

PD-ABN-775

FINAL REPORT FOR COOPERATIVE AGREEMENT
EUR-0016-A-00-4065-00
TO
UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT



Woman in pasta factory started with a loan from AICF/USA

SUBMITTED
BY
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Action Internationale
Contre la Faim

AICF/USA

International Action Against Hunger

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March 12, 1997

Ms. Rita Hudson
Chief-Emergency and Humanitarian Assistance Division
USAID/ENI/HR/EHA
320 21st St. NW
Room 2941
Washington, DC 20523-0023

Subject: Final Report for Cooperative Agreement: EUR-0016-00-4065-00

Dear Rita:

Please find attached a copy of the final report for the above referenced instrument covering 22 September 1994 - 31 October 1996.

AICF/USA appreciates the opportunity to work with USAID in implementing this cooperative agreement. We hope you find this report useful.

Should you require any additional information, please do not hesitate to contact Mohamed Y. Mohamed or me.

Sincerely,

Jack Marrkand
Director

cc: Craig G. Buck, Director. USAID/Bosnia
Rod Campbell, Country Representative, AICF/USA-Bosnia-Herzegovina

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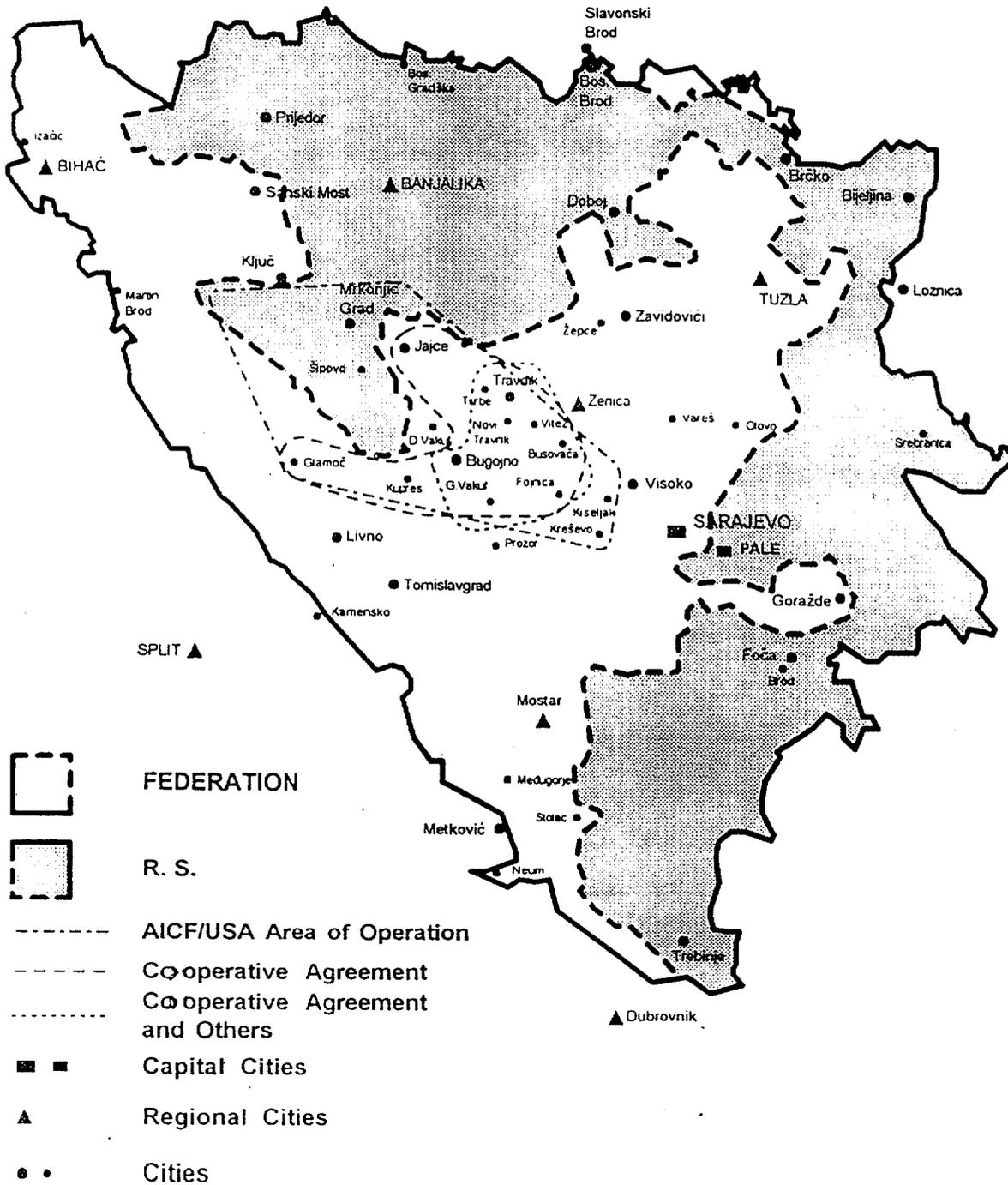
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ABBREVIATIONS

AICF/USA	-	International Action Against Hunger
ARBiH	-	Army of the Republic of Bosnia and Herzegovina
BSA	-	Army of the Republika Srpska
CRHB	-	Croat Republic of Herceg-Bosnia
DP	-	Displaced person
EUAM	-	European Union Administration of Mostar
FOM	-	Freedom of movement
HDZ	-	Hrvatska Demokratska Zajednica / the major Croat party
HVO	-	Croatian Para-military of Bosnia and Herzegovina
IFOR	-	International Implementation Force (<i>replaced UNPROFOR</i>)
SFOR	-	Stabilization Force (<i>formerly IFOR</i>)
RBH	-	Republic of Bosnia and Herzegovina
RS	-	Republic of Srpska
SDA	-	Stranka Demokratske Akcije / the major Bosniac party
SDP	-	Socijalistička Demokratska Partija / Social Democratic Party
SDS	-	Srpska Demokratska Stranka / Serb Democratic Party
UBSD	-	Union of Bosnian Socialist Democrats
UNHCR	-	United Nations High Commissioner for Refugees
UNPROFOR	-	United Nations Protection Force

AICF/USA Area of Operation

BOSNIA AND HERZEGOVINA



EXECUTIVE SUMMARY

This serves as the final report for the Cooperative Agreement (C.A.) between USAID/ENI and AICF/USA, No, EUR-0016-A-4065-00, implemented in Bosnia-Herzegovina. The C.A. initially covered the period, 22 September 1994 - 30 September 1996, with a one-month no-cost extension changing the expiration date to 31 October 1996. The award to AICF/USA totaled \$ 2,204,057. At Month 17 in the C.A., February 1996, USAID undertook an evaluation of the entire Project 0016 with two consultants, the evaluation report being issued in June 1996.

In its proposal, AICF/USA had articulated the project *goal* as follows: **"To assist targeted communities and their residents and refugees in recovery from war through activities that: promote greater self-reliance; strengthen local organizations and counterparts and encourage participatory and democratic processes within those organizations; and promote ethnic reconciliation."** In the C.A, this goal became the project *purpose*, with the goal stated as follows: **"AICF/USA will assist targeted communities in central Bosnia to achieve peaceful reconciliation and to rebuild their communities across ethnic lines."** Based on AICF/USA's prior experience in the geographic area and on community priorities, objectives in the C.A., outlined in the report below, focused on a few key areas: *household economic security; social reintegration; community rehabilitation; and community mental health.*

Among other results, the Cooperative Agreement led to: the economic revitalization of beekeeping and fishfarming industries; the start-up of seven small enterprises; social integration activities that involved over 12,000 persons; the repair of several hospitals and schools; restoration of electricity in business districts and homes; the creation of 500 jobs directly and many others indirectly; trauma therapy for children through the use of art; and environmental activities and education. In short, the C.A. with AICF/USA provided key relief and rehabilitation assistance to approximately 118,000 persons, creating a healthier socio-economic environment in central Bosnia (Travnik Canton), and thus the foundation on which ethnic reconciliation can hopefully be achieved and population-return be improved upon. In addition, this Agreement also helped leverage funding from other sources: AICF/USA won funding from British ODA, UNHCR, FAO, and OFDA, among others, allowing implementation of other, complementary activities.

By the Agreement's end, ethnic reconciliation itself remained more a goal than widespread reality in Bosnia. Nonetheless, as noted above, this funding and the activities of other PVOs/NGOs, have unquestionably led to certain economic and social improvements that are necessary for ultimate ethnic reconciliation. Further, this C.A., through certain operational realities, required technicians of the three main disputing parties -- Serb, Muslim, and Croat -- to work together on common problems and solutions, and that work will hopefully translate into more meaningful and long-lasting rapprochement.

The major challenge encountered in implementation was the war itself, often making routine tasks daunting and at times life-threatening. The final ten months of the project were implemented in the context of the Dayton Peace Accords. And while the cease-fire was and has been welcome, the post-war period, with a shattered economy and enormous suspicion among groups, poses its own set of complex challenges.

The report that follows comprises four major sections, not including attachments: (a) introduction; (b) progress against objectives; (c) problems encountered/adjustments made; and (d) findings and recommendations.

AICF/USA recognizes that any success it experienced in this project's implementation was due most essentially to working with a wide array of different partners, most critically the municipalities themselves, their residents, their local organizations, and their local authorities. Key local partners included: Merhamet; Caritas; and Dubrovtor. Key international partners included: United Methodist Relief Committee; Norwegian Aid; International Rescue Committee; Equilibre; International Medical Corps; and ACF/France.

AICF/USA also wishes to thank USAID and the various staff with whom it worked in implementing the Cooperative Agreement: Lynellen Long, Rita Hudson, and Bob Jimenez in AID/W; Tom Yates and Chuck Annenson in USAID/Zagreb; and Craig Buck, Frank Gillespie, Gary Mansavage, Terry Leary, and Emir Gazic in USAID/Sarajevo.

1. INTRODUCTION:

1.1 AICF/USA: Organizational Overview and Work in Bosnia

AICF/USA (International Action Against Hunger) is an American, private non-profit organization with relief and development programs in Africa, Asia, and Central Europe (Bosnia-Herzegovina). AICF/USA's mission is to provide emergency assistance where necessary and to help improve living standards over the longer term through self-help development programs. Our main criterion for assistance is need, without regard to race, religion, age, sex, or ethnic group. AICF/USA focuses largely on activities in public health, in drinking water, and in household economic and food security.

Given the limited number of operational agencies and enormous needs in Bosnia in early 1993, AICF/USA began activities in the central part of the country (now Travnik Canton), specifically the municipalities of Bugojno and Gornji Vakuf. With the creation of the Federation between Bosnian Muslims and Croats, work in other municipalities began. Also, in the fall of 1996, AICF/USA began seeds-assistance in two municipalities of the nearby "anvil" area of Republica Srbska. Work in these different locations has focused on: reconstruction, shelter, and winterization; public health; and social, agricultural, economic, and environmental rehabilitation. Support has come from a wide array of institutional donors, including: OFDA; AID/ENI; British ODA; UNHCR; GTZ; FAO; and the Soros Fund. Annual beneficiaries in 1994, 1995 and 1996 were estimated at 200,000 people.

Based on needs in the area, AICF/USA has followed essentially a two-pronged approach in central Bosnia over the past four years -- emergency relief where necessary and rehabilitative/developmental activities where possible. In terms of emergency relief, AICF/USA has implemented grants focused on meeting winter needs for vulnerable population groups, specifically providing over 25,000 vulnerable elderly with fuel (firewood). On the rehabilitation side, AICF/USA has managed a number of activities centered on the physical, economic, and psycho-social reconstruction of Bosnia: food security activities, including programs in seeds, veterinary services, the beekeeping industry, fish-farming, and fruit trees; rehabilitation of schools and hospitals; and household economic security activities, including the start-up of small businesses.

1.2 Some Political Background on Bosnia

When the war in Bosnia began in Spring 1992, the newly-independent country was ill-prepared for the assault made by the Bosnian Serbs and their supporters in Serbia proper. As an autonomous republic in the federated Yugoslavia, Bosnia-Herzegovina possessed limited and weak military capabilities. As a result, by the Fall of 1992, the Bosnian Serbs had gained most of the territory now comprising the Republica Srbska, and the war, for all intents and purposes, and despite continued sieges of Sarajevo and other enclaves, was effectively over.

By the Spring of 1993, the Bosnia war was triangulated when hostilities erupted between Bosnian Muslims and Bosnian Croats. These hostilities were different than those with the Serbs in that neighbor was often pitted against neighbor and sometimes serious problems occurred even within ethnically-mixed families. Throughout central Bosnia, most anyone can point to a hill or a building and say who

took what position, how long it was held, who shot whom, who died and when.

Based on AICF/USA's experience, it would appear that this second war between Bosnia's Muslims and Croats has left even deeper scars than those caused by the conflict with the Serbs. Between the Muslims and Croats, there appears to be more negative emotion, more bitterness, more resentment. Both sides view this war as an act of betrayal, where the Serbian war is viewed as simple naked aggression. In central Bosnia today, the physical and emotional scars from the Muslim-Croat conflict are visible in the destruction of cities and oftentimes their current divided nature, with separate Croat and Bosniac governments. Thus, an appreciation of the depth of the Muslim-Croat is essential for acknowledging the challenge of outside agencies trying to facilitate ethnic reconciliation.

Indeed, it seems generally agreed that the more precarious peace is between the Federation parties -- Muslims and Croats -- and somewhat less so than with the Serbs; and that, geographically, a key location for the workability of the Federation is central Bosnia simply because of the checkerboard nature of the map: one municipality Muslim dominated; the next Croat dominated; and so on. Thus, it is believed that if the Federation can work in central Bosnia, then it should prove more feasible throughout Federation territory.

2. PROGRESS AGAINST OBJECTIVES

2.1 Overview:

In assessing progress against objectives, AICF/USA employed different sources, including: AICF/USA records; key informant interviews; ¹ and surveys with program beneficiaries, community residents and leaders, and municipal officials.

2.2 Key Adjustments in Objectives:

Within the C.A.'s objectives and actual implementation, changed priorities and/or circumstances dictated three major adjustments, each of which was discussed with USAID at the time of adjustment:

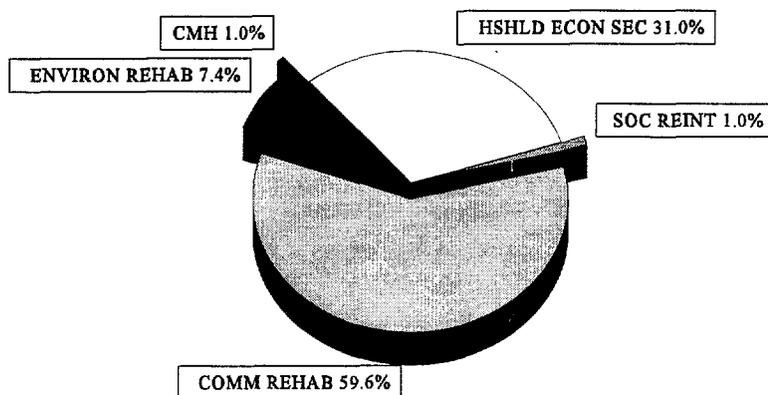
- For the Fall 1994 agricultural cycle, AICF/USA secured funds for seeds from other sources (primarily ODA), re-allocating most of the funds targeted for seeds to reforestation activities. The latter became increasingly important as the war quickened environmental damage: with electricity lines knocked out or damaged, Bosnians were forced to cut down greater quantities of trees for fuel (as well as for barriers against shelling and gunfire).
- The objective to assist women's groups in mainly handicraft production was refocused on micro-enterprises, with seven such enterprises promoted.

¹ Annex 5 provides a list of key informants interviewed for this report.

- Restarting the lumber factory in Bugojno became impossible for two reasons: Serb positions within three kilometers of Bugojno designated the factory as a strategic target were it to become operational again; and, given the enormous demand for wood -- in the absence of electricity -- there was considerable concern that environmental degradation would increase with the factory being operational again. As a result, funds designated for the lumber factory start-up were re-applied to electrification activities in the Turbe area in Summer 1996.

As a result of these changes, an extra \$ 141,180 of C.A. funds were expended on direct project activities or almost 15% more than the original budgeted amount of \$ 909,310. Figure One provides a breakdown of expenditure by major activity.

Figure 1
Investment by Sector



Community Mental Health	\$ 10,700
Environmental Rehab	\$ 77,490
Community Rehab	\$ 626,000
Social Reintegration	\$ 10,300
Hsehold Econ Security	\$ 326,000

TOTAL: \$ 1,050,490

2.3 AICF/USA Strategy in Achieving Objectives

As noted above, from inception of operations in Bosnia in Spring 1993, AICF/USA adopted a two-pronged approach of relief activities where necessary, but rehabilitative/developmental activities where possible, the latter firmly rooted in supporting and promoting as much self-reliance as possible. In the relief activity instance, examples included provision of firewood in winter to vulnerable elderly; repair of schools and hospitals; and provision of funds to pay for garbage pickup (with horse-carriages). In the rehabilitative/developmental instance, examples included: provision of seed so that populations were less dependent on food-aid; assistance to veterinary services, thereby improving animal health and thus household economies; helping to rebuild the beekeeping and fishfarming industries; and assisting micro-enterprises.

Within this two-pronged approach, AICF/USA also committed to the following:

- implementation under adequate freedom of movement and security;
- equal access for all, whatever religious or ethnic group;
- design with local partners and actual implementation by those partners as much as possible, not only to strengthen local capacities, but to insure wider impact;
- sectoral focus on community-identified priorities without spreading the organization too thinly;
- facilitating assistance for other international agencies either not operational in central Bosnia or new to the area;
- geographic focus for the most part on Travnik Canton so as not to be spread too thinly.

Particularly following creation of the Federation in Spring 1994, which allowed a great deal more movement, AICF/USA began to see that promotion of ethnic reconciliation -- while it would ultimately rest on a healthy socio-economic foundation -- could be somewhat facilitated when local technicians of the different ethnic groups met and planned together on the implementation of various AICF/USA funded activities.

By early 1996, AICF/USA staff in Bosnia were beginning to better understand those characteristics that should be present for activities aiming to promote ethnic reconciliation directly or indirectly. These characteristics or concepts as articulated toward the conclusion of the Cooperative Agreement are:

- A. *Mutual and Balanced Interest*: Activities can be most successful, at least initially, if opportunities can be identified or constructed which contain clear mutual interests that do not favor one group to the exclusion of the other.

- B. *Opportunity*: People must have an opportunity to meet and work together in a socially and politically secure environment to reconcile.
- C. *Recall/Remembering*: Reconciliation, or meaningful steps toward that goal, require individuals to remember times, instances and reasons when and why they did interact positively and constructively with other ethnic groups.
- D. *Cross Ethnic Contact*: Reconciliation requires contact.
- E. *Reflection*: Individuals and possibly groups need to reflect; individual reflection is believed to be where inner-healing can occur; group reflection is believed to be a vehicle for validation and initial healing.
- F. *Validation*: It is understood that many individuals and groups require social, and at times, political support before proceeding with an activity.
- G. *Positive Experience*: It is assumed that for reconciliation to occur individuals require positive experiences with cross ethnic contact which then require validation and reflection.

This is not a sequential ordering of steps. When designing programs for this project it was apparent that different programs would begin and order these concepts differently. It should also be noted that AICF/USA's program staff understood that:

- A. Time is required for the reconciliation process - true reconciliation cannot be forced or enticed; at best it can be cautiously and patiently facilitated; and,
- B. Cross ethnic contact is a process which begins with equal access - has reassociation and joint participation as mid-points - and ends with reconciliation.²

² Equal access indicates that all ethnicities are eligible for the program; given the pervasive needs this meant that all ethnicities were involved in the program as recipients. Cross-ethnic contact refers to when people of two or more ethnic groups meet to discuss an issue or participate in an event. Guided reassociation refers to a situation or event where a third party, usually AICF/USA, provides assistance in facilitating the contact (i.e. a meeting, conference or recreational event) to add more depth to the contact. Joint participation refers to a process wherein two or more ethnic groups actively participate in the process with minimal and/or increasingly less and/or no involvement from a third party.

2.4 Household Economic Security Objectives:

Key results for these objectives are highlighted in Table 1 below and the additional text that follows.

Table 1: Household Economic Security Activities, Indicators and Accomplishments

Sector Activity	Indicators from CA	Accomplishments
Beekeeping	<ol style="list-style-type: none"> 1. Increase in hives 2. Increase in yield 3. % of honey donated 4. Financial viability of recipients. 	<ol style="list-style-type: none"> 1. From 1,950 to 4,407; a 126% increase. 2. From 15 kg/hive to 20 kg/hive; a 33% increase 3. 10% was donated across ethnic lines 4. 90% of recipients report financial viability and increasing sales.
Fish Farms	<ol style="list-style-type: none"> 1. MT of fish produced 2. % donated to vulnerable groups 3. # of jobs 4. Time to self-sufficiency 	<ol style="list-style-type: none"> 1. Six farms with 25 MT of production. 2. 10% of production donated to vulnerable groups or used to capitalize other farms. 3. 22 households/jobs supported; 6 are displaced persons and 2 others female head of households. With reinvestment from donations 7 additional households have been helped for a total of 29 households. 4. Five of the six farms are self-sufficient (one was destroyed by flood); two additional farms were started with proceeds.
Fruit Trees Dist.	<ol style="list-style-type: none"> 1. # of trees thriving - Survival Rate 2. Description of Dist. 	<ol style="list-style-type: none"> 1. 38,000 trees were distributed mostly to households. 7 small nurseries were reactivated. Survival rate is 91% or 34,580 trees. 2. Distribution through municipal ag. offices.
Small Enterprise Pilot Project	Number of active businesses	<ol style="list-style-type: none"> 1. Seven businesses supported; six grants and one loan. 2. The loan was fully repaid on schedule. 3. Six of the seven are successfully operating = 83%. 4. Of the six remaining, two are headed by women, three by war injured men, and one by a displaced man.

The ten beekeeping societies were re-established, and honey production for these societies was restored at least to pre-war levels. Prior to AICF/USA's involvement, the societies had ceased to function. The societies now meet regularly and have a combined membership of 406. Humanitarian donations of honey in return for AICF/USA's support were made to hospitals, schools and Bosniac, Croat and Serb charities. Conferences and meetings with beekeepers of all ethnicities were held on a regular basis, and technical and material support was exchanged both within and outside these meetings. Inter and intra society donations of new swarms also produced a multiplier effect for societies. In total, 33 households benefited from the swarm transfer component of the program

The Bugojno Fish Farm was revitalized, providing fish, breeders and fry to the local market, humanitarian donations of fish to charities and smaller farms, and 17 full-time sustainable jobs (in the fish farm and adjoining restaurant). Of the five smaller fish farms which were supported, four of them are financially viable-covering costs and returning a profit, and provide increased income and income

security to four families. By the end of the project, all donation obligations to charities from fish farm support were met. As food supplies and prices improved in the post war economy, the need for food donations diminished. In response, AICF/USA adjusted its donation contracts to require the outstanding balance of the obligations to be invested in the start-up of two additional farms. This benefited two entrepreneurs, seven additional households and increased competition in the marketplace as one was a breeder farm.

In the post-war period, the focus of the beekeeping and fish farming program shifted from emergency assistance to solidifying the financial viability of beneficiaries participating in the program. This involved investigating commercial credit options for beneficiaries, researching market development opportunities and reestablishing domestic linkages between extension agents, producers and suppliers. Economic ties have been reactivated among markets and suppliers of different ethnicities. Bosniac fish farmers and beekeepers are now actively doing business with individuals in Croatia and Herzegovina.

To better integrate these particular beekeeping and fish farming projects with their respective industries nation-wide, AICF/USA sponsored industry assessments of both the fish and bee products industries during the summer of 1996. The University of Sarajevo's Colleges of Veterinary Services and Agriculture were engaged to facilitate these projects. These investigations:

- A. Reengaged University Researchers with activities in Central Bosnia after four years of isolation;
- B. Provided a forum for identifying and documenting major constraints and opportunities to each industry; and,
- C. Provided another neutral ground where individuals from different ethnicities could meet to discuss common issues and concerns.

During the war, AICF/USA distributed fruit tree seedlings to 8,800 people. Though seven small nurseries were supported in this program, this was primarily a distribution program designed to assist households over the long-term. The actual distribution was effected in cooperation with municipal agricultural officers in Bugojno and Gornji Vakuf. Two private fruit tree nurseries were also stimulated through purchases of these seedlings, and AICF/USA provided those nurseries with some apple and pear seedlings. Two full-time and three seasonal workers are employed in these nurseries; and both nurseries are currently pursuing agricultural loans from the World Bank.

Small businesses were supported through six grants, one loan, and the beekeeping and fish farming capital investment projects noted above. Five of the six grants have succeeded in five sustainable micro enterprises employing a total of six people. The business which received the loan has completed timely repayment, is operating and employs 18 employees.

Wherever possible, AICF/USA fostered re-association of ethnic groups around concrete program activities, and had some notable successes in the divided municipalities, particularly among beekeeping societies. For example, in each of the divided municipalities all but one of the beekeeping societies are

donating honey to institutions and charities across ethnic lines.

2.5 Social Reintegration Objectives:

AICF/USA supported educational and cultural programs in Bugojno with material, technical and financial assistance to encourage social reintegration. Table 2 summarizes AICF/USA's Social Reintegration accomplishments.

Table 2: Social Reintegration Activities, Indicators and Accomplishments

Sector Activity	Indicators from CA	Accomplishments
Cultural Arts Program	1. # of ethnically integrated activities 2. # of persons employed, involved, attending	1. Five main areas: chess club, folk dance, contemporary music, musical chorus blind society. Over the 25 months these areas supported over 350 different activities. 2. Four persons employed; 770 people involved; 12,500 attending.
Senior Citizen Social Center Activities	1. # of attendees 2. Income generated by workshop activities	1. Repaired the society and purchased some supplies (games, cards, etc.). 3,349 attendees. 2. No income generating activities were successfully implemented.

The Folk Dance Ensemble, Contemporary Band, Chess Club, Musical Chorus, Pensioners' Club and Blind Peoples' Society were supported with fabric, instruments, and games to support their activities and encourage social opportunities for cross-ethnic contact. All groups were open to membership from all ethnic groups. Letter-writing campaign between Bosnian and North American primary school children was also facilitated. The Folk Dance Ensemble and Contemporary Band put on concerts which were well attended by all ethnic groups.

2.6 Community Rehabilitation Objectives:

AICF/USA rehabilitated a number of facilities used by all ethnic groups in several communities in Central Bosnia.

Table 3: Community Rehabilitation Activities, Indicators and Accomplishments

Sector Activity	Indicators from CA	Accomplishments
Rehabilitation of Schools	<ol style="list-style-type: none"> 1. Number of classroom renovated 2. Number of children attending 3. Size of material and labor donation 4. Time required for classes to become ethnically mixed 	<ol style="list-style-type: none"> 1. 135 2. 6,370 3. \$ 84,419 4. Communities with mixed populations have mixed classrooms; segregated communities do not have mixed classrooms and will not until there is political/policy reform
Electrification	<ol style="list-style-type: none"> 1. Number of Cities 2. Number of Villages 3. Number of transformers 4. Number of homes electrified 5. Number of jobs created 6. Number of poles and length of high tension wiring 	<ol style="list-style-type: none"> 1. 1 2. 14 3. 13 4. 651 5. 470 6. 550 poles, 57,000 meters of wire.
Rehabilitation of Hospitals ³	<ol style="list-style-type: none"> 1. Size of labor and material donated 2. Area Repaired 3. Number of Outpatient Activities 4. Ethnically balanced attendance. 	<ol style="list-style-type: none"> 1. \$46,346 2. 5688 m², 206 rooms repaired, 400 beds supplied, 3. Monthly population being served is estimated to be 2,800 for facilities repaired. Service range is full service hospital with operating capacity to small community medical clinics used for minor procedures and prescribing medications. 4. Communities with mixed populations have mixed attendance at hospitals; segregated communities do not have mixed hospitals and will not until there is political/policy reform. Village clinics serve all ethnic groups.

One condition placed on rehabilitation support was equal access for all ethnic groups. Attendance records

³ In addition to the rehabilitation of the hospitals in Gornji Vakuf, Travnik, Fojnica and Bugojno, AICF/USA provided rehabilitation assistance to two small community medical clinics (or Ambulantas). Like hospitals, clinics are required to treat patients from all ethnic groups.

at schools, clinics, club facilities and hospitals demonstrates use according to the ethnic breakdown of the population. Repaired water and electrical systems are also used by the entire population. An effort was also made to distribute benefits evenly across communities of different majority populations.

Repairs were made to the electrical and plumbing installation, painting, washrooms, roof, walls, floors, door locks and windows in the hospitals in Bugojno, Travnik and Fojnica, which together see approximately 2,600 patients from all ethnic groups per month. All labor was provided by the municipalities. Early in the grant period, AICF/USA also assisted with vaccination campaigns, helping with monitoring and the provision of some supplies.

Floors, doors, walls, washrooms and windows were repaired in the clinics in Novi Travnik and Gornji Vakuf, which serve all ethnicities in their communities. To balance beneficiary communities (both of the above clinics are in Bosnian-Croat communities, although they serve all members of the population), winterization projects were carried out in three Bosniac villages to replace the windows in two rooms of 304 homes to improve living conditions during the harsh winter. The municipalities provided the labor for these projects.

The Bugojno Secondary School and four primary schools in Vitez and Novi Travnik had repairs to their electricity and plumbing, windows, floors, and walls, to better serve the 4,620 multi-ethnic students using these facilities.

The facility for the Bugojno Pensioners' Club and the Blind Peoples' Society was repaired (windows, doors, chimneys) for the multi-ethnic membership of approximately 3,000.

During the summer and fall of 1996, AICF/USA undertook a large electrification project in Travnik Canton. This project replaced 13 transformers, 57,000 meters of line, 1,020 household connections and 40 street lights on the main highway. It restored electricity to 14 war damaged villages, five business districts, three schools and two medical facilities in the Turbe area of Travnik Canton.

The villages have an estimated current population of 2,235, and expected returnees of 2,070. The return and resettlement process are currently underway and are exceeding the expectations of municipal and elected officials. Land mines along the lines and earlier and heavier than usual fall rains slowed completion on of this project, and a no-cost extension to October 31, 1996 was granted to finish it. Two implementing partners, one Bosniac company from Travnik and one Croat company from Novi Travnik, are cooperating to complete this project.

This project was originally approved at 604,000 USD for nine villages and transformers. Through effective procurement, project management and community development work AICF/USA was able to add four transformers and five villages and still come in 20% below the USAID and Federation government's estimate. AICF/USA also coordinated the project with a nearby IFOR project which resulted in an additional 500 possible house connections and two additional school connections. With the restored electricity, the villages' capacity to rebuild economically and to create jobs is enhanced.

2.7 Community Mental Health Objectives:

AICF/USA established a trauma therapy program in November of 1994 based on training teachers in simple techniques for use in the classroom, and referrals of more severely traumatized children to workshops for more intensive attention with trained therapists.

Table 4: Community Mental Health Activities, Indicators and Accomplishments

Sector Activity	Indicators from CA	Accomplishments
Children Art Therapy	1. Number of children participating 2. Content of children's art demonstrating relief from stress and trauma	1. 1,500 directly involved in classroom activities with trained teachers; 75 in workshop activities with psychologists. 2. Collected but not systematically codified for evaluation purposes. An alternative clinical notation and record system was used by psychologists.

Children from all ethnic groups attend school, and so all ethnic groups have access to this program, at least through interventions in the classroom.

The program is currently operating in three communities: Bugojno, Dornji Vakuf, and Gornji Vakuf/Uskopje. Gornji Vakuf/Uskopje is a divided community, with Bosnian Croats living on one side of the former front line in the center of town, and Bosnian-Muslims (Bosniacs) living on the other side. The workshop is in the "neutral zone" on the former front line, and is attended by both Bosniac and Croat children, though not yet in the same sessions. The staff is ethnically mixed. Bosniac teachers in Gornji Vakuf have been trained to use the techniques in the classroom, but the Croat administration of Uskopje schools have not yet accepted the need for training of their teachers. It is hoped that this may change in the new school year with the new operating workshop, if funding is found to continue the program. Bugojno and Dornji Vakuf are both predominantly Bosniac communities, though children of all ethnicities in the classrooms benefit from the techniques.

To date, 104 teachers in 10 schools in grades 1-4 have been trained to recognize signs of post-traumatic stress, to use at least six techniques to alleviate the stress in children in the classroom, and to recognize and refer more severely traumatized children to trauma therapy workshops for more attention. Three workshops are operating with 12 groups of five - six children per 1½ hour session/week, and approximately 1,500 children are benefitting from trained teachers in classrooms.

To help reestablish professional linkages and facilitate transfer of these programs to local organizations and institutions in the post war period three national conferences were supported with participants from all ethnic groups and a variety of organizations working on trauma therapy for children. The conferences were initiated and organized by AICF/USA to discuss sustainability of mental health programs for children, exchange professional experiences and knowledge, and to establish standards and procedures.

2.8 Environmental Rehabilitation Objectives:

In Bugojno, Novi Travnik (both sides), and Gornji Vakuf (both sides), 60 hectares of land were reforested to prevent further soil erosion, watershed damage and to assist local nurseries. In the autumn of 1994, in the midst of bitter fighting, a multi-ethnic committee of forestry experts from all municipalities met to conduct a needs assessment and design the intervention strategy for the reforestation project. The seedlings were purchased locally and planted in spring, 1995, and there was an 85% survival rate of the seedlings after one year. In Bugojno, an accompanying environmental awareness program was conducted with the high school and forestry company. The students made three field trips and attended lectures by technicians from the local forestry company in the fall semester of 1995 to spread awareness of the environmental situation in the area. Table 7 summarizes these accomplishments.

Table 7: Environmental Rehabilitation Activities, Indicators and Accomplishments

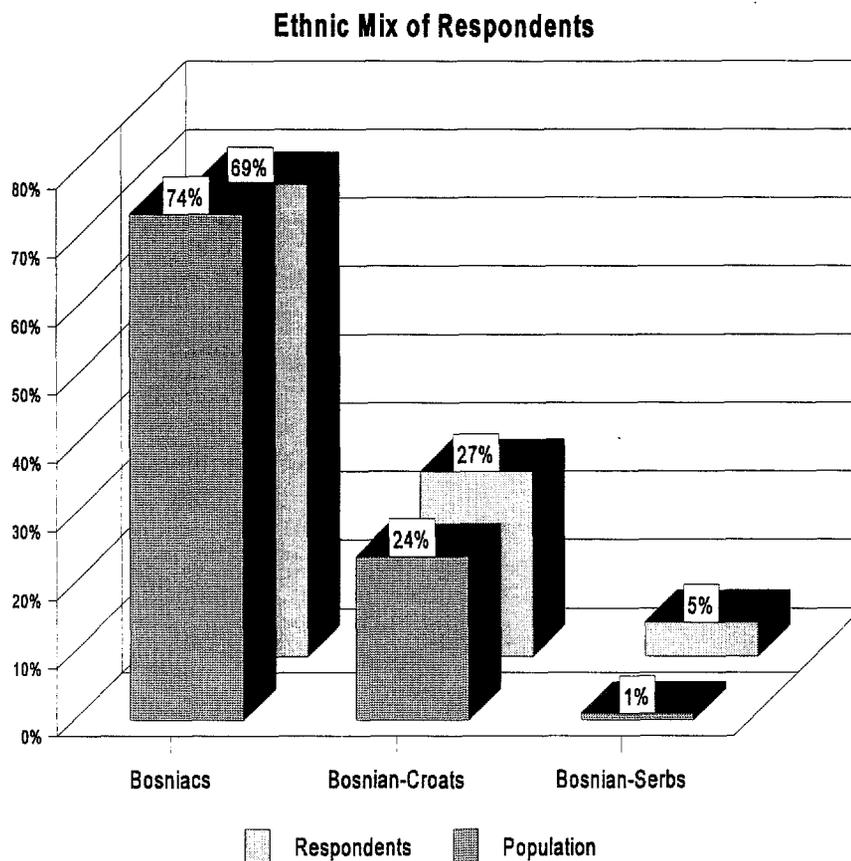
Sector Activity	Indicators from CA	Accomplishments
Reforestation	<ol style="list-style-type: none"> 1. Number of trees/land area reforested 2. Present status of the forest 	<ol style="list-style-type: none"> 1. Reforested 60 hectares with 150,000 coniferous seedlings. 2. Survival rate of 85%.
Pilot Environmental Awareness Program in Bugojno Secondary School	<ol style="list-style-type: none"> 1. Increased public interest in the environment 	<ol style="list-style-type: none"> 1. Organized and registered environmental club. 2. Assisted with development of curriculum and quarterly work plan. 3. Organized and supported 3 field trips. 4. Organized donation of 700 coniferous seedlings for club to plant.

2.9 Ethnic Reconciliation:

Amongst other things, the mid-term evaluation recommended conducting *mini-studies* to assess progress toward ethnic reconciliation. In the Fall of 1996, therefore, AICF/USA undertook an investigation designed to document perceptions among AICF/USA's beneficiary population on whether AICF/USA's activities had assisted "targeted communities in Central Bosnia to achieve peaceful reconciliation and to rebuild their communities across ethnic lines". AICF/USA was careful to ensure that minority populations were accurately represented in this investigation (see Figure 2).

In this assessment, AICF/USA met with beneficiaries, government officials, elected officials and community leaders. From the interviews, questionnaires and project results, it is possible to estimate how AICF/USA had facilitated progress toward the program goal of "achieving peaceful ethnic reconciliation and rebuilding communities across ethnic lines."

Figure 2



Ethnic Reconciliation Accomplishments

Specific AICF/USA activities and accomplishments include the following:

- *Cross-Ethnic Contact and Joint Participation:* Sponsored multi-ethnic regional forestry conferences, agricultural conferences, beekeeping, and fish-farming meetings. These meetings and conferences were the first fora to bring different ethnic groups together in central Bosnia during the war. They were well attended and succeeded in focusing participants on finding common solutions to present and future needs in spite of the war.

- After lengthy negotiations, an art therapy workshop was established in the “neutral zone” along the former front line in Gornji Vakuf/Uskopje with Croat and Bosniac staff, and children from both sides of the municipality attending (though not, as yet, in the same sessions). In the last few months, multi-ethnic conferences of trauma therapy professionals have been and continue to be held on a regular basis.

These accomplishments communicated to the residents and communities that the international community believed and would support the reconciliation process, both during and after the wars. Counter forces to these initiatives remain evident: both Forestry Managers in Novi Travnik were “moved on” after their participation in the televised AICF/USA joint conferences and implementation committees; threats against people who go into ‘the other side’s territory’ are a daily occurrence.

Two sets of impacts were considered:

1. How the program impacted individuals: how beneficiaries describe the impact of the program on their lives.
2. How the program assisted communities achieve peaceful ethnic reconciliation.

Impact on Individuals

Figure 3 shows that in terms of household income, a majority of respondents believe that AICF/USA’s program had a positive impact whether directly to them benefit or to the community at large. This observation was consistent with the on-going monitoring performed by AICF/USA.

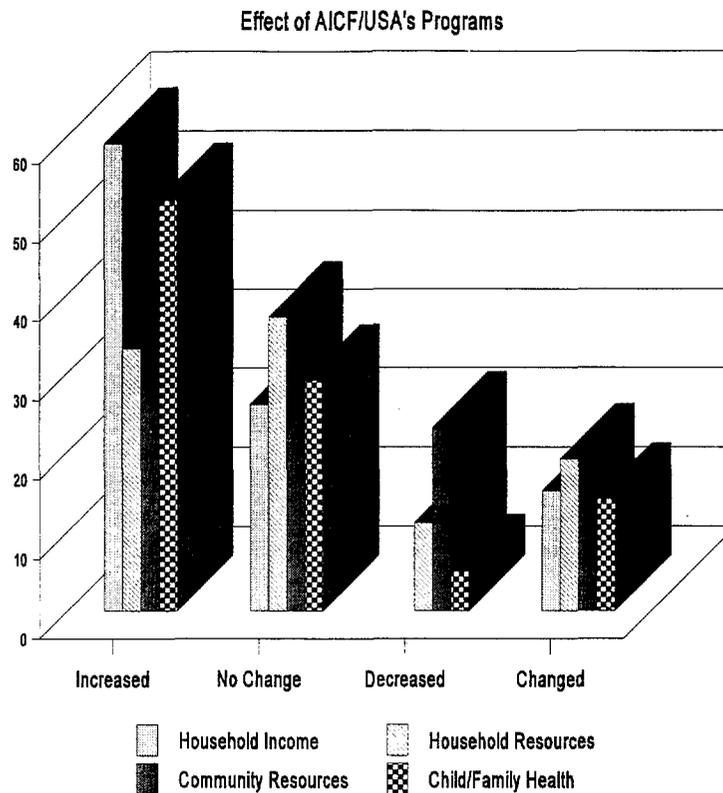
While the “changed” category was not included in the questionnaire, it was added following the answers of some people who responded that their lives had changed as a result of AICF/USA intervention, without specifying which way the change occurred.⁴

Responses gathered during the interview process included:

- *Help [to] beekeepers... woke [us] up and we started to think about our own future.*
- *Everybody talks about AICF/USA as part of the Bugojno community. AICF/USA helped us to survive because the blockade has happened after the conflict between the HVO [Croat] and BiH [Bosnian] armies, and in that time AICF/USA shared the same destiny together with us.*
- *The whole community benefitted from AICF/USA’s activities...*

⁴The questionnaire was left with respondents and not directly administered by the evaluator. As a result, a number of responses, including those labeled “changed” are ambiguous in meaning.

Figure 3



Progress Towards Reconciliation

To measure reconciliation AICF/USA considered progress toward reconciliation across a five point continuum: 1) equal access, 2) cross ethnic contact, 3) guided reassociation, 4) joint participation, and 5) reconciliation.

Through the interviews, it was very clear that equal access was one of AICF/USA's criteria for intervention:

- *AICF repaired schools, hospitals, and it helped all citizens of Bugojno. Serbs, although a minority in Bugojno, were able to use those facilities. Children are going to schools and all Serbs use the hospital service.*
- *AICF/USA never helped one ethnicity instead of another. AICF always had an equal approach.*
- *... I am speaking about the citizens that received aid from AICF/USA regardless of their ethnicity, religious background, etc.*

- *The activities of AICF were bringing people together and AICF didn't make any distinction among ethnicities.⁵*

In the divided communities (Novi Travnik and Gornji Vakuf/Uskopje), AICF/USA was a catalyst in bringing people from both sides back together, during and after the war:

- *Each contact restores the good memories. AICF/USA helped with its initiative to make the first contact and after that it went very well.*
- *By participating in this project I got in contact with other ethnicities several times... (about ten meetings with teachers and parents)...*
- *Every [AICF-USA sponsored] contact makes another one and that reminds us of a past time...*
- *We were carrying the burden of war, but during the [AICF/USA sponsored] contacts it melted and we were focused on work knowing that it will help us all.*

Throughout the interviews the reason why cross-ethnic contact was successful was underlined:

- *Joint interest. For example, some of us bought something from another ethnic group..., we had a multi-ethnic committee that helped to control proper planting...*
- *We have something that the other side doesn't have or vice versa (sometimes it is medicine, sometimes it is knowledge about certain issues connected with bee equipment or handling bees, etc.)... We met and mainly for the first reason... [it] was the economic interest. Everything started with mutual interest.*
- *Contact with other ethnicities...was necessary for reaching better cooperation, to try to work on joint projects...*
- *Mutual benefit, for one side to have again have faith in the good will of the other side...*

In Bugojno, AICF/USA's efforts toward 'guided re-association' are certainly recognized:

- *The activities of AICF were bringing people together, and AICF didn't make any distinction among different ethnicities..it helped us to feed ourselves, to set up contacts among different ethnicities.*
- *... AICF enabled us [residents] to talk to each other more frequently and to try to help each other more frequently...AICF helped [activities were designed] more in terms of the whole community than on an individual basis.*
- *... AICF/USA's work was a kind of "to calm down" way. It was always a very careful approach to everybody because of the sensitivities and frustrations...AICF/USA always behaved as non-governmental, non-political, etc...Everybody always had equal treatment...*

In the divided communities, concrete evidence of 'guided re-association' is also clear. In Novi Travnik the following comments were recorded:

⁵The only dissenter from this position was a Catholic priest in Bugojno, who felt that AICF/USA had assisted the majority of the population (Bosniacs) far too much. During an interview for this report he stated that, "... there were no Croat representatives on neighborhood councils distributing potato seeds; therefore few Croats got potato seed and I had to buy them..." AICF/USA records indicate the priest was contacted for council recommendation but Municipal delays prevented Croats from being appointed.

- *Contacts are permanent right now... we are making [new] contacts not only for the business reasons but also as friends, privately...Within a very short period of time we focused ourselves towards work instead of having bad thoughts about war issues. We turned towards a better future...*
- *We have started again with gathering [together] and that reminds us of a past time...I hope that very soon we will have one joint beekeepers' society.*
- *I couldn't wait to see my old friends and it has happened. I will always underline that AICF/USA gave a first push, and we continued.*

One of the most difficult communities to operate in is Gornji Vakuf/Uskopje, where the Art Therapy workshop has been operating for 7 months:

- *That was necessary [joint meetings] for improving relations and contacts that used to exist before the war... there were some benefits but we can't expect to reach a lot [reconciliation] overnight.*
- *There were benefits for both sides...renewal of relations between people of different ethnicities and that's the goal... We haven't been working long enough to reach more.*
- *There were some benefits since we have people from both sides working on this project. It's a big success to have children from both sides in the same workshop although they don't come in mixed groups...the efforts of AICF/USA are of great importance to us. Those activities lead to the very important goal; to help different ethnicities to have closer contacts again...the interaction was partially positive. The opportunity of benefitting was offered to everyone...*

Table 8 illustrates how AICF/USA programs affected respondents cross-ethnic contacts.

Table 8: % Change in Contacts

	Increased	No change	Decreased	Did not indicate direction of change
Contacts/Network	62.5%	17.5%	7.5%	12.5%
Cross-Ethnic Contact	65%	35%	n/a	n/a

Only 25% of the survey respondents indicated how participation in AICF/USA's programs had affected their cross-ethnic contacts, and only 47% indicated how their contacts/network had been affected. Of these respondents, the majority were from the income-generation category. Of the respondents who indicated how their relationships had changed, 62% felt that their network/contacts had increased, and 65% felt that their cross-ethnic contacts had increased as well.

On that basis, assisting targeted communities to achieve peaceful reconciliation and rebuilding communities across ethnic lines did occur at respectable levels.

Of the 60 responses to the question regarding equal access, 73% felt there was equal access, 15% didn't know, and 12% disagreed. 20% of the Bosnian-Croats and 9% of the Bosniacs polled disagreed that all ethnicities had equal access to programs.

Analysis

Comparing interview and survey response rates people either prefer or require discussing cross-ethnic contact verbally. Failure of some of those surveyed to respond can be interpreted in a number of ways. For many respondents, the questions regarding relationships in the context of their involvement with AICF/USA may be irrelevant. Many beneficiaries were on the receiving end of distribution programs: seeds, firewood, fruit trees, warm clothing, etc., most of which were distributed through charities operating independently except at the coordinating level. For other respondents, the lack of response may indicate their frustration that these questions are a sign of someone who cannot or will not understand the bitterness of the war just over.

All AICF/USA projects were designed and implemented in a way that all ethnic groups were included. Possibilities for interaction and joint participation were explored, promoted, and sometimes required. AICF/USA cannot claim full joint participation, ethnic reconciliation, and/or rebuilt communities. The donor-funded activities that AICF/USA has overseen in central Bosnia have, however, hopefully contributed to a stronger socio-economic foundation on which the three main Bosnian groups can cooperate. Schools and hospitals have been reactivated to serve the whole population, contacts were initiated or furthered, joint programs are running.

In considering the data, the following statements can be made:

1. AICF/USA systematically designed and consistently implemented programs which featured equal access for all ethnic groups and facilitated cross-ethnic group contact.
2. There were several hundred events, including dozens of meetings and conferences, sponsored by this project which brought individuals, who were warring one year earlier, together to solve current problems.
3. There is a widespread perception that this project had a positive impact on people households economic security and on the community as a whole.
4. As a result of this project, every municipality in central Bosnia has a collection of shared experiences with the international community upon which additional results can be achieved; every community in AICF/USA's area of operation will work with third parties to develop programs to bring people together.

2.10 Some Sustainable Results:

Table 9 summarizes a number of results wherein both performance to date and other favorable conditions suggest good possibility for those results to be sustainable.

Table 9: Sustainable Results

Sector Activity	Sustainable Results
Beekeeping	10 bee societies with 406 financially profiting keepers members Linkages with University extension and research specialists Mutually profitable Croatian/Bosniac and Croat/Bosniac business relationships
Fish Farms	5 Financially viable small farms and 2 financially profiting breeder farms Mutually profitable Croatian/Bosniac and Croat/Bosniac business relationships
Fruit Tree Dist.	7 small financially profiting nurseries 2 financially profiting stock nurseries 2,000 households with 2-3 fruit trees each
Small Enterprise Development Pilot Project	1 financially profiting pasta factory - 18 jobs/households 2 financially profiting mushroom farms - 2 jobs/households 1 financially profiting vegetable seed producer 1 financially profiting mechanized knitted goods producers 1 financially profiting photocopy and photograph retailer
Social Reintegration	1 equipped chess club with 500 members of different ethnic groups 1 dance ensemble with all ethnic groups
Art Therapy	75 children with significantly reduced trauma symptoms 104 teachers trained in Art Therapy techniques 8 school administration bodies exposed to Art Therapy as an alternative technique 1,500 children benefiting from Art Therapy in weekly classroom exercises
Community Rehabilitation	10 schools rehabilitated such that they are functional 4 hospitals with expanded capacity 2 medical clinics rehabilitated 350 homes winterized 14 villages and 1,020 homes with electricity
Envior. Rehab.	60 hectares of denuded land reforested 200 high school students with increased environmental awareness 1 school with the institutional knowledge to organize an environmental club
Ethnic Reconciliation	The following have demonstrated a willingness to work together across ethnic lines and across national borders: agronomists in six communities; forestry officials in six communities; school- teachers and parents in three communities; beekeepers in ten communities; fish farmers in seven communities

3. PROBLEMS ENCOUNTERED AND ADJUSTMENTS MADE

3.1 Problems Encountered:

Throughout the war, there were numerous difficulties associated with security, travel, and communications. Phones in Bugojno rarely operated. Communications with Bugojno throughout the program period were difficult. Program staff went through military checkpoints and front lines to accomplish program activities. Additionally, winter roads are treacherous in Bosnia because of heavy snowfall, poor maintenance, and large military convoys. Expatriate program staff lived in group housing under highly stressful conditions.

The war often taxed the staff's ability to plan for more than a day or two at a time and meet deadlines. Shifting battle lines, closed routes, gun fire and shelling caused an endless number of delays and a constant process of replanning and rescheduling meetings, deliveries, and so on.

The cooperative agreement posed its own challenges. There is a long road between the goal stated in the contract and the objectives and indicators in the statement of work. The goal states that AICF/USA is to assist targeted communities in *achieving* ethnic reconciliation. The simple fact is that no community will achieve ethnic reconciliation until there is significant progress on the political and policy levels of the Federation. On the ground, the word *achieving* required the AICF/USA staff to split efforts between approaches that they knew would get some movement in the right direction and higher risk strategies that could, but would not likely, move groups more quickly toward the goal of ethnic reconciliation. In some instances the latter approach backfired and effectively polarized groups for periods. Essentially, there was a lack of political will in certain communities at times. The project purpose is more reasonable from a programming stand point.

Researching and monitoring ethnic reconciliation among people so obviously devastated by a long and bitter war was difficult. Throughout the project it was obvious that for many people, the reconciliation issue raises painful memories and frustrations.

3.2 Adjustments Made:

Sectoral activity adjustments with seeds, womens business training and the lumber factory have already been noted. Other key adjustments were as follows:

War-time Programming Adjustments

1. *Increased reliance upon and number of local partners* - with few agencies based in central Bosnia AICF/USA expanded geographically to assist additional communities. To expand at a fixed staffing level and with strained communication and transport systems, AICF/USA developed more community partnerships. This meant less direct involvement in implementation and greater investments in program development and monitoring.

2. *Greater reliance on technical experts* - AICF/USA increased its work with technical experts (e.g. agriculturalists, psychologists, teachers, and forestry experts) . These individuals were often able to validate cross-ethnic contact. Indeed, they were some of the groups to express a willingness to work across ethnic lines. Technical experts had an informal non-political authority which enhanced cross-ethnic contact and joint problem-solving.

Post-war Programming Adjustments

1. *Sectoral Activity*: Community rehabilitation activity increasingly focused on economic revitalization in the form of re-electrification. In household economic security activities, AICF/USA focused more attention on market development. Specifically, AICF/USA worked with the University of Sarajevo in studying markets for the beekeeping and fish-farm sectors. Also, a percentage of sales-proceeds from those fish-farms previously assisted provided seed-capital to restart an additional two fish-farms.

The art therapy activity continued primarily as a coordination program for professionals engaged in similar work throughout the Federation.

2. *Increased emphasis on education and reestablishing relationships and contacts amongst professionals*. The University studies and the Federation-wide trauma therapy conferences were designed to reestablish contacts between professionals and practitioners who lost contact with one another during the war.
3. The war's end allowed AICF/USA to shift its administrative functions fully to Bosnia. That shift from an administrative base in Split and the increasing capability of national staff -- with a consequent reduction in expatriates -- enabled AICF/USA to spend an additional \$10,000 in funds on direct project supplies and activities.

4. FINDINGS AND RECOMMENDATIONS

4.1 Findings:

- A. *Community Partnerships can be used to increase geographic coverage* - With a fixed staffing level this requires a modified role for the implementor, with greater design and monitoring responsibilities.⁶
- B. *Programming for ethnic reconciliation in the middle of an ethnic war zone is problematic. At times even discussing reconciliation with beneficiaries is impossible. Reconciliation requires political will and social opportunity; both require time to develop.* An implementing agency is

⁶ See Annex 7 for AICF/USA Area of Operation Map, Annex 9 is a list of AICF/USA Implementing Partners.

better positioned to identify, and at times create social opportunities than it is to directly effect changes in political affairs. Political issues must first be resolved within the various political arenas and at policy levels for significant and replicable results to be achieved in the field.

- C. *Maintaining equal access to program opportunities and benefits is essential for minimizing dissension in socially and politically sensitive environments.* This criteria for inclusion in any activity must be clear, objective and verifiable need.
- D. *Technical experts and specialists can have an informal, non-political authority which they can use to validate cross ethnic group activity.* In effect, the technicians commitment to their profession and their objectivity within the confines of their professional endeavors is a resource.

4.2 Recommendations:

- A. *Continue investing in projects which provide equal access to opportunities and foster cross ethnic group contact.* In addition to physical infrastructure reconstruction, programs should focus on job creation and rebuilding the civic infrastructure through establishing community processes which strengthen the democratic process.
- B. *Pursue spread effect.* Communicating positive happenings pays dividends. When communities see or hear about other communities making progress it provides them motivation to pursue new activities. Methods for this can include public and private meetings, conferences, workshops, radio, television and newsletters.
- C. *Pursue cross-fertilization* - particularly with a goal as challenging as ethnic-reconciliation, implementors working toward the same end should be gathered regularly - especially early in the project - to identify approaches, what is working and clarify concerns. The best approaches and programming models will most always be amalgams of different approaches being tested by different organizations and/or in different areas. These meetings should be required in the contract, standardized for efficiency and facilitated by USAID.
- D. *Utilize the objectivity and commitment of technicians and specialists through program design which allow them to validate cross-ethnic group activities.*
- E. *Long-term humanitarian financing in emergency environments should be extended if possible as it provides a three fold return.*
 - It helps meet real needs.
 - During the emergency it provides implementing agencies with the flexibility to leverage other investments and increase both impacts and any one donor's return on investment; and
 - It develops a mechanism for identifying and delivering post emergency assistance.

ANNEXES

1. AICF/USA Local/International Partners
2. Summary of Beneficiaries
3. Research Methods and Data Collection
4. Questionnaires
5. Key Informants
6. Cooperative Agreement with Statement of Work
7. Other Bosnian Programs Implemented by AICF/USA
8. Approved Annual Work Plans
9. Glossary of Terms

Annex I
AICF/USA Local/International Partners

1. American Refugee Committee (ARC)
2. Action Contre la Faim (ACF/France)
3. Beekeeping Societies
4. Caritas
5. Chess Clubs
6. Danish Refugee Committee (DRC)
7. Dobrotvor
8. European Community Task Force (ECTF)
9. Equilibre
10. Feed the Children
11. GTZ
12. International Committee of the Red Cross/Red Crescent (ICRC)
13. International Rescue Committee (IRC)
14. International Center for Voluntary Assistance (ICVA)
15. International Medical Corps (IMC)
16. Marie Stopes International
17. Merhamet
18. Medecins Sans Frontieres (MSF/Holland)
19. Municipal authorities
20. Norwegian Refugee Council (NRC)
21. Pharmaciens Sans Frontieres (PSF)
22. Save the Children (SC/US)
23. United Methodist Commission on Refugees (UMCOR)
24. United Nations Childrens Fund (UNICEF)
25. United Nations High Commission for Refugees (UNHCR)
26. United Nations of Vienna (UNOV)
27. United States Agency for International Development (USAID/Bosnia)

Annex 2
Summary of Beneficiaries by Sector

Sector	# of Direct Beneficiaries	Cost Per Ben.
Household Economic Security	37,192	\$ 8.73
Social Reintegration	770	\$ 13.37
Community Rehabilitation	77,619	\$ 8.06
Community Mental Health	1,500	\$ 6.73
Environmental Rehabilitation	700	\$ 110.71
Total	117,781	avg. \$8.91

Notes:

1. *Household Economic Security:* The number of households served in this program was 9,298. Multiplied by an average household size of 4 equals 37,192.
2. *Social Reintegration:* 304 homes were winterized multiplied by 4 equals 1,216; hospitals and ambulancias serve an average of 2,800 of patients per month multiplied by the 24 months of the project equals 67,200; schools rehabilitated serve 4,620 students; electricity was restored to 1,020 homes multiplied by 4 equals 4,080; the Senior Citizens Center has 500 members.
3. *Community Rehabilitation:* There are 200 members in the Dance Ensemble, 25 in the Music club; 500 in the Chess Club and 45 in the Chorus Group.
4. *Community Mental Health:* There are 1,500 students in weekly classroom activities. Teachers are not considered beneficiaries.
5. *Environmental Rehabilitation:* 200 students participated in the environmental club; there were 500 short term jobs created in this program during the war.

Annex 3
Research Methods and Data Collection

A variety of data sources, collection methods and data types were used. Secondary data sources included AICF/USA financial records, monitoring data and past reports. Primary research involved two steps:

1. Interviews with key informants.
2. A survey of program beneficiaries was conducted using a questionnaire based on secondary data and key informant interviews.

For the interviews a questionnaire was developed (Annex 4). The questionnaire was designed to look at the four areas of project activity, and measure impacts on their theoretical framework of the continuum of ethnic reconciliation and/or rebuilding communities across ethnic lines. This questionnaire was used to conduct standardized open-ended interviews with 12 key informants. At least one key informant interview was conducted with someone from each of the four main program areas: household income security; community rehabilitation; community mental health; and social reintegration.

The key informant interviews were designed to gather attitudes and perception among groups of people who, from longer or closer association with AICF/USA's work in the area, or as leaders of beneficiary groups, are assumed to have a wider perspective of AICF/USA's activities and their impacts in the area. The responses are subjective and cannot be extrapolated to the general population, however, they do provide insight into the attitudes of those substantially involved in AICF/USA's programs.

From the key informant interviews, a written questionnaire (Annex 4) was drawn up to sample the opinions of 72 typical cases. The questionnaire was designed to measure beneficiaries' attitudes to the impact of the projects, accessibility to the program benefits, and to see whether any further cross-ethnic relationships had developed as a result of the program and among which groups of beneficiaries.

There were three particular constraints to this evaluation.

1. The breadth of the project itself: 19 activities in 8 municipalities funded directly by the Cooperative Agreement, with an additional 8 activities spread over these and 3 more municipalities, also supported by the infrastructure and personnel of the C.A. A further complication is that four of the municipalities are "divided", with parallel Bosniac and Croat administrative structures, effectively doubling those communities.
2. All communications had to be translated for me, adding another interpretation to the mix and much more time to the process. To save time during key informant interviewing, the program staff did not simultaneously translate.
3. The data collection was taking place in the three weeks preceding the first federal election since the Dayton Peace Accord was signed, and ethnic reconciliation and viewpoints on the same are and have been highly political and highly charged.

Four different interviewers from project staff were used, to control for any differences in responses due to character, relationships, or interviewing technique. The sample size was small, not allowing inferential analysis. Communities investigated were limited to 6 of a possible 15. The samples and selection of key informants, however, were structured to include ethnic representation proportional to the population, individuals with varying levels of exposure to AICF/USA and its programs and the communities most frequently worked with.

Questionnaires were distributed across program activities as follows:

- Household Economic Security: 22 of the respondents participated in either loan, grant, beekeeping or fish farming projects; 16 were beneficiaries of fruit tree, seeds, or firewood distribution programs and 3 were employees of the Bugojno fish farm which was reactivated through AICF/USA support.
- Community Rehabilitation: 5 respondents were responsible for facilities previously rebuilt by AICF/USA.
- Social Reintegration: 6 respondents belonged to either the Pensioners' Club or the Chess Club.
- Community Mental Health: 10 respondents were either staff or parents of children participating in the Art Therapy program for war-traumatized children.

These questionnaires were given out by program staff and asked to be returned in a sealed envelope to a central point for pick-up in two days. The distribution list is attached as Appendix 3. Of the 72 questionnaires distributed, 67 were returned, 64 of which were valid, and 58 with all questions completed. Respondents to the questionnaire approximately reflect the ethnic mix reported in the population of the six communities by UNHCR in its September population statistics¹.

¹UNHCR SO ZENICA Programme Dept., "Age and Ethnic Breakdown of Population in Zenica AOR", 3/9/96. Data for these six communities (Bugojno, Gornji Vakuf, Uskopje[Gornji Vakuf RC], Novi Travnik Mer [Bosniac], Novi Travnik RC [Croat], and Travnik) were from May-July '96 updates.

Annex 4
Questionnaires

Interview Questionnaire
(Answers to be written in separate notebook)

Points to be covered at beginning of interview:

1. Introduce ourselves, and clarify that we are from AICF/USA
2. Get proper spelling of interviewee's name and position (if applicable)
3. Explain again that the purpose of the interview is that we would like to ask some questions about how he/she has been involved with AICF/USA's work so that we can evaluate it, and specifically evaluate AICF/USA's attempts to provide positive equal access to its programs.
4. Ensure that they have 30-45 minutes free and are willing to speak to us at this time.
5. Explain that staff member will ask the questions and record answers.

Background

Name _____

1. How have you been involved with AICF/USA's work?
2. Did AICF/USA's efforts help you directly (personally)?
 - A) If yes, how? (Specify activity(s) - quantifiable help where possible)
 - B) If no, why? Did anyone else benefit?

3. Did participation in AICF/USA's activities put you in contact with different ethnicities?

- A) If yes:
 - a) How?
 - b) How many times?
 - c) Why was that necessary?
 - d) Was there any benefit from the interaction?

- I) If yes, for whom?
- ii) If no, why?

B) If no, why?

4. Did the activity with AICF/USA remind you of past good interactions between people in Bosnia?

A) If yes, why?

5. Was the interaction positive or negative?

A) Why?

6. Do you feel AICF/USA's activities in this community benefitted all members of the community or only certain groups?

7. If you could change AICF/USA's work in the future, how would you do it? Why?

Age:

Sex:

Municipality:

Program(s):

Date of interview:

Time started:

Type of Interview: (Key Informant and/or Beneficiary)

Time Finished:

Beneficiary Questionnaire

AICF/USA would appreciate your assistance to evaluate its programs and projects over the past two and a half years in Canton VI of Central Bosnia. The information requested in this questionnaire will assist us in that effort, and is being gathered from a wide variety of people.

All respondents will remain anonymous to encourage people to be as honest and frank as possible. When you have answered the questions, please seal the completed questionnaire in the attached envelope and return it to AICF/USA personnel on the agreed upon collection day or to the AICF/USA office in Bugojno. All envelopes with questionnaires will be opened at the same time, when the responses have been received. AICF/USA thanks you very much for your time and assistance with its evaluation.

1. I was involved with AICF/USA's work in the following program(s):

- | | | | |
|------------------------|---|-------------------------|---|
| Reconstruction | ▒ | Fruit Tree Distribution | ▒ |
| Art Therapy in Schools | ▒ | Reforestation | ▒ |
| Loan | ▒ | Chess Club | ▒ |
| Grant | ▒ | Seed distribution | ▒ |
| Fish farming | ▒ | Firewood distribution | ▒ |
| Beekeeping | ▒ | Pensioners' Club | ▒ |

Other _____
 (Please mention all relevant programs or projects)

**2. My involvement with AICF/USA affected me in the following ways:
 (Please circle how affected).**

- | | |
|----------------------------|-----------------------------------|
| Household Income | Increased / No change / Decreased |
| Household Resources | Increased / No change / Decreased |
| Community Resources | Increased / No change / Decreased |
| Health of Children/Family | Increased / No change / Decreased |
| Contacts/Network | Increased / No change / Decreased |
| Cross-Ethnic Relationships | Increased / No change / Decreased |

Other _____
 (Please mention any benefits, with quantities or measures where possible.)

3. AICF/USA's programs provided equal access to all ethnicities.

Strongly agree/ Agree / Disagree / Strongly Disagree / Not sure

**4. My ethnic background is: *Serb* *Croat* *Bosniac*
 (Please circle one.)**

Thank you again for your assistance.

**Survey
Beneficiary Questionnaire
Distribution Plan**

1. BUGOJNO:

Vlado:

Leila, Head of Hospital	Rehab△
Mesusic/Supic - Head of School	Rehab△
PhotoExpress Man	Income-Generation▶
3 Caritas Beneficiaries	Beneficiaries ↓
3 Members Fr. Yanko's list	Distributors ✱

Edo:

3 Chess Club Members	Social Reintegration ☹
3 Folklore Ensemble Members	Social Reintegration ☹
3 Dobrotvor Beneficiaries	Beneficiaries ↓
3 Merhamet Beneficiaries	Beneficiaries ↓
3 Seed Distribution Beneficiaries	Beneficiaries ↓
3 Beekeepers	Income-Generation▶
3 Fish Farm Employees	Income-Generation▶

Azijada:

2 Teachers	Art Therapy ♥
2 Coordinators	Art Therapy ♥
2 Parents of Workshop children	Art Therapy ♥

2. GORNJI VAKUF/USKOPJE

Buddho:

3 Beekeepers (GV)	Income-Generation▶
3 Beekeepers (Uskopje)	Income-Generation▶
Knitting Grant Women	Income-Generation▶
2 parents of Workshop Children	Art Therapy ♥
2 trained teachers	Art Therapy ♥

When distributing questionnaires, please, please, please check to make sure you are giving the person a questionnaire with the right symbol next to the thanks on the bottom line!

Also, please confirm whether the person will drop the questionnaire off at the building before

Thursday, or whether someone from AICF/USA needs to stop by to pick it up, and note that beside the person's name on the list. Thanks.

3. TRAVNIK

Sabi:

Seed grant	Income-Generation▶
Pasta Loan	Income-Generation▶
3 Beekeepers	Income-Generation▶
Fish Farm Manager	Income-Generation▶
Head of Hospital	Rehab△

4. NOVI TRAVNIK (both sides)

Sabi:

3 Beekeepers (BiH)	Income-Generation▶
3 Beekeepers (HVO)	Income-Generation▶
Fish Farm Manager	Income-Generation▶
2 Mushroom farmer Grants	Income-Generation▶
2 Fruit Tree Beneficiaries (HVO)	Beneficiaries ↓
2 Fruit Tree Beneficiaries (BiH)	Beneficiaries ↓
Head of School	Rehab △
Head of Ambulanta	Rehab △

When distributing questionnaires, please, please, please check to make sure you are giving the person a questionnaire with the right symbol next to the thanks on the bottom line!

Also, please confirm whether the person will drop the questionnaire off at the building before Thursday, or whether someone from AICF/USA needs to stop by to pick it up, and note that beside the person's name on the list. Thanks.

15 x ▶
4 x ↓
3 x △

Annex 5
Key Informants

1. Goran Garić - President of the Novi Travnik (Croat side) Beekeepers' Society. Novi Travnik is one of the divided municipalities in Canton VI. Mr. Garić is a Bosnian-Serb.
2. Fahrudin Delić - President of the Novi Travnik (Bosniac side) Beekeepers' Society. Mr. Delić is Bosniac (Bosnian-Muslim).
3. Dragan Želičarić - New Head of Novi Travnik (Croat side) Forestry Department. Mr. Želičarić is a Bosnian-Croat, and was deputy to the fellow in charge at the time of the forestry conferences organized by AICF/USA. The fellow who had been in charge had moved on. Mr. Želičarić appeared to have had no involvement in the conferences.
4. Ševal Konjalić - Former head of the Novi Travnik (Bosniac side) Forestry Department. Mr. Konjalić is Bosniac.
5. Zeir Mlivo - First Minister of Canton VI, with head offices located in Travnik. Mr. Mlivo was the mayor of Bugojno for the first two years of AICF/USA's work there, and is Bosniac.
6. Ćefo Teufik - Former secretary of the Red Cross in Bugojno (for two years), and then as a manager of the Bugojno Fish Farm (for a year and a half). Mr. Teufik is Bosniac.
7. Igor Pavlović - Head of the Serb charity "Dobrotvor" in Bugojno. Mr. Pavlović is a Bosnian-Serb.
8. Jadranka Vilić - Psychologist's assistant in the Gornji Vakuf/Uskopje art therapy workshop. Mrs. Vilić is a Bosnian-Croat and lives on the Uskopje (Croat) side of the divided municipality.
9. Dragan Grabner - Workshop psychologist in Gornji Vakuf/Uskopje. Mr. Grabner is a Bosnian-Croat and lives on the Gornji Vakuf (Bosniac) side of the divided municipality.
10. Father Yanko - Representative of Bugojno Croat community and Caritas. Father Yanko is Bosnian-Croat.
11. Dzenana Abdalajbegović - NGO Coordinator for the Mayor's Office in Bugojno. Mrs. Abdalajbegović is Bosniac.
12. Enes Sehić - Director of the Cultural Sports Center in Bugojno. Mr. Sehić is Bosniac.

Annex 6
Cooperative Agreement with Statement of Work



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

SEP 22 1994

Mr. Jack Marrkand
Director
AICF/USA
International Action Against Hunger
815 - 15th Street, N.W.
Suite 832
Washington, D.C. 20005

SUBJECT: Cooperative Agreement No. EUR-0016-A-00-4065-00

Dear Mr. Marrkand:

Pursuant to the authority contained in the Foreign Assistance Act of 1961 and the Federal Grant and Cooperative Agreement Act of 1982, as amended, the Agency for International Development (hereinafter referred to as "USAID," "AID," or "A.I.D.") hereby provides to AICF/USA, International Action Against Hunger (hereinafter referred to as "AICF/USA" or "Recipient") the sum set forth in Section 1C.2. of Attachment 1 of this Cooperative Agreement to provide financial support for the program described in Attachment 2 of this Cooperative Agreement entitled "Program Description."

This Cooperative Agreement is effective as of the date of this letter and funds obligated hereunder shall be used to reimburse the Recipient for allowable program expenditures for the period set forth in Section 1B. of Attachment 1 of this Cooperative Agreement.

This Cooperative Agreement is made to the Recipient on the condition that the funds will be administered in accordance with the terms and conditions as set forth in the attachments listed under my signature below, which together constitute the entire Cooperative Agreement document and have been agreed to by your organization.

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FISCAL DATA

A. GENERAL

- A.1. Total Estimated USAID Amount: \$2,204,057
- A.2. Total Obligated USAID Amount: \$2,204,057
- A.3. Cost-Sharing Amount (Non-Federal): \$1,905,146
- A.4. Other Contributions (Federal): \$ N/A
- A.5. Project No.: 180-0016
- A.6. USAID Project Office: ENI/HR/EHA, Lynel Long
- A.7. Funding Source: USAID/W
- A.8. Tax I.D. No.: 13-332722
- A.9. CEC No.: 61-640-3374
- A.10. LOC No.: 72-00-1691

B. SPECIFIC

- B.1.(a) PIO/T No.: 180-0016-3-4622469
- B.1.(b) Appropriation: 72-11X1010
- B.1.(c) Allotment: 184-62-180-00-69-41
- B.1.(d) BPC: WAIX-94-32180-KG-12
- B.1.(e) Amount: \$2,204,057

STATEMENT OF WORK
International Action Against Hunger
(AICF/USA)

I. INTRODUCTION

A. Background

There are currently 4.3 million people in the former Yugoslavia who have been affected by the war and require humanitarian assistance. Of these 4.3 million, 3.5 are refugees and displaced persons. In Bosnia-Herzegovina alone, there are 2.7 million refugees and displaced and the entire population has been deeply affected by the war. In addition to displacement, whole communities have been destroyed both physically by bombardment and socially by ethnic cleansing. People have been traumatized and the trust necessary to rebuild a civil society has been broken. While the people of Bosnia-Herzegovina have the skills and knowledge to rebuild their society, they need to learn how to work and live with one another again, especially with those of different ethnic, regional, and class backgrounds.

The recent agreement between the Bosniacs and Croats has created opportunities for local groups across ethnic lines to rebuild their communities. Many refugees and displaced are beginning the process of spontaneous repatriation to their home and neighboring villages in relatively secure areas. The international organizations and nongovernmental organizations are beginning to designate certain areas as "safe areas" and are providing resources to promote ethnic reconciliation and peace at the community level. Local community groups are also taking an active role in the reconstruction and some local groups which transcend ethnic lines offer an alternative form of social organization to a prevailing power structure based on strict ethnic divisions and differences. These efforts at the local level to rebuild multi-ethnic communities and to foster community harmony, however, need to be supported with technical expertise and financial assistance.

B. Goal

International Action Against Hunger (AICF/USA) will assist targetted communities in Central Bosnia to achieve peaceful reconciliation and to rebuild their communities across ethnic lines.

C. Purpose

AICF/USA will provide financial, technical, and organizational assistance to local community groups and municipalities in Central Bosnia, and to the extent applicable, in other parts of Bosnia-Herzegovina. This assistance will be designed to: promote greater self-reliance, strengthen local organizations and counterparts, encourage participatory and democratic processes within those local organizations, and foster ethnic reconciliation. **Specific objectives** will be to improve measurably: (1) household economic security; (2) social reintegration; (3) community rehabilitation; and (4) community mental health.

II. SCOPE OF WORK

A. Program Description

Over the two year life of this cooperative agreement, AICF/USA will assist local community groups and municipalities in Central Bosnia by providing technical expertise, direct financial support, seeds, and equipment for economic and social activities designed to rebuild their communities. The project will initially focus on Bugojno and Gornji Vakuf municipalities but may be extended to other communities in the region as the security situation permits. AICF will provide sub-grants with appropriate conditionalities to local communities. To the extent that local communities need outside support, AICF/USA will also provide technical support, critical supplies and equipment, and training. The types of subgrants and technical assistance provided, by objective, are detailed below:

- * **Household Economic Security:** (a) AICF will provide 3,150 MT of seeds yielding approximately 24,450 MT of food and assure municipalities' ability to purchase their own seeds by Fall 1995; (b) AICF will provide technical assistance and essential supplies to revive production in fish-farming, beekeeping, fruit trees and lumber manufacturing; and (c) AICF will train women in small business enterprise skills.
- * **Social Reintegration:** (a) AICF will provide technical assistance, critical supplies, and financial support to promote cultural and other activities that will benefit all ethnic groups and the socially disadvantaged, particularly the physically handicapped and the elderly.
- * **Community Rehabilitation:** (a) AICF will provide technical assistance and financial support to rehabilitate pre-schools, primary schools, and hospitals.
- * **Community Mental Health:** (a) AICF will provide technical assistance and financial support to develop art therapy programs for children as one means of overcoming war-

trauma.

In implementing the community development program, AICF will build on its existing projects and activities in health, food security, water and sanitation, and winterization. AICF will also seek to address that the needs of minorities many of whom are elderly and infirm. AICF will also ensure that its support cuts across ethnic lines and promotes community reconciliation.

B. USAID Substantial Involvement Provisions

USAID/ENI/HR/EHA and OAR/Sarajevo will approve the selection of the Project Manager and any changes in that position. USAID/WDC and OAR/Sarajevo will be substantially involved in approving AICF/USA's annual workplan, to be prepared within one month after the signing of the cooperative agreement and then every year thereafter. The three workplans will include AICF's strategy for meeting the four project objectives, timelines and explicit measurable and descriptive indicators. ENI/HR/EHA and OAR/Sarajevo will also monitor AICF/USA's progress on annually.

ENI/HR/EHA and OAR/Sarajevo will approve the final funding decisions for subgrants over \$100,000. USAID will further require an audit of all subgrantees receiving \$100,000 or more. To approve subgrants, USAID will need profiles of organizations nominated for funding, proposed activities, budgets, prior experience, number of staff, mission or purpose of organization, and results of audit as applicable. ENI/HR/EHA will also need to approve procurements of commodities with an acquisition cost of \$10,000 or more per unit and any vehicles purchased under the agreement.

C. Audits

AICF/USA will ensure that subgrants with nongovernmental organizations include an audit clause which requires that if a subgrantee receives \$100,000 per year or more under such a grant, the subgrantee agrees that it will have an independent financial audit made of the funds provided under such a subgrant. The financial audit will determine whether the receipt and expenditure of the funds provided under the subgrant are in accordance with accepted accounting principles and whether the subgrantee has complied with the terms of the subgrant agreement. An audit shall be conducted for each fiscal year of the subgrant. The audit shall be performed in accordance with generally accepted government auditing standards issued by the Comptroller General of the United States.

D. Reports

Within one month after the cooperative agreement is signed, AICF/USA will submit a monthly report to OAR/Sarajevo with a copy to USAID/WDC and every month thereafter until the end of the agreement. These monthly reports -- not to exceed three pages --

shall include descriptions of key activities and expenditures, measurable and descriptive accomplishments, and any major obstacles or concerns encountered.

In addition, AICF/USA will submit to USAID/ENI/HR/EHA and OAR/Sarajevo annual reports (10-20 pages) outlining progress on achieving the four objectives in measurable and descriptive terms, key accomplishments and obstacles, staffing patterns, activity timelines, a discussion of the strengths and weaknesses of the AICF/USA community development approach to ethnic reconciliation. In addition, AICF/USA shall include in the annual report a description of the progress achieved against the approved workplan and the proposed workplan for the coming year.

E. Evaluation

Evaluations of the cooperative agreement activities, staffing structure, and project outcomes and approach will be conducted at the midpoint and end of the project. AICF/USA and the OAR/Sarajevo, with assistance from ENI/HR/EHA, will directly plan, coordinate, and participate in the midterm internal evaluation. The midterm evaluation shall include the perspectives of all the key personnel and be designed to improve project implementation and outcomes. AICF/USA will cooperate with evaluators designated by USAID for the final, external evaluation.

AICF/USA will monitor their overall program activities, using the following indicators:

- (1) Ethnic balance: percentage of each ethnic group involved relative to their proportional representation in the population;
- (2) Percentage participation of the targetted vulnerable groups: refugees, female-headed households, and families caring for orphans, pensioners, and social cases;
- (3) Children's height for weight as an indicator of food and household security of vulnerable groups.

These general indicators must be reported in the annual reports and should be included in monthly reports, as appropriate, to indicate progress in achieving particular benchmarks.

In addition, AICF/USA shall monitor and report on the following key evaluation indicators by program objective:

(1) Household Economic Security

A. Seeds

- number of hectares planted and quantities yielded;
- metric tons of harvest given to humanitarian organizations;

- vulnerable groups receiving food;
- market prices to indicate food security;

B. Small Business Enterprise Training

- number of women trained and practicing skills;
- average income generated per family;
- marketing opportunities developed;
- financial viability of women's business association following assistance;

C. Small Scale Industry

- beekeeping - increase in productive hives, honey yielded, percentage of honey donated, and financial viability of beekeepers following assistance;
- fish farm - metric tons of fish produced annually, percentage donated to vulnerable groups, number employed at fish farm from vulnerable groups and otherwise, and time required for farm to be self-sustaining;
- fruit trees - number of tree thriving by project end (anticipated lowest survival rate of 70%) and description of distribution;
- lumber factory - production level, number employed and time required to be self-sustaining.

(2) Social Reintegration Objectives

A. Cultural Arts Program

- number of ethnically integrated activities;
- number of persons employed, involved and/or attending.

B. Senior Citizens Social Center Activities

- number of attendees;
- income generated by workshop activities.

(3) Community Rehabilitation Objectives

A. Rehabilitation of Schools

- number of classrooms renovated;
- number of children attending;
- size of labor and materials donation; and
- time required for classes to become ethnically mixed.

B. Rehabilitation of Hospital

- size of labor and materials donated;
- area repaired;

- number of outpatient activities;
- ethnically balanced attendance.

(4) Community Mental Health Objective

A. Children's Art Therapy

- number of children participating
- content of children's art demonstrating relief from stress and trauma.

AICF/USA shall include these evaluation indicators in reporting progress in their annual reports and as benchmarks are achieved, in their monthly reports. In the midterm and final evaluations, AICF/USA will be evaluated both on the general indicators and the specific indicators by objective.

G. Travel

AICF/USA should notify OAR/Sarajevo of any proposed overseas travel under the cooperative agreement at least two weeks prior to departure. AICF/USA personnel are expected to register with the Consular Section, American Embassy Bosnia, upon arrival.

Annex 7
Other Bosnian Programs Implemented by AICF/USA

AICF/USA PAST PERFORMANCE DATA
1993 - 1997 GRANTS

PROJECT TITLE/ COUNTRY	TOTAL PROJECT BUDGET	PERIOD COVERED	GRANTOR(S)/ CONTACT PERSON(S)	GRANT AMOUNT(S) \$\$	GRANT NUMBER(S)	MAIN INTERVENTIONS
Emergency and Rehabilitative Assistance Program for Bugojno/ Bosnia-Herzegovina	1,832,530	4/10/93 - 12/31/94	Soros Humanitarian Fund for Bosnia-Herzegovina <u>Naveed Hussain, UNHCR</u> Tel: 385.41.629555	671,465	93/YU/YUG/CM/276 (n1 AICF-USA)	Addressed economic and water/ sanitation needs of the inhabitants and displaced persons in Bugojno, a city largely destroyed by the war. Beneficiaries: 46,880 inhabitants and 26,030 refugees
		6/15/93 - 1/15/94	OFDA <u>M. Artificio-Rogers, OFDA</u> Tel: 202 647-9758	369,252	AOT-3003-00-G-3111-00	Initial child vaccination survey, monthly health surveys of particularly vulnerable segments of the population, basic sanitation program, and potable water assessments. Beneficiaries: 47,000 residents and 26,000 displaced persons
		8/2/95- 1/31/96		165,207	AOT-3045-G-00-5185-00	Winter survival interventions: distribution of fuel and clothing to vulnerable groups. Beneficiaries: 42,500 residents and 37,500 displaced persons
		11/2/96- 2/28/97		626,606	AOT-G-00-96-00024-00	Winter survival interventions: meet 50% of the fuel needs for elderly and war invalids; ensure that 100% of daily vitamin and iron requirements of low income pregnant and lactating mothers are met for 5 months during the winter; hygiene kits provided to low income mothers with infants under one year of age. Beneficiaries: 6,307 elderly/war invalids, 1,200 low income mothers.

PROJECT TITLE/ COUNTRY	TOTAL PROJECT BUDGET	PERIOD COVERED	GRANTOR(S)/ CONTACT PERSON(S)	GRANT AMOUNT(S) \$\$	GRANT NUMBER(S)	MAIN INTERVENTIONS
Emergency Food Security Program for Bosnia-Herzegovina	2,165,326	3/3/94 - 7/1/95	OFDA <u>Paul Randolph</u> OFDA Tel: 202 647-9758	1,337,472	AOT-3045-G-00-4092	Seeds supply. <u>Beneficiaries:</u> 42,500 residents and 37,500 displaced persons
		3/15/94 - 12/31/94	Overseas Development Agency (ODA) UK <u>Penny Thorpe</u> Tel: 44-71-917-0333	61,000	EME9597/203/991/013A	Management costs for seed supply project. <u>Beneficiaries:</u> 42,500 residents and 37,500 displaced persons
		4/15/95- 6/14/95		133,633	EME9597/203/991/013A	Seed supply for spring 1995 <u>Beneficiaries:</u> 42,500 residents and 37,500 displaced persons
		6/15/95- 12/15/95		176,465	EME9597/203/991/013A	Seed supply for fall planting 1995. <u>Beneficiaries:</u> 42,500 residents and 37,500 displaced persons
		1/15/96- 6/15/96		223,561	EME9597/203/991/013	Seed supply for spring 1996 <u>Beneficiaries:</u> 42,500 residents and 37,500 displaced persons
		7/1/96- 12/31/96		185,195	EME9597/203/991/013	Seed supply for fall 1996 <u>Beneficiaries:</u> 42,500 residents and 37,500 displaced persons
		3/95-12/95		FAO Zagreb <u>Tony Pope</u> Tel: 041-629-555	48,000	OSRO/BIH/503/HCR

PROJECT TITLE/ COUNTRY	TOTAL PROJECT BUDGET	PERIOD COVERED	GRANTOR(S)/ CONTACT PERSON(S)	GRANT AMOUNT(S) \$\$	GRANT NUMBER(S)	MAIN INTERVENTIONS
Emergency and Rehabilitative Assistance Program for Bosnia-Herzegovina	2,737,311	3/14/93 - 6/30/94	Soros Humanitarian Fund/UNHCR <u>Naveed Hussain</u> , UNHCR Tel: 385.41.629555	528,254	94/YU/BSN/CM/270	Vaccination campaign in Bugojno and Gornji Vakuf, particularly targeting refugee children; health outreach activities, including mobile clinics for refugees in Bugojno and Gornji Vakuf; continued health survey activities and monitoring of vulnerable groups in Bugojno and extended these activities to Gornji Vakuf; expanded winterization program by winterizing and rehabilitating a number of large homes serving as collective centers and part of Bugojno hospital; and included agricultural interventions: seed provision, veterinary support, and cattle breeding. USAID grant continued and expanded this program to include community mental health and social reintegration interventions. <u>Beneficiaries:</u> 42,500 residents and 37,500 displaced persons
		9/22/94-9/22/96	USAID <u>Chuck Aaneson</u> Tel: 385-21-142-3393	2,204,057	EUR-0016-A-00-4065-00	
		Jan. 95	International City Managers Assoc. <u>Charles Anderson</u> (202)-962-3518	5,000	n/a	Needs assessment - Sarajevo

Annex 8
Annual Work Plans

USAID Cooperative Agreement
International Action Against Hunger (AICF/USA)
EUR-0016-A-00-4070-00

Duration: 2 years
Effective September 22, 1994
Estimated Program Amount: \$2,939,713
Amount of grant: \$2,204,057

WORK PLAN Period: September 23, 1995 to September 22, 1996

I. Economic Security

Pisciculture (Fish Farming)

One year workplan

Timeline

Procure and deliver fish fry and fish food for 3-5 small fish farms in Travnik Canton to provide start-up inputs for food sources and economic viability. Sept-Nov 95

Conduct market survey on fish consumption in Bugojno region. Sept-Oct 95

Monitor distribution of consumer fish to vulnerable groups. Oct 95-Apr 96

Sustainability

With the completion of the production cycle in Bugojno, the Bugojno fish farm is expected to be self-sufficient as of October, 1995. Market surveys and the purchasing of fish fry/breeders by other smaller fish farms is an integral part of the sustainability plan. The fish farm, owned by the municipality, is expected to recover all profits realized and make improvements to the farm as well as maintaining the current facility.

Smaller, privately owned and operated fish farms throughout the Travnik Canton will be supplied with the necessary inputs to achieve the production cycle (fry, breeder, food).

Impact Indicators:

- Fish production on continuous cycle at Bugojno fish farm
- Fish available in local markets at affordable price
- Private fish farms operating on self-sustaining level

Targets:

- 10 MT of fish produced at Bugojno fish farm in 1995; self-sustaining by 1996
- 1.5 MT of fish made available for vulnerable distribution in fall 1995

Beekeeping

One year workplan

Timeline

Conduct monthly regional Beekeeping Society meetings for sustainability of program and to aid in information dissemination and in strengthening cooperation between municipal Beekeeping societies with different ethnic, cultural and political makeups. Sept 95-Sept 96

Implement 10 educational programs for primary and secondary schools to be facilitated by Beekeeping Society members to heighten the beneficial environmental. Sept 95-Sept 96

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health and economical aspects of beekeeping.

Develop marketing strategies to expand the market of hive products outside of the Travnik region. Sept 95-Sept 96

Sustainability

Individual beekeepers need the support of the societal organization to reach self-sufficiency. Profits must be realized from honey sales in order to reinvest in expendable materials such as medicines, wax and production materials. With increased production from the same amount of labor, due to the inputs being provided, beekeepers should attain self-sufficiency.

Impact Indicators:

- 25% increase in formation of recognized bee societies (non-national)
- 25% increase in number of hives and persons keeping bees in the Travnik region
- 25% increase in honey yielded
- financial viability of beekeepers following assistance

Targets:

- Honey available on markets
- Training in new technologies within bee societies
- Hospitals/schools receiving honey
- 5 new societies recognized
- Beekeepers increasing production and income by 20% within one year of assistance.

Fruit Tree Reforestation

One year workplan

Timeline

Interview farmers, orchard owners, and spring 1995 fruit tree recipients in order to plan for fall 1995 distributions of fruit tree seedlings.	Sept 95
Meet with municipal agriculturalists and officials to implement fall 1995 sapling distribution.	Sept-Nov 95
Visit fruit tree nurseries in central Bosnia and Herzegovina to assess quality of saplings and arrange for procurement for fall 1995 program.	Sept 95
Conduct a pre-distribution survey to ensure recipients meet criterion of vulnerability for fall 1995 distributions.	Oct 95
Procure and distribute approximately 10,000 fruit trees suitable for fall planting in central Bosnia.	Oct-Nov 95
Conduct a post-distribution survey to evaluate program effectiveness (planting rates, recipients, sapling survival).	Nov-Dec 95
Monitor/evaluate spring 1995 planting of fruit trees.	Jan-Sept 96
Monitor/evaluate fall 1995 planting of fruit trees.	Jan-Sept 96
Develop sustainability plan with input from local fruit tree nursery owners/	Jan-Mar 96

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operators.

Sustainability

Nurseries must be able to continually produce a cycle of new seedlings and ungrafted trees for new plantings.

Impact Indicators:

- Successful distribution and planting of 95% of seedlings.
- 75% distribution to vulnerable population

Target:

- Survival of 70% of fruit tree seedlings during first year after successful planting.

Timber Reforestation

One year workplan

Timeline

Organize environmental education planning committee in Bugojno composed of local forestry officials and secondary school teachers.	Oct 95
In conjunction with the education planning committee, design an environmental education campaign for secondary schools.	Oct 95
Implement the environmental education campaign in the secondary school in Bugojno, reaching a minimum of 300 high school students.	Oct-Dec 95
Assess effectiveness of campaign.	Jan 96
If necessary, modify campaign based on ass for replication to other municipalities in the Travnik Canton.	Feb-Mar 96
Implement campaigns in 3-5 additional municipalities.	Mar-Aug 96
Survey land reforested (60 hectares) in spring 1995 with the assistance of the central Bosnian Reforestation Committee to determine survival rate of seedlings planted.	May 96

Sustainability

A reliable source of saplings and seedlings must be achieved in order for sustainability. In cooperation with the Reforestation Committee and the Federation government, this goal is being implemented. The current AICF/USA program is self-sufficient at this time, requiring maintenance of the 150,000 seedlings by the local foresters.

Impact Indicators:

- 150,000 coniferous seedlings planted over 60 hectares
- Participation by the Reforestation Committee for further reforestation efforts and community awareness

Targets:

- 70% survival of reforested seedlings
- minimum 50% community contribution in labor to project
- environmental awareness increased by 50% in secondary schools

Income Generation

One year workplan

Timeline

Conduct baseline data and follow-up surveys on five businesses supported through loans/grants by AICF/USA from first year of implementation (Sept94-Sept95) to determine survival ratio of businesses, repayment factors, increase in business size, market support, and lessons learned.

Sept 95-Aug 96

Finalize scope of work for Enterprise Development Consultancy.

Oct 95

Conduct Enterprise Development Trainings in central Bosnia in conjunction with local authorities, business owners/operators, women's groups, vulnerable groups.

Jan 96

Implement second phase of small business funding for an additional 5 grants/loans in year 2 of the cooperative agreement:

Dec 95-Feb 96

- 1) Review applications submitted to AICF/USA
- 2) Interview applicants
- 3) Disburse loans/grants

Sustainability

Businesses that receive funding have been carefully screened for profitability. It is expected that the businesses will be able to earn enough in profit to survive and expand without additional inputs from AICF/USA. Businesses that receive grants are asked to reinvest 40% of their profits back into the business. The loan program establishes a revolving loan fund. Interest earned in the fund will cover part of the costs of administering the loan program. As credit is returned, the fund will be used to meet the credit needs of a growing number of businesses.

Impact Indicators:

- Increase in income of groups supported by AICF/USA
- Reduction in reliance on food aid
- Creation of jobs

Targets:

- 50% survival of businesses that receive AICF/USA grants and 70% survival of businesses that receive loans
- Income increased by 50% of individuals in groups
- Reduction by 70% of food aid received by participants
- Employment of 2-5 individuals per business

II. Social Reintegration

Education Programs

One year workplan

Timeline

Continue letter writing campaign for primary school students:

Sept 95-Sept 96

- 1) Between US schools and schools in Central Bosnia
- 2) Between municipalities in central Bosnia, mixed ethnicity

Sponsor conference for teachers of Croatian and Bosnian languages to foster discussion of problem/solutions of ethnic separation. Mar-Apr 96

Cultural Programs

One year workplan

Timeline

Conduct assessment of needs for teenagers in Bugojno and plan related activities. Jan-Sept 96

Organize multi-ethnic bicycle race between Gornji Vakuf and Bugojno. May 96

Facilitate minimum of 6 cultural events which foster reconciliation. Oct 95-Sept 96

Sustainability

Cultural, Sporting and Educational Events can easily be sustained by the local community at minimum costs. The reintegration of ethnic populations needs to be assured by the communities through ongoing events which are non-exclusive.

Impact Indicators:

- Increase in the number of self-supporting community groups which sponsor and support cultural and other activities that benefit all ethnic groups.
- 25% increase in activities by cultural, sport, or disadvantaged groups

Targets:

- 25% increase in number of groups formed or reestablished that promote social reintegration
- Increase in the number of participants for activities

III. Community Rehabilitation

Community Rehabilitation and Repair

One year workplan

Timeline

Monitor CR projects on a quarterly basis to verify community participation, completion of project, and implementation of the project. Sept 95-Sept 96

Evaluate CR projects implemented in the first year of the cooperative agreement to ascertain impact of the project on the community, level of rehabilitation and reconciliation, and sustainability of the project. Sept-Nov 95

Conduct assessments throughout the AICF/USA area of responsibility for the second year of implementation to determine areas of need. Based on evaluation of first year projects, issue a second series of Requests for Applications from communities for new projects. Sept 95-Feb 96

Select 5-8 community rehab projects for implementation, sign contracts obligating community to participation and sustainability for the project. Mar -June 96

Sustainability

A major factor in the selection of each individual project was the communities demonstrated ability to sustain the project after the initial inputs by AICF/USA. Communities are required to show use of the project, general upkeep, and addressing new needs as they arise.

Impact Indicators:

- Minimum of 25% community participation
- Community use of repaired project site
- Community maintenance of project site

Targets:

- Communities providing demonstrated participation (ie, labor)
- 90% of project sites being used for intended purpose
- 80% of repaired project sites maintained by community

Health Education

One year workplan

Timeline

Conduct 12 hours of classroom instruction per week in health education awareness in Bugojno and Gornji Vakuf secondary schools

Sept 95-Sept 96

Sustainability

Program materials, provided at extremely low costs, can be easily reproduced for future classes. Educators, public health administrators and school officials will be responsible for administering the program independently in 1996.

IV. Community Mental Health

Art Therapy Program

One year workplan

Timeline

Evaluate first year of art therapy program, using standardized post-traumatic stress disorder testing to determine level of effectiveness, number of students impacted, and impact on the community.

Oct-Nov 95

Implement replication of the program in Gornji Vakuf, based on evaluation of first year program successes and lessons learned in Bugojno program.

Nov 95-Mar 96

Conduct workshop/seminar program for educators, pedagogues, and psycho-social workers interested in replication of program in central Bosnia. The workshop will be based on results from the first year evaluation of the program in Bugojno and the replication techniques used in Gornji Vakuf.

Apr 96

Based on the workshop/seminar, coordinate replication of the program with interested municipalities, local NGOs, educators y providing technical assistance and program guidebook.

May-Sept 96

Sustainability

Communities must be willing to hire and maintain professionals to facilitate the program. Once trained in the workshop, psycho-social workers will be able to expand their-trained network to include teachers throughout their community. Separate rooms must be dedicated to the workshop for the trauma assistance.

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Impact Indicators:

- Community participation to assist children in overcoming war trauma
- Reduced levels of war trauma in children participating in art therapy workshop

Targets:

- 75% of children participating in workshop demonstrating improvement in psychological assessments

V. Community Mental Health

One year workplan

Timeline

Complete yearly work plan with staff.

Sept 95

Submit narrative and financial reports as required.

Sept 95-Aug 96

Conduct mid-term evaluation, in conjunction with USAID on program effectiveness. Based on results of mid-term evaluation, make appropriate changes in individual programs as needed.

TBD

Submit realignment/amendment to cooperative agreement.

TBD

Attend regular meetings with USAID in country and in Washington DC.

As called

Conduct final evaluation, including final reports.

Sept 96

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Annex 9
Glossary of Terms

Note:

Definitions were taken from **Donor Options: Strengthening the Federation**. United States Agency for International Development, April 1994

Bosniac: a person who considers himself ethnically Bosnian (as opposed to Croat, Jew or Serb). Bosniacs are predominantly, but not necessarily Muslim.

Bosnian: a citizen of the Republic of Bosnia-Herzegovina (RBH)

Croat: a person of Croat ethnicity; predominantly, but not necessarily Catholic.

Croatian: a citizen of the Republic of Croatia.

Municipality: an officially recognized administrative area (opstina) normally consisting of one major town where administration is centered, and several other communities.

Muslim: a person of the Islamic faith.

Opposition parties: all parties except the SDA and HDZ.

Serb: a person of Serb ethnicity, predominantly, but not necessarily Orthodox.

Serbian: a citizen of the Republic of Serbia.