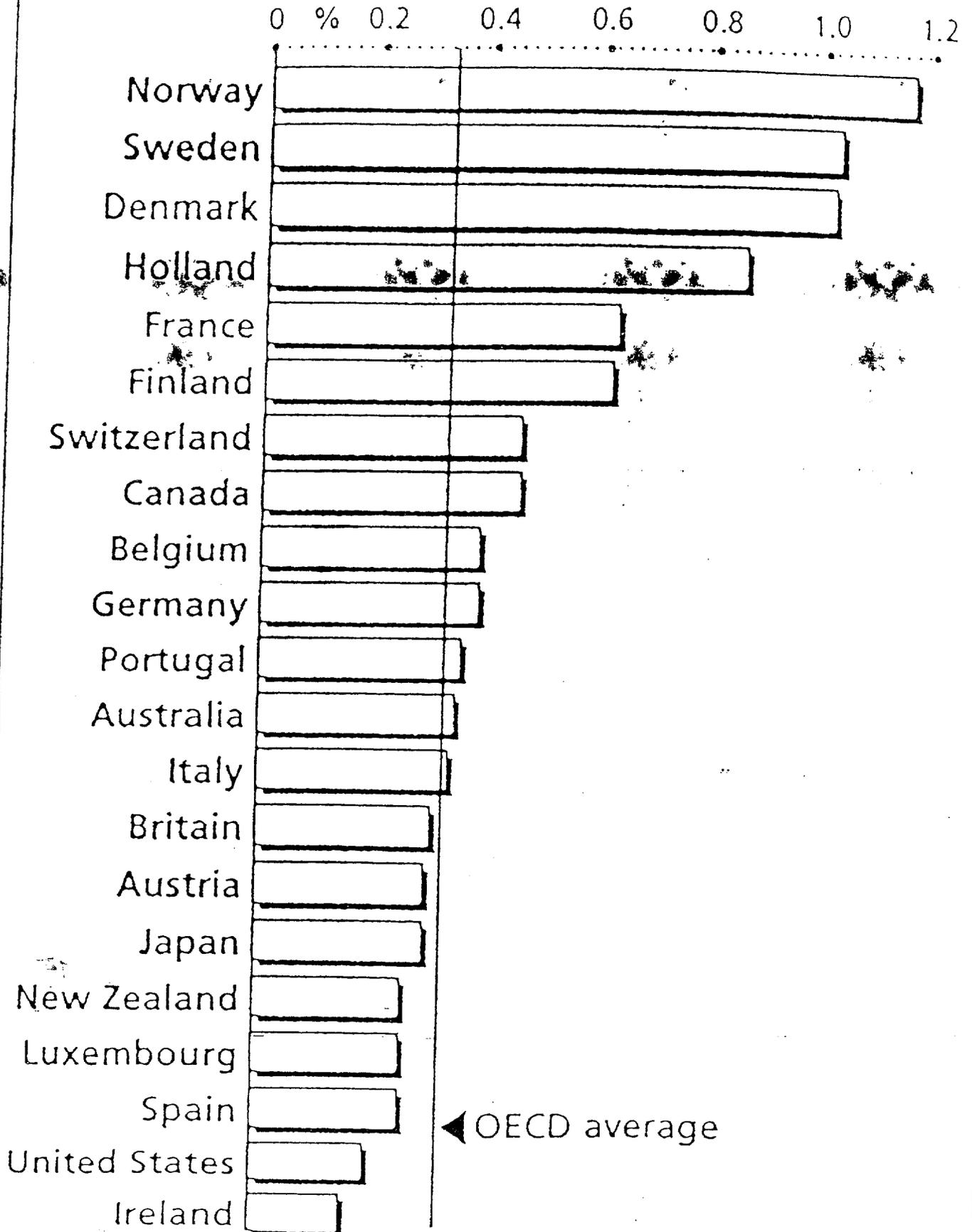
P.O. Box 5, Markfield, Leicester LE67 9RY  
+44 153 024 5919

**FEDERATION OF STUDENT ISLAMIC,  
SOCIETES (FOSIS)**

38 Mapesbury Rd, London NW2 4JD  
+44181 452 4493

# Friends in need

Aid\* as % of GDP, 1992



Source: OECD

\*Net official development assistance

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## The Board, What's It For?

The law requires certain arrangements with regard to the establishment of NGOs. You need to be aware of your obligations here. IRC Umbrella Grant can assist you with this, if you have not yet completed these formalities.

At the early stages in the development of an NGO, most Board members tend to come from the same professional field as the staff. This may make sense at the start, but you risk wasting a valuable asset if you let this situation continue. Remember, just because you are a psychologist or a social worker, or a professor, does not mean that only people from your profession are interested in helping.

### How does a Board help with fundraising?

General support to the organization  
Connections to people in influential positions  
Fundraising Advisory Group  
Supervision of the accounts, and...  
**Fundraising.**

Start recruiting people from a broad variety of professions to your Board. Aim high.

Legal  
Media (Radio/TV/The Press)  
Government (Local/Regional/National)  
Business  
Banking  
Social and other caring professions (you already have them)

You need to know that you can call on free and rapid advice from a variety of expert sources. Why?

- The day somebody takes you to court, you need to know you have a lawyer, on your side, ready to fight for you, **today.**
- The day you need permission for a community fundraising event in the town square, you need to know the Assistant to the Mayor will get that signature for you **quickly.**
- The day you need a letter of endorsement to a potential business donor, you need to have your business people on the Board to make it happen for you. **Fast.**

Some of your existing board members may be saddened or even shocked by the arrival of new members from outside the caring professions. They need to understand why the board needs to develop. Educate them. Some may leave. The most useful ones will stay with you.

### What matters to the funder?

The following list is not exhaustive, but indicates some of the donor's preoccupations. In thinking about the NGO application for funds, the donor considers:

#### **Aims. Identity**

(Who is this NGO? What do they want to achieve? How?)

Is the NGO clear about its goals? Does this clarity extend right through the organization to those who deliver services at the grass roots, or is the vision shared only by those in senior or executives positions?

Is the founder or founding group willing/able to permit the organization to evolve?

Is there a common vision or sense of purpose manifest throughout the agency? What drives the agency? Is it value led?

Are the stated aims of the agency clearly prepared in the written form? Does it have a Mission statement, Declaration of Intent or similar document? If yes, how much do stated aims and objectives relate to the work delivered to date?

Is the agency offering a service which is in needless or unhelpful competition with other agencies?

Does the agency have cooperative or collaborative arrangements with other NGOs? If yes, how do they work?

Is the agency part of any national consortia, or national/international coordination organizations?

Are members of the organization able to explain verbally or in writing where the organization came from, where it is now, and where it wants to go?

Are the goals in harmony with those of the assessing funder?

How is the agency perceived by its existing target beneficiaries? How is it perceived by its surrounding constituency?

Does the agency have any formal or informal policies re gender/ethnic or religious discrimination?

Is there a hidden agenda?

## Power. Leadership

(Who really runs the agency? Who really owns it?)

Is power concentrated in the hands of the Executive or a small coterie?

Is the agency the tool of one powerful personality surrounded by obedient but subservient staff?

Is the Executive governed by a Board or equivalent structure? If yes, who really wields the power? Is the Board genuinely a governing body or is it a cosmetic device to legitimize the Executive? Is the Executive a member of the Board with voting rights? If yes, is this culturally/politically programatically appropriate?

How often does the Board meet? Does it keep its minutes? How does it record its decision making? Is the Board paid or in any way compensated for its contribution? How?

Are personal friends and relatives of the Executive placed in key positions on the staff or the Board?

If local/national elite or influential figures are present on the Board, what contribution do they make? Is the presence of influential figures more of a help or hindrance for the aims of the agency?

Does the agency have the influence in local or national government? Does it owe anyone at this level any favors which could damage its credibility?

Are the agency's stated beneficiaries represented on the Board?

What do the staff think would happen to agency of the Executive were suddenly obliged to leave? (i.e. Is the agency stronger than the personality/ies that lead it?)

## **Staff. Management**

Is there a discernible management style in the agency? Is management inclusive, laissez faire or dictatorial? What is the funder's assessment of staff morale?

Is staff development and training seen as a significant factor in the agency's development?

When was the last program of training for staff? Are managers offered training?

Are operational staff appropriately included in planning or strategy meetings?

Is there a method, however informal, which communicates regular information updates to the entire organization?

Are staff evaluated for performance?

Are salaries competitive, overly high/low for the market?

Is there a coherent and openly available salary structure?

What incentives are included in staff salary packages? Are Hidden incentives made available to certain staff?

Are there written staff terms and conditions? Do the staff know what they are?

Are disciplinary procedures arbitrary or do they conform to written guidelines?

## **Financial Management and control**

Are the accounting and finance staff of the required competence to handle the financial control?

Who does the Financial Director report to? Is there a direct link between the Financial Director and the Treasurer?

Are the accounts audited? Are the accounts freely available for inspection by the potential funder?

Is there « double funding »?

What is the methodology used by the agency to ensure that financial risk is minimized?

What are the agency's bank reserves? Is the agency willing to reveal bank statements?

Is a member of the Board empowered or mandated to examine the accounts and the cash? (i.e. Treasurer)

How does the agency estimate its administrative costs? What are they as a percentage of overall costs?

Can the agency prove that its finances are run in accordance with national law?

Are the large sums of cash kept in the office?

Is there an inventory of equipment / stock ? Is it well managed?

## **Funding**

Who else funds the agency?

What proportion of the proposed grant will be used for administrative costs?

Does the agency have the financial management capacity to handle the grant it is requesting? Can it deliver the quality of accounts the funder requires? Can it prove this by offering an example of financial reporting and accounts made to a previous funder?

Will the proposed grant destabilize the agency by rendering it too dependent on one source of funding?

What are the agency's plans and proposals to attract additional or alternative sources of funds?

When questioned, are the staff (especially the Financial manager or Director) able to explain the proposed budget in a convincing cogent manner?

What is the agency's investment in ongoing fundraising?

Is the agency ready with an alternative budget in the case where its original proposal is refused?

## **The Project**

(Who wants it? Who needs it? Who benefits?)

Where did the program begin? Who initiated it? If it is the brainchild of an individual, has s/he taken her/his colleagues fully into the ownership and creative process?

Who planned and designed the project?

Is the project a fair reflection of the agency's Mission statement?

Are the perceived beneficiaries of the project involved in it? Have they been consulted? Do they want the project? Will the beneficiaries be empowered by the project, or patronized by it?

Does it address a need which can be proved? What type of needs analysis has been done?

Is the project innovative? Does it seek to break new ground? Is it so innovative as to be perceived as a danger to those who will be needed as potential partners?

Are other NGOs involved? Are any coalitions or partnerships involved?

Are women fully included in the project? If women's issues are being addressed or served by the project, are women involved at a leadership and management level as well at service delivery level? Even if the project does not address women's issues specifically, are women fairly represented at all levels in the agency? If not, is the leadership open to change?

Does the project duplicate existing services to target group / beneficiaries?

Is the project complementary to currently available state and private sector services?

Does the project favor one group over another inappropriately? Will its results be socially or politically divisive?

How sustainable is the project beyond the funding request?

What is the strategic dimension of the project?

Are local/national authorities aware the project and/or involved in it and/or committed to it?

Jeremy Condor

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## **Bosnian law and Bosnian NGOs**

Bosnian law does not yet refer to NGOs specifically. The law refers only to Humanitarian Organizations and Citizens Associations.

### **Definition**

1. Humanitarian law: Organizations involved in humanitarian work.
2. Citizens Associations: Organizations involved in cultural, educational, artistic, social, humanitarian and other related activities.

### **Registration**

A highly complicated and arbitrarily controlled process. Use a lawyer.

### **The Assembly**

No definition is laid down in law. Composition of the Assembly is thus a matter for the NGO to decide.

### **The Administrative Board**

Ditto.

### **Membership of the Assembly and the Administrative Board**

1. How many members? The law makes no demand.
2. External membership? Ditto.
3. The Director as a member of the Administrative Board, or as the Chairperson of the Administrative Board? The law makes no provision or recommendation. Technically it is legal.

### **Quorum for meetings**

This is left to the statute. The law makes no demand here.

### **Financial liability**

The law makes no demand. However, two articles in the law on Humanitarian Organizations ( 43 and 44), and one in the law on Citizens Associations (44) require the organization to maintain and submit files on its financial arrangements.

## **The Statute**

The law requires the organization to have a set of internal rules regulating:

- the name of the organization
- program goals
- activities
- rights and obligations of the membership
- representation
- fundraising etc.

## **Changes to the Statute**

Permitted, providing the process of change is identical to the process which implemented the original rule.

## **For profit activity**

The law states that for-profit activity is not permitted by Humanitarian Organizations and Citizens Associations. But Article 6 of the Citizens Association law and Article 42 of the Humanitarian Organizations law does permit profit from commercial activities, providing such profits are used to fund the principal activities of the organization.

## **Comment**

The law is very undefined and unclear. The onus is on the organization itself to regulate and manage its affairs appropriately.

It is likely that a new law will be passed in the future which will be much more specific about NGO activity. Be ready. Keep abreast of the law as it changes.

The statute of the organization is thus a vital document. It would be advisable to develop the statute in line with the most rigorous structures of reputable NGOs in Europe because the new laws will undoubtedly reflect key aspects of western European laws on NGOs. Remember that many institutional funders will not be interested in funding a Bosnian NGO where the power, decision making processes, and financial control are all

concentrated in the hands of a small group. No funder will be interested in funding an NGO where the Director sits on the Board in a leading role.

Jeremy Condor, Fontaine Sainte, Quartier Erc, F06380 Sospel, France.

CB

**Trip Four**  
May 2 - 11, 1996

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**Consultation schedule, May 1996**  
**IRC Umbrella Grant, Sarajevo**  
**Jeremy Condor**

Arrival/transit in Zagreb: May 2nd.

Arrival in Sarajevo: May 3rd afternoon. Mentoring preparation.

**Mentoring Program, May 4th through 11th, 1996**

March saw the launch of the mentoring program. May continues this work, and extends its reach to all Sub Grantees who have programs serving children in Sarajevo and Zenica.

As the mentoring program continues, its content varies increasingly, according to the varied pace of each Sub Grantee's programmatic and institutional development.

The next mentoring input (July) will be focused on a two day workshop on fundraising for Sub Grantee managers and staff, and a one day workshop for new Board members and Sub Grantee Directors. This input will be made twice, in Sarajevo and Zenica. Much of this mentoring input has been in preparation for the workshops.

In general, the Sarjevo groups are experiencing more difficulty adapting their programs to the realities of freedom of movement, relative peace, and subsequent changing needs of target beneficiaries. This is less the case in Zenica, where the groups are not caught in crisis mode, and have a shorter history.

**May 4th. Golden Hands. Mentoring session 1**

**Tasks accomplished**

- Review of management organigram.
- Review of budget lines.
- Review of administrative costs.
- Review of program appropriateness to current and developing client needs.
- Review of viability for proposed revenue generating project.
- Preparation for forthcoming fundraising and Board development workshop.

**Negotiated and agreed objectives to be met in the coming six weeks:**

**Institutional**

Reconstitute the Board, to include volunteers only.  
 Recruit new Board members from business, banking, and the media.  
 Director to resign from Board, and to assume reporting role.  
 New President to be nominated and elected to Board.  
 Management organigram proposal to be drafted.

**Operational**

None.

**Comment**

Institutionally the organization is overly centralized, while presenting a semblance of staff participation. In reality, only two staff members exert real power, or make real decisions. Although staff were invited to attend, it was clear that no contribution to the discussion was expected or invited from them by the leadership.

In my view, they are going 'through the motions' in accepting my input. This is as much my failure as theirs. They continue to treat me as a potential funder, in spite of all my efforts to break through to them. I would consider withdrawing further input if no quantifiable institutional progress is made further to the next workshop and mentoring inputs in June and July.

Golden Hands is stuck in an aid based program, that is being surpassed by events. They are seemingly unable to envisage programmatic adaptation.

**May 6th am. Be My Friend (Playground). Mentoring session 2**

Meeting with Director Nadzida Slijivo, plus 1 team member, and two newly recruited Board members.

**Tasks accomplished**

Explored revised logo.  
 Reviewed final draft of brochure.  
 Reviewed current Board structure and function.  
 Reviewed membership terms and conditions for Friends Club.

Preparation for upcoming Board Development Workshop.  
 Proposed external evaluation of operations and institution.  
 Reviewed Project proposal for new Playground project.  
 Discussed role of client mother on Board.

Reviewed revised program development plan.  
 Reviewed revised Job Descriptions.

**Negotiated and agreed objectives to be met in the coming six weeks:**

### Institutional

Finalize Mission Statement.  
 Job Descriptions for all staff.  
 Recruit 1 or 3 new Board members, in order to have an odd number. Include another business leader.  
 Develop and expand Friends of Be My Friend. Begin computer database of members.  
 Complete brochure.  
 Begin major effort to recruit a new institutional funder (by end 1996).  
 Finalize headed stationary, including all agreed details.

### Operational

Expand youth involvement in needs assessment and project design for the new project.  
 Approach EU, ICVA, IRC, and the Board for guidance in elaborating an external evaluation plan.

### Comment

This Sub Grantee is making excellent, even spectacular progress at all levels. They are hungry for input and use it as a tool for their development. Expansion is program led. Careful attention needs to be paid to staff training and management. The Director still tends to dominate excessively. Ongoing mentoring should reinforce her representative and fundraising role, rather than her day to day management of the project/s. Soon Be My Friend may require the recruitment and training of a new project manager, and an adapted organigram.

Next mentoring session set for mid July.

## May 6th p.m. Sunside. Mentoring session 1

Meeting with Director and six staff members.

### Tasks accomplished

Explored current program, and its applicability to current needs.

Discussed development of educational theater program, in addition to purely entertainment focused work.

Discussed need for a development plan for the coming 12 months.

Reviewed Board membership, and transition from staff membership to an all volunteer membership.

Explored potential of Friends Committee

Preparation for upcoming Board Development Workshop.

Reviewed Mission Statement.

Reviewed current staff structure and composition.

Explored viability a fundraising event in Sarjevo in summer 1996.

### **Negotiated and agreed objectives to be met in the coming six weeks:**

#### Institutional

Finalize Mission Statement.

Begin major effort to recruit a new institutional funder (by end 1996).

Draft a program development plan for the coming 12 months.

Draft a brochure.

Start a portfolio of professional photographs of the current program.

Start planning a fundraising event for 1996.

#### Operational

Make contacts with European contacts for an exchange visit to educational (T.I.E) companies, in order to move program forward and adapt to developing needs.

Reinforce existing contacts with local education authorities.

Next mentoring session set for mid July.

#### Comment

Sunside is caught in the success of its past. The program has deservedly received praise from IRC Umbrella Grant and the public, but is now handicapped by its success. The Director is a traditional educationalist of the old (socialist) school,

and has difficulty in engaging in discussion that challenges her fixed perceptions of current needs. The younger staff are much more receptive to new ideas, but need help to claim more of a voice in the organization. Sunside needs to get away from the luxurious notion that every required skill should be found in individual, paid specialist input. A paid scriptwriter for a puppet show is an absurdity that any funder would find unacceptable. This approach is also operationally inappropriate for a small multi-disciplinary group on a budget. They cannot afford their pretensions.

Next mentoring session: mid July.

### **May 7th am. SELMA. Mentoring session 2**

Meeting with Milada Zahiragic, Co-founder and Director, and 4 staff members.

#### **Tasks accomplished**

Explored new ('Phoenix) Project Proposal (demobilized soldiers).

Explored the potential inclusion of also responding to women's needs re new project.

Reviewed changes to Board, and inclusion of new, voluntary members from business and other backgrounds.

reviewed need for Job descriptions.

Reviewed new organigram.

Reviewed role and recruitment of Project Manager, plus merits of internal v. external appointment.

Discussed need for a computer.

Reviewed need for a more suitable location for Selma project.

**Negotiated and agreed objectives to be met in the coming six weeks:**

#### **Institutional**

Finalize management and operational organigram.

Preparation of Board members for inclusion in forthcoming Board Development workshop.

New project Manager to be recruited internally.

Collection box to be installed.

Brochure to be drafted.

## Operational

Further work to be done on inclusion of women as beneficiaries in the demobilized soldiers project proposal.

## Comment

SELMA is making excellent progress institutionally.

Next mentoring session: mid July, 1996.

## May 7th. p.m. Psychological Aid. Mentoring session 2

Meeting with Dzenana Rustempasic, Director, and two team members.

## Tasks accomplished

Reviewed new name. Ankva (Phoenix)

Reviewed copyright protection.

Explored logo possibilities.

Reviewed new Board structure and voluntary membership.

Reviewed progress re new accommodation.

Reviewed registration completion.

Reviewed and began work on refocused Mission Statement.

Reviewed potential nomination of Director for the Reebok Human Rights Prize.

Reviewed lack of progress in obtaining alternative premises.

**Negotiated and agreed objectives to be met in the coming six weeks:**

## Institutional

Finalize new name.

Finalize Mission Statement.

Check out protection for Phoenix name.

Complete registration.

Check good examples of statutes with Umbrella Grant office.

Complete Board restructuring.

Two new Board members to be recruited.

Begin process for Board president to be appointed.

**Establish cordial relations with the local municipality. Top priority.**

**Negotiate lowest possible rent deal on ground floor apartment. Top priority.**

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Director to include 'nominated for the Reebok Human Rights award, 1996', on all official documentation until end 1996.

IRC Umbrella Grant to contact US soldiers from Phoenix Arizona, as potential American fundraising links. Phoenix Director to follow up.

Consultant and IRC Umbrella Grant to nominate Phoenix Director for Reebok Human Rights award.

### Operational

**Write a concept paper on developing needs in the community as an intro. to a research paper to support a new project proposal.**

**Meet with Umbrella Grant Director to review the above.**

**Meet with IRC Mental Health Advisor to consult on research methodology for needs analysis on new project.**

**All the above three points are holdovers from session 1.**

### Comment

This Sub Grantee is aware that its future is threatened unless it can move operations out of the apartment where the program is currently based, and refocus its youth activities to be more relevant to current needs. There is a lack of confidence on the part of the Director, in approaching authorities who may be in a position to help. The IRC liaison person could perhaps offer support to this process. A more senior member of staff, or better yet, a Board member would be an appropriate backup to the Director, who is very young, and may not be taken seriously in local government circles.

Next mentoring session: mid July, 1996.

### May 8th. am. SANYA

Meeting with Director and three staff members.

### Tasks accomplished

Reviewed completion of registration.

Reviewed logo design.

Reviewed headed stationary design and layout.

Reviewed new Board structure and voluntary membership.

Reviewed organigram.

Reviewed progress re new accommodation.  
 Reviewed new 'Comcare' project design.  
 Discussed Needs Assessment.  
 Reviewed progress in obtaining alternative premises.  
 Alerted group to need for absolute proof of beneficiary numbers.

**Negotiated and agreed objectives to be met in the coming six weeks:**

**Institutional**

Check good examples of statutes with Umbrella grant office.  
 Complete Board restructuring.  
 Begin process for Board president to be appointed.  
 Start a fundraising plan, including an event for summer 1996.  
 Bring a media professional onto the Board.  
 Discuss external project evaluation with IRC Umbrella Grant.

**Operational**

Get proof of beneficiary numbers to IRC Umbrella Grant.

**Comment**

SANYA is still inappropriately, if benignly dominated by its Director. There is a dangerously high staff turnover. Progress has been made on changes to the Board, but its composition needs to be reviewed to ensure it is more than a Director's fan club. Staff tend to be overly acquiescent in their relations with the Director, and are reluctant to come forward with ideas or questions.

Next mentoring session: July, 1996.

**May 9th. p.m. Corridor. Mentoring session 2**

Meeting with Zina Rasavac, Program Coordinator, and 6 staff.

**Tasks accomplished**

Review of mini workshop in March.  
 Review of progress on establishment of fundraising committee (9 members).  
 Review of progress re Board restructuring.  
 Reviewed changes to statute. Corridor is now reregistered as an 'Organization' rather than as an 'Association'.

Confirmation that no foreigners are Board members.  
Discussed need for a general Corridor brochure.  
Reviewed headed stationary layout and logo.  
Explored addition of slogan to headed stationary.  
Reviewed Job Descriptions, and need for updating.  
Discussed a Corridor media blitz, festival and fundraising event in summer 1996.

**Negotiated and agreed objectives to be met in the coming six weeks:**

**Institutional**

Finalize organizational plan for 1996/7, with project restructuring proposals  
Fundraising committee to meet before Fundraising workshop.  
Job descriptions to be finalized.

**Operational**

No decisions taken.

**Comment**

Corridor is making slow but steady progress on its institutional development. The fact that the organization is a relatively big NGO mitigates against rapid change. Next review should focus on operational strengthening and external evaluation.

Next mentoring session set for mid July, 1996.

## Zenica

All mentoring session in the Zenica region were conducted with the participation Ms Annie Foster, Director, IRC Umbrella Grant.

### May 9th. am. Youth House. Mentoring session 1

Meeting with Narcisa Panic two staff members.

### Tasks accomplished

Reviewed evolution in relationship to UMCOR.  
 Reviewed current leadership and management structure.  
 Reviewed existing donor involvement (UNHCR/UMCOR/IRC Umbrella Grant).  
 Reviewed potential for new donor (HECKS, Switzerland).  
 Reviewed for-profit projects' viability  
 Reviewed logo design.  
 Reviewed need for Board structure and voluntary membership.

### **Negotiated and agreed objectives to be met in the coming six weeks:**

#### Institutional

Negotiate proactively with UMCOR for new relationship from subsidiary to independent NGO, with UMCOR as funding partner rather than absentee owner.

Begin Board recruitment

Test viability of ads in the Youth House magazine.

Double costs of Bosnian lessons for foreigners. Half cost as fee, half as 'contribution to Youth House'.

Advertise language lessons to all expatriate locations in Zenica.

Promote photocopy service with flyers designed by the kids.

Offer pick up and delivery service for photocopying, at higher rates.

Explore potential of Zenica Newsletter as a for profit venture.

Place collection box in Youth House lobby.

Renew contact with HECKS in Switzerland.

Redouble efforts to improve pro-active communications and reporting with UMCOR. Plan the evolution in the relationship from clients to owners.

Consider offering UMCOR consultancy services for replication of the project.

Design new logo.

**Operational**

No decisions taken.

**Comment**

Youth House is still in client mode. The management team live in the shadow of the foreign founding group, even though UMCOR has no expatriate staff in place. They will need support and encouragement to break out of this dependent relationship, which is as much their responsibility as UMCOR's. There is enormous potential for for-profit activity to supplement project costs.

Next mentoring session: July, 1996.

**May 9th. p.m. Sreca Djeci, Kacanj. (Happiness to Children). Mentoring session 2**

Meeting with Majra Kulovic and Samir Kambur, joint Directors.

**Tasks accomplished**

Reviewed current leadership and management structure.  
 Reviewed proposed for-profit project viability.  
 Explored management organigram.  
 Reviewed logo design.  
 Reviewed draft brochure.  
 Reviewed headed stationary.  
 Reviewed need for Board structure and voluntary membership.  
 Reviewed diversification of fundraising.

**Negotiated and agreed objectives to be met in the coming six weeks:**

**Institutional**

Recruit two Board members.  
 Develop closer contacts with nearby factory.  
 Get free professional help with photographs and brochure layout.  
 Finalize Mission Statement.  
 Draft Job Descriptions for all management and staff.  
 Ditto for all volunteers.  
 Finalize logo with free professional help.

**Operational**

No decisions taken.

**Comment**

This group has made great strides in fundraising. Organizationally they are in a weak position because of their lack of paid staff, the predominant position of the two Directors, and the lack of clarity about how to manage the voluntary input. The recruitment of Board members should be a top priority.

Next mentoring session: July, 1996.

**May 910th. am. Support Center. Mentoring session 1**

Meeting with Alma Zildeic Begicevic, Director, and Nenad Gunjevic, staff member.

**Tasks accomplished**

Reviewed current leadership and management structure.

Reviewed organigram.

Reviewed registration difficulties.

Reviewed Board structure and membership.

Discussed financial control.

Discussed relationship with local authorities, WHO, UMCOR and MSF Holland.

Reviewed new project outline presented by the Director.

Reviewed 'uncompetitive' salaries, and consequent staff demotivation.

**Negotiated and agreed objectives to be met in the coming six weeks:**

**Institutional**

Present new project proposal to potential partners.

Determine future course of Support after May 16th, when WHO will decide if they are to be part of the new mental health plan for Zenica.

Begin planning for local fundraising.

Explore commercial possibilities of advertising in Support magazine.

Review manner in which staff salaries are presented to donors in budgets.

**Operational**

No decisions taken.

**Comment**

Support is very dependent on its founder and Director. She is unable to disguise her ambivalence about her dependence foreign donors and partners. The organization's future seems to hinge on the forthcoming decision by WHO re including them in the Zenica mental health structure. If WHO decides in Support's favor, the IRC Umbrella Grant should encourage the Director to begin local fundraising as a priority.

Next mentoring session: July, 1996.

**May 10th. p.m. Nasa Djeca. Mentoring session 1. (This was also my first contact with the group.)**

Meeting with Fahrudin Hasanagic, President, 4 staff members, 2 Board members.

**Tasks accomplished**

Established a relationship of confidence.  
 Discussed registration.  
 Reviewed current leadership and management structure.  
 Reviewed progress re Mission Statement.  
 Reviewed status of Nasa Djeca in the community.  
 Reviewed problems re Mayor's indifference to the organization.  
 Reviewed potential for fundraising in the US.  
 Discussed need for an operational base.

**Negotiated and agreed objectives to be met in the coming six weeks:**

**Institutional**

Continue Board recruitment.  
 Start charm offensive on the Mayor.  
 Finalize Mission Statement.  
 Draft Job Descriptions for all management and staff.  
 Explore the possibilities of finding free alternative accommodation.

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Maintain close communications with departing team member who is about to settle in USA.

### Operational

No decisions taken.

Next mentoring session: July, 1996.

### May 11th. am. Dance Club Laban. Mentoring session 1.

Meeting with Director, and one staff member.

### Tasks accomplished

Reviewed project evolution.

Discussed benefits of tour to Lublijana.

Discussed need for corporate identity for the Club.

Explored potential for fundraising at international dance festivals.

Discussed forthcoming summer program.

Discussed leadership and management difficulties.

Explored possibilities of other European dance clubs 'adopting' or sponsoring Dance club Laban.

**Negotiated and agreed objectives to be met in the coming six weeks:**

### Institutional

Continue Board recruitment.

Contact Michel at IRC for help with French dance tour, and fundraising in France.

Contact Italian Dance club re establishment of Pen Pals connection and sponsorship.

Plan maximum one international event for 1996.

Plan move to new Stari Vitez Cultural Center.

Devolve some leadership responsibility to team.

### Operational

No decisions taken.

## Comment

The Director seems dispirited and tired. He also seems to be resentful and embittered about his inability to attract additional funding, yet is unwilling to launch fundraising as a priority activity for Dance Club Laban. While some of this may be posturing to the funder, one problem does need to be dealt with as a matter of priority. Too much authority is vested in him. Ongoing support from IRC Umbrella Grant should focus on his divesting day to day management of the organization to others. He should be encouraged to focus on fundraising and promotion.

Next mentoring session: July, 1996.

Jeremy Condor.

**Trip Five**

June 2 - 15, 1996

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**Consultancy Report  
for Health Technical Services, Washington DC, and the  
International Rescue Committee Umbrella Grant for Trauma and  
Reunification in Bosnia**

Jeremy Condor

**Period covered: June 2nd through June 15th, 1996.**

This consultancy input focused on the design and delivery of four workshops:

- a two-day fundraising workshop for Umbrella Grant Sub Grantees in Sarajevo, with a repeat workshop in Zenica.
- a one-day Board workshop for Sub Grantees in Sarajevo, with a repeat workshop in Zenica.

These inputs were offered further to previous workshops, needs assessments and mentoring visits to all Sub Grantees.

The fundraising workshop aimed to build on previous forums, mentoring sessions and workshops. An outline of the workshop structure is enclosed, together with a selection of handout material provided to all participants. (Annex)

The Board workshop was a first for IRC Umbrella Grant. Considerable work on Board composition and membership prior to the workshop had been invested in each Sub Grantee. Thus all Board attendees were non staff. Six months ago this would have been virtually impossible because most Boards had been composed almost entirely of same-profession staff members, presided over by the Executive Director as President.

#### **Attendance profile planning**

Sub Grantee NGO Directors were invited to attend the fundraising workshop, together with a maximum of two senior staff members. The same Directors were subsequently invited to attend the Board Workshop without staff. On this occasion they were asked to bring up to three Board members with them. In most cases, this arrangement worked well, although two problems arose in programming:

- Some Directors faced difficulty attending three consecutive days of workshops. Their capacity to digest all the material may thus have been compromised by the rather grueling schedule, coupled with the prolonged absence from their usual duties.
- Because of time constraints, the Zenica Board workshop was delivered on a business day. This was less convenient for some Board members who would have preferred to attend on a Saturday. This proved a successful formula in Sarajevo.

### **Workshop content**

For details of workshop agendas and content, see attached annex.

### **Attendance**

Both workshops were consistently well-attended, despite the very hot weather, and the difficult training environment. There was very little 'drop in/drop out', which has featured as an attendance phenomenon in the past. Most participants attended from the start to the finish of the workshops.

Special attention was paid to the comfort, and convenience of the Board members. In Sarajevo, a more 'prestigious' workshop location was used than had been arranged for the fundraising workshop. In both Sarajevo and Zenica, more elaborate arrangements were made for the provision of refreshments and lunch. Participants' attention was drawn to these arrangements as part of the workshop content.

### **Logistics and communications**

It was a mistake to run three consecutive days together. However, given the time constraints, this was almost an inevitable handicap.

The Umbrella Grant team ensured that the logistics of the workshops were well handled.

In a context as sensitive as Bosnia, the quality of translation is of paramount importance. A foreign consultancy input is only as effective as the translation which facilitates its transmission. Biserka Sladovic from Umbrella Grant provided excellent translation for two days in Sarajevo. The Board workshop in

Sarajevo was translated by the Umbrella Grant Training Officer. In Zenica, translation was provided by two staffers from 'Sezam', a localized NGO. The non-professional translators' work was adequate.

### **External workshop input**

Richard Jacquot, Country Director of IRC, and Mark Bardolini, Head of the IRC Office in Sarajevo, agreed to participate in the Sarajevo workshop. The newly appointed IRC Head of Office also participated in Zenica. Their input served to emphasize the perceived importance of the workshop, and to add credibility to its content.

The Umbrella Grant Training Officer and the Project Officer for Umbrella Grant in Zenica produced video material of interviews with local business women and men as part of the workshop input. In general this material was useful, and had the required impact.

### **Conclusions**

It is a credit to IRC Umbrella Grant that so many of its Sub Grantee Boards are being restructured to include a primarily voluntary membership. Most Sub Grantees are making efforts to recruit membership from business, banking, the media, the legal profession, etc., in addition to including representation from experts in their own field. Some Sub Grantees have been open to the notion of including beneficiaries as Board members, or as observers to the Board.

One Sub Grantee (Be My Friend) has recruited a close family member of the Director as President of the Board. This is dangerous and inappropriate. It is also disturbing to note that Umbrella Grant staff members seemed unwilling to divulge this problem to their expatriate colleagues. While situations like this are perhaps inevitable for new NGOs in central and eastern Europe, the fact that this situation has gone unreported until recently highlights the need for quality monitoring, support and follow from Umbrella Grant's Project Officers.

At the time of writing three workshops have been delivered, interspersed with mentoring sessions for Sub Grantee Directors and staff. The overall impact of this input should be measured, monitored and evaluated by IRC Umbrella Grant and its client organizations.

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The success or failure of this consultancy input by HTS/TvT does not stand alone. Its varied form and content require skilled follow up by local staff, competent to customize workshop content to the needs of each Sub Grantee. Workshop input cannot be effectively followed up by consultant mentoring sessions alone.

At the present time, one Umbrella Grant Project Officer is in post in Sarajevo. She is unable to provide the follow up required, not having the capacity needed in this area. Her counterpart in Zenica is very competent, and has the capacity to follow up consultancy input effectively.

Recruitment is underway for an additional, locally recruited Project Officer/Manager for Sarajevo. This recruitment is urgently needed if Sub Grantee viability and sustainability is to be optimized.

### **Recommendations**

IRC Umbrella Grant should be aware that there is a danger that Sub Grantee Directors may be taking advantage of Board restructuring to include close family members on the Board. This should be discouraged.

If the full potential of the HTS/TvT consultancy investment is to be realized, a major effort must be made to revitalize the local staff team, in order to deliver appropriate, competent, and frequent support and follow up to Sub Grantees.

I would recommend that the existing local Project Officer in Sarajevo be replaced as a matter of urgency.

I would further recommend that recruitment of a second Project Officer and/or Project Manager be considered a top priority.

With the imminent departure of the Umbrella Grant Director for Croatia and Bosnia, IRC should be encouraged to make some urgent decisions re its policy with regard to the future of the Umbrella Grant. Ongoing speculation as to the advisability or inadvisability of a replacement for the current Director is unhelpful, bearing in mind that the organization only has funding for another year. A decision should be reached as a matter of urgency as to whether Ms Foster should be replaced by another expatriate Director in a similar role (i.e. with responsibility for both Bosnia and Croatia), or whether Bosnia and Croatia should now be managed separately. This decision will have a significant and direct impact on program management, program support, monitoring and reporting, and ultimately on the sustainability of the work in which so much has been invested.

## **Acknowledgments**

With the imminent departure of Annie Foster as Director of the Umbrella Grant for IRC in Bosnia and Croatia, I would like to offer my thanks for her unfailing support, and her proven commitment to this program of consultancy. Much of its continuing impact and success is due to her.

Jeremy Condor, Sospel, 1.7.96

**Appendix Trip Five**

June 2 - 11, 1996

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**LIST OF PARTICIPANTS IN UMBRELLA GRANT'S  
SEMINAR "FUNDRAISING SKILLS",  
HELD BY MR. JEREMY CONDOR  
SARAJEVO, 6. i 7. JUNI 1996.**

ORGANIZATION	NAME
GOLDEN HANDS	ZDENKA ALAJBEGOVIC
SPORTSKI KLUB DOBRINJA	ISMET KAPETANOVIC
SPORTSKI KLUB DOBRINJA	SEJO SALIHOVIC
CORRIDOR	ZINA RASAVAC
CORRIDOR	EMINA KAPETANOVIC
CORRIDOR	MARICA JELIN
ELDER CARE	SUBHIJA HAVERIC
ELDER CARE	VESNA CENGIC
TAHEEBO	MIRSADA DURMIC
TAHEEBO	MEJRA SUBASIC
BE MY FRIEND	NADZIDA SLJIVO
BE MY FRIEND	ZUMRA SKRIELJ
BE MY FRIEND	NADA CEVRO
SELMA	MILADA ZAHIRAGIC
SELMA	MUSTAFA CEBO
SANYA	AZIZA SILJDEDIC
SANYA	LEJLA PESTO
SANYA	VJEKICA SPIRITOVIC
SUN SIDE	MELIHA BASIC
SUN SIDE	NADJA MEHMEDBASIC
FENIX	DZENANA RUSTEMPASIC
FENIX	AMIRA RUSTEMPASIC
CSR	FARUK SABANOVIC

Besides these 23 participants from Umbrella Grant's Sub Grantees, our team members :Marcia Jacobs, Sanja Mandic and Elvira Begovic also participated.

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**Trip Six**

July 7 - 21, 1996

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**IRC Umbrella Grant  
Sub Grantee Mentoring  
July 1996**

**Jeremy Condor  
for Health Technical Services/TvT**

**Schedule**

**July 7th.** (Sunday) Travel from Nice to Split. Meeting with IRC Umbrella Grant Director and newly appointed IRC Umbrella Grant Manager for Zenica. Overnight Split.

**July 8th.** Travel to Sarajevo. Meeting with IRC Mental Health Advisor and Corridor Project Coordinator/Manager.

**July 9th.** Meeting with Taheebo. Meeting with Sports Club Dobrinja.

**July 10th.** To Zenica. Meeting with Happiness to Children, Kakanj. Meeting with Support Center. Overnight Zenica.

**July 11th.** Meeting with Youth House Zenica. Meeting with Nasa Djeca, Zavidovici. Meeting with Dance Club Laban. To Sarajevo.

**July 12th.** Meeting with SELMA. Meeting with Corridor.

**July 13th.** Meeting with Fenix (ex Psychological Aid). Meeting with Sunside.

**July 14th.** (Sunday)

**July 15th.** Meeting with Be My Friend. Meeting with SANYA.

**July 16th.** To Zagreb. Overnight Zagreb.

**July 28th.** (Sunday) Zagreb to Nice.

## Mentoring objectives

Each session was programmed to include two components:

1. A one hour meeting with senior staff, without the participation or presence of the Sub Grantee Director/Manager.
2. A two hour session with same senior staff, with the participation of the Sub Grantee Director/Manager.

**Re 1.** A common experience in my meetings with most Sub Grantees to date is that many staff members tend to be passive rather than active in discussion. Usually the Director/Manager remains the dominant force on such occasions.

- Is this reticence indicative of a lack of initiative, a lack of ideas?
- Is it simply the traditional response to perceived formal or informal authority?
- Does the Director/Manager tend to dominate because s/he is locked into the 'guru' role?
- Is the Director/Manager fully aware of the talents and capacities of her/his team, or is staff reticence to come forward indicative of other (management) issues?

Thus one third of the mentoring session was devoted to a meeting with senior staff in order to:

- diagnose team strength and capacity
- encourage and reinforce the process of their becoming stakeholders in their organization's development
- make it clear to the Directors/Managers that as a consultant, I value the participation of their teams, and that they, as Director/Managers, are not indispensable to all strategy discussions, especially if they can be brought in at final planning stages

These issues were not raised openly in the one hour sessions. Ostensibly the discussion was about fundraising planning, and getting to know the staff team better. This was the open agenda.

## Re 2.

This part of the session was used to:

- devise a custom-designed, draft fundraising plan with each Sub Grantee
- indicate (in a positive manner, and where appropriate) to the Director that her/his staff team have the creativity and the commitment to make a significant contribution to organizational development in general and to fundraising in particular
- help the Director/Manager to begin to move towards a more enabling and facilitating role in relation to staff

### **July 8th. Meeting with Program Manager, Corridor.**

The meeting was arranged in response to a special request from the Program Manager, and also served as preparation for the mentoring session held on July 15th.

Corridor is changing its legal status from 'Association' to 'Organization'. Zena Rasavac is currently Acting Director in the new structure. She is ambivalent about accepting this new responsibility. Ms Rasavac has been asked to return to her old job at the Economic Institute where she worked before joining Corridor, and is considering her position. Her fatigue and confusion re her current role mitigate against her making a wise or well-informed decision.

Corridor now employs 80 people in full or part-time work. The management organigram reflects a structure which is no longer adequate to accommodate the management needs of such a complex organization. The Acting Director finds herself overwhelmed ('tired') because she continues to micro-manage program issues which should be delegated to others. Meanwhile leadership and representation need increased attention from the Director, if Corridor is to be adequately prepared for the future.

Ms Rasavac has asked me to be the President of Corridor's Advisory Board.

**Decisions taken for action within the consultancy visit:**

- Ms Rasavac to write a revised draft Job Description for the newly created post of Director of Corridor.
- Ms Rasavac to write a draft Job Description for a to-be-created post of Program Coordinator.

The above task is intended for Ms Rasavac to focus her attention on the post for which she has been appointed, but for whom no clear Job Description guidelines have yet been devised. The draft JDs will be discussed with IRC Umbrella Grant and myself, and submitted to the Corridor Board for approval. This would lead to the recruitment of a Program Manager, as part of the revised management organigram.

- Ms Rasavac to draft an outline of the responsibilities of the President of the Advisory Board.

Deadlines for the above tasks: July 16th.

**July 9th. Taheebo. Mentoring session 1**

**Tasks accomplished**

Discussion re linkage and networking to parallel NGOs in Europe.  
 Review of publicity material needs.  
 Review of organizational name.  
 Review of potential slogan.  
 Review of current funding sources.  
 Review of medium term funding needs.  
 Review of Board structure and membership.  
 Reviewed registration completion.  
 Explored potential linkage to and networking with counterpart agencies in Europe. (e.g. ARC, France, and Cancer Research UK)

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**Negotiated and agreed objectives to be met in the coming three months:**

### **Institutional**

Two new project proposals to be prepared and submitted to targeted funders in Europe as part of the strategy for diversification of funding.

Contact to be established with sister agencies in Europe.

Draft brochure to be finalized in Bosnian, French and English with Umbrella Grant guidance.

The Board to be involved in assisting Taheebo in a sponsorship search.

Director to exploit her forthcoming visit to France for establishing fundraising contacts.

### **Operational**

None

### **Comment**

The meeting with the staff team proved that there are many ideas for organizational strengthening within this group, and many articulate individuals to express them. However on the arrival of the Director, the group lapsed into a more passive and deferential role. It would be worthwhile continuing to facilitate their active participation in organizational development in ongoing monitoring visits.

### **July 9th. Sports Club Dobrinja. Mentoring session 2**

#### **Tasks accomplished**

Reviewed change of status to 'Association of Citizens'. Thus the organization is now 'Sports Association, Dobrinja'.

Reviewed potential for sponsorship from industry.

Reviewed Board membership. (Director remains voting member of the Board.)

Reviewed revised aims and objectives for the Association in the changing environment of Dobrinja.

Reviewed Director's time allocation between day to day program management tasks and representational role.

Devised basic fundraising plan through November 1996.

**Negotiated and agreed objectives to be met in the coming three months:**

**Institutional**

Director to aim for an 80%/20% split between representational role and management role.

Revised management organigram to be finalized.

Repositioning of administrative and program costs in budget to reflect 30%/70% split.

Plan a fundraising sports event (with child/parent participation)

JDs to include new clause requiring participation in fundraising.

Bring one new member onto the Board (business person). Prepare to increase Board membership by three to seven during the next 12 months.

Director to begin process of gradual withdrawal from Board membership. This to be phased over the next year.

Board and Director to assess viability of a for-profit center (Aerobics, etc.).

Identify one new institutional donor, and prepare project proposal.

**Operational**

None

**Comment**

The Director is aware that he has a committed team. There is some internal conflict re his admitted tendency to micro-manage the organization. During the meeting, the team asked him, in a supportive and loyal way, to devolve some more decision-making and authority into its hands. He is aware of the potential dangers to the organization and to himself if he continues to lead in a highly centralized way, but will need continuing support in order to permit some devolution. Umbrella Grant could play a key role here.

## July 10th. Happiness to Children, Kakanj. Mentoring session 2

### Tasks accomplished

Reviewed current staffing levels, and role of volunteers.  
 Reviewed potential of for-profit business.  
 Reviewed aspiration to work with youth through 18 years old.  
 Proposed visit to Youth House Zenica for new ideas on youth work.  
 (Suggestion: take the Mayor of Kakanj with them).  
 Reviewed current Board composition.  
 Reviewed administrative support needs.

**Negotiated and agreed objectives to be met in the coming three months:**

### Institutional

Devise JD for Admin. Director and to-be-recruited Admin. Assistant.  
 Recruit new staff member as Admin. Assistant.  
 Cultivate the relationship with the Mayor's office.  
 Design strategy for a street party or similar event in Kakanj, as a fundraising and publicity launch.  
 Complete proposal to IRC Umbrella Grant.  
 Locate new space, in conjunction with the Mayor's office.  
 Complete brochure, with support from Zenica Umbrella Grant team.  
 Revamp Board membership to include people with more availability, i.e., Deputy Directors rather than Directors, etc.  
 Finalize fundraising wall chart, and review with Umbrella Grant.

### Operational

Visit Zenica Youth House for information on potential of activity program for teenagers.

### Comment

This Sub Grantee continues to develop well, and at a pace that it can digest. Its ongoing relationship with the Mayor's office will be crucial for future sustainability.

## July 10th. Support Center. Mentoring session 2

### Tasks accomplished

Reviewed fundraising plan and wall chart.  
 Reviewed management structure and organigram.  
 Reviewed forthcoming launch of Friends Club.  
 Reviewed need for and purpose of project evaluations.  
 Explored future training needs.  
 Reviewed event potential for fundraising.  
 Reviewed need for brochure in addition to existing magazine.  
 Reviewed need for fundraising clause to be included in all JDs.

**Negotiated and agreed objectives to be met in the coming three months:**

### Institutional

Extend fundraising plan beyond 12 months.  
 No change to management structure until need becomes more apparent.  
 Launch Friends Club with a focused fundraising event as an initial task.  
 Design brochure, in conjunction with Umbrella Grant. Prioritize foreign language content according to fundraising potential.  
 Target three new sources of European institutional funds, with the support of Umbrella Grant.  
 Conduct a project evaluation, involving an external evaluator for both the Mdm and Umbrella Grant funded projects.

### Operational

None.

### Comment

Support's Director seemed much more relaxed than on my last mentoring session. The staff team was vocal and seemed committed to their new participative role in fundraising planning and implementation. When the Director joined us, they continued to participate actively in the discussion.

## July 11th. Youth House Zenica. Mentoring session 2

### Tasks accomplished

Discussed linkage with counterpart youth centers in Bosnia, e.g. Novi Horizonti and Srcem in Mostar.

Reviewed status of current funding.

Reviewed ongoing relationship with UMCOR.

Reviewed relations with local government.

Reviewed potential of Friends Club.

Reviewed need for/potential of project evaluations.

Reviewed JDs.

Reviewed Board structure and membership.

Reviewed relationship with Hecks, Switzerland.

### **Negotiated and agreed objectives to be met in the coming three months:**

Contact UMCOR now to establish precise nature of ongoing partnership, and continued funding potential. (e.g. Policy re ongoing investment in Bosnia, current funding and partnership criteria, when to approach with a new Project Proposal, how much to ask for).

Visit Support Center for advice and information on organizational plan.

Revamp the Board membership to include less senior members who may be more available for meetings.

Target 3 new sources of potential institutional funds from the European Foundation Center, and approach them for funding policy and criteria. Use the Director of Cultural Funding in Europe.

Explore the potential of segmenting project components for separate funding.

Contact Hecks Switzerland to explore possibility of fundraising visit. maintain and develop the relationship by mail, fax and phone.

Evaluate the program, in conjunction with Umbrella Grant.

Bring forward all planned fundraising proposals by 3 months.

### Operational

None.

### Comment

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The Youth House leadership needs ongoing support and training to offer the organization any real chance sustainability. The Director seems rather passive, and lacking in dynamism, although her staff team remain creative and energetic.

### July 11th. Nasa Djeca, Zavidovici. Mentoring session 2

#### Tasks accomplished

Reviewed problems between the organization and the Mayor's office.  
 Reviewed rental potential of new space. (current offer: 600 DM per month)  
 Reviewed relationship with local school and educational authority.  
 Reviewed potential of ongoing direct relationship with Caritas Italia.

**Negotiated and agreed objectives to be met in the coming three months:**

#### Institutional

Exploit fundraising potential of forthcoming visit by German friends. Ask for assistance with yearly rental for new work space.  
 Umbrella Grant Zenica representative to meet with the Mayor to explore potential of collaboration.  
 Direct link to be established between Nasa Djeca and Caritas Italia.  
 2 representatives to visit Zenica to explore fundraising potential from international NGO community. This in conjunction with Umbrella Grant Zenica Representative.  
 Design business card.  
 Design and produce brochure.  
 Maintain contact with recently emigrated friends in the US (Dina)  
 Edit existing video material down to 10 minutes of hard-hitting presentation.  
 Meet with Director of local school to explore possibility of rent free space;

#### Operational

None

## July 12th Sarajevo. SELMA. Mentoring session 2

### Tasks accomplished

Reviewed logo.  
 Reviewed headed stationary.  
 Reviewed brochure content and layout.  
 Reviewed management structure and organigram.  
 Reviewed current funding status.  
 Reviewed Director's time allocation between representational and management roles.  
 Reviewed amendments to staff JDs.  
 Outlined wall chart for fundraising and resource log.

**Negotiated and agreed objectives to be met in the coming three months:**

### Institutional

Complete and publish brochure with assistance of Umbrella Grant.  
 Complete headed stationary and business cards.  
 Develop wall chart fundraising plan with task allocations and deadlines.  
 Target 3 new sources of potential institutional funds from the European Foundation Center, and approach them for funding policy and criteria.  
 Apply as appropriate.

### Operational

None.

## July 12th. Corridor. Mentoring session 2

### Tasks accomplished

Reviewed status and membership of the recently constituted Fundraising Committee.  
 Reviewed potential of fundraising for new Gorazde project.  
 Reviewed brochure plan. (Simple leaflet plus expanded version)  
 Reviewed need for Business Cards.  
 Reviewed management structure and organigram.

Explained role of to-be appointed Program Manager, and recently nominated Acting Director.

Reviewed current funding sources and schedules.

Reviewed Board membership.

**Negotiated and agreed objectives to be met in the coming three months:**

### **Institutional**

Director to complete proposed JDs for Director and Program Coordinator. After approval by the Board, the post of Program Coordinator to be advertised internally.

President of Fundraising Committee and Director to target 3 new sources of potential institutional funds from the European Foundation Center, and approach them for funding policy and criteria. Apply as appropriate with guidance from Umbrella Grant.

Leaflet and brochure design to be completed.

Leaflet to be produced.

Sponsor to be identified for free leaflet production.

Fundraising event to be planned for January 1st. Friends Committee to be involved actively.

Business sponsors to be sought for above on completion of leaflet.

Board composition to be upgraded with new business person members to be recruited.

### **Operational**

None

### **Comment**

The Director is ambivalent about her changing role. The appointment of the Program Coordinator will impact on her, and should be monitored in order to support her developing PR and fundraising priorities.

The composition of the Fundraising Committee is appropriate. Task allocation for specific fundraising jobs is crucial.

## July 13th Fenix. Mentoring session 2

### Tasks accomplished

Fenix cannot be registered as such. Reviewed alternatives.  
 Reviewed current status of nomination of Director for the Reebok Human Rights Award.  
 Reviewed target readership for brochure.  
 Reviewed acquisition of new work space.  
 Reviewed potential for profit activity in new center.  
 Reviewed Board membership and leadership.  
 Reviewed first children's' magazine.

**Negotiated and agreed objectives to be met in the coming three months:**

### Institutional

Accessible alternative to "Anqa" to be discussed with Umbrella Grant.  
 Finalize draft brochure with Umbrella Grant.  
 Draft a proposal for a for-profit activity located in the new center. (Aerobics classes etc.)  
 Visit Zenica Youth House for activity potential with older children and teenagers.  
 Approach Principal of school for inclusion on Board.  
 Focus on 1997 rent-free in the school, using goodwill relationship with school leadership and education authorities.  
 Recruit educational authority staff members onto the Friends Club.  
 Plan a fundraising event and celebration for end 1996/start 1997. Involve local celebrities and Friends Club.  
 Draft a fundraising wall chart plan for permanent display.

### Operational

None

**Comment**

'Fenix' has cracked a major operational space problem, but not without cost. The team should be encouraged to develop its relationship with the school authorities where the new space is located, in order to integrate its activities into the community, and obtain rent free accommodation in the long term.

**July 13th Sunside. Mentoring session 2****Tasks accomplished**

Reviewed proposed program extension beyond Sarajevo.

Reviewed role and influence of Kiki. (star performer)

Reviewed potential of Sunside to move towards a more educationally focused organization.

Reviewed organizational understanding and policy re specific role of theater for children.

Reviewed acquisition of van.

Reviewed changing needs of target audience, relative to current and proposed program content.

Reviewed long-term aims for Sunside.

**Negotiated and agreed objectives to be met in the coming three months:**

**Institutional**

Complete brochure with guidance from Umbrella Grant.

Finalize business cards.

Finalize slogan for Sunside promotion.

Identify 5 new potential funding sources and target them for funding criteria in conjunction with Umbrella Grant.

**Operational**

Conduct an external evaluation of the proposed program, conditional on it being approved, half way through the tour.

Consider need for pre-program questionnaires for children and teachers, followed by post program questionnaires. Follow up with Umbrella Grant.

## Comment

Sunside has a limited future as an entertainment-focused puppet company. The star of the show dominates because of his celebrity status, while simultaneously discouraging the development of a more education-focused approach to the work. This influence does not help the development of the program, and mitigates against ongoing funding from institutional donors. The company needs exposure to 'new' ideas; either through workshops offered by external TIE (Theater In Education) specialists, or through a study tour to western European TIE and children's theater companies. The proposed program offers little that is new. The company needs an injection of new thinking in order to get into awareness-raising programs that will attract new and ongoing funding.

## July 15th. Be My Friend. Mentoring session 2

### Tasks accomplished

Met with new staff team

Reviewed new project plan (Playground 2) and principal content areas.

Explored Email potential for fundraising.

Explored potential of developing a computerized membership list.

Reviewed inclusion of fundraising responsibilities in all JDs.

Explored exploitation of new staff member using his English language skills for PR and fundraising internationally.

Reviewed need for Case Statement.

Reviewed proposal for a Give As You Earn scheme with two Bosnian businesses.

Reviewed linkage and sponsorship potential to two new computer software and sales businesses in Sarajevo.

Explored fundraising through the strategic placing of collection boxes in key Sarajevo locations.

Reviewed draft brochure.

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**Negotiated and agreed objectives to be met in the coming three months:**

**Institutional**

Approach Holiday Inn and Bosnia Hotel in order to place collection boxes and promotional material.

Complete brochure.

Complete business cards and headed stationary.

Enhance sponsorship deal with brochure sponsor.

Identify 5 new potential funding sources and target them for funding criteria in conjunction with Umbrella Grant.

Get model Case Statement from Umbrella Grant.

Develop fundraising wall chart for next 12 months.

**Operational**

None

**Comment**

The Director retains a rather dominant role, but this is perhaps understandable in such a new team. There is renewed energy and enthusiasm with the recruitment of the new staff. This presents new management challenges for the Director and senior staff. Be My Friend is effectively doubling in size, and will need support from Umbrella Grant in the management changes that are underway.

**July 15th. SANYA. Mentoring session 2**

**Tasks accomplished**

Met with newly appointed Project Manager.

Reviewed amendments to JDs to include fundraising responsibilities.

Reviewed proposed brochure and headed stationary.

Reviewed membership of Bosnian Friends Club.

Reviewed current appropriateness of earlier workshop material, re fundraising and resource planning.

Reviewed and amended JD of Executive Director and Program Manager.

Reviewed management organigram.

Drafted fundraising schedule.

**Negotiated and agreed objectives to be met in the coming three months:**

**Institutional**

Identify 5 new potential funding sources and target them for funding criteria in conjunction with Umbrella Grant.

Complete brochure with assistance from Umbrella Grant.

Finalize JDs of Executive Director and Program Manager.

**Operational**

None.

**Comment**

SANYA needs particularly attentive management and program monitoring for the coming three months. I would recommend that Umbrella Grant works closely with the Executive Director and the Program Manager on both program and organizational issues, in order to:

- help instill a sense of safety and security for the Executive Director
- reinforce the distinction in the roles of both individuals
- encourage and support the executive Director in her representational and fundraising role
- reinforce the role of the Program Manager.

It would be helpful to include the Program Manager in forthcoming discussions with the Executive Director to begin this process.

**Exclusion of Golden Hands**

Three issues informed the decision not to include Golden Hands in the mentoring schedule:

- IRC Umbrella Grant does not intend to renew funding to Golden Hands.
- Golden Hands has not taken advantage of mentoring sessions and meetings with me to date. (See last mentoring report)
- Time constraints mitigated in favor of the inclusion of Sub Grantees who have a proven commitment to institutional capacity strengthening, rather than the inclusion of Sub Grantees who do not.

**Re Dance Club Laban.** Visit omitted because of scheduling problems.

Jeremy Condor, Sarajevo and Zagreb, July 16th, 1996.