

POLICY ANALYSIS AND
DIALOGUE ORGANIZATIONS
BOSNIA AND HERZEGOVINA

QUARTERLY PROGRESS
REPORT
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Prepared for



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SUMMARY

The Urban Institute launched the USAID-funded Policy Analysis and Dialogue Organizations for Bosnia and Herzegovina in September 2003. The approach to the overall project continues to be a flexible, step-by-step strategy for institutional development. We learned from hard experience not to “force the pace” of institutional development and are working to ensure a sustainable development of policy research and analysis in BiH, both in terms of research and analysis capacity building and in terms of organizational management.

Over the three full years since the launch, project staff has continued to maintain and expand contacts with various organizations and individuals from the NGO sector and government agencies.

In Quarter Fourteen, our project continued the extension period of its activities from September 30, 2006 – June 30, 2007. This extension allowed us to move several project-end activities to the extension period, and to add new activities.

The project launched three new research grants with three partner PROs toward the end of Quarter Thirteen. In Quarter Fourteen, project staff continued to work closely with the PROs we partner with and with other government and CSO stakeholders. Through support from an institutional grant, a Public Policy Analysts Association in Bosnia and Herzegovina was set up and registered, and a follow-on grant was issued to the Association for launching its activities and services. Furthermore, CEPOS was awarded an institutional grant to be trained as trainers of UI’s flagship Policy Fellows course, with preparations underway to hold the train-the-trainer and a session for participants in Quarter Fifteen.

The partnership of our PROs with the EPPU and DEI has continued to develop and in addition to the large project outsourced to CEPOS by the EPPU (with DFID funding), both EPPU and DEI have been open to further cooperation, and have awarded further projects to CEPOS and EIS. The BiH Parliament’s Research Center officially requested a budget line to begin outsourcing work from PROs as well, during the Quarter. CSS and Media Center were hired by the Parliament to provide policy papers in Quarter Fourteen.

CEPOS has implemented visible management changes and now has a much more sustainable structure. After a long transition period, EIS has gone completed management and structural changes, and now seems to be fully on its feet with many projects flowing in. We hope that we will be able to continue to work more closely on management improvement issues throughout the extension period.

The project's Chief of Party, Christopher Miller, was seconded to a similar USAID project in Azerbaijan, the Civil Society Project, led by Counterpart International, where Urban Institute has a component for PRO development. He spent ten days there sharing experiences and best practice from Bosnia and providing management advice to PROs, as well as consultations with government officials and a public presentation on how to improve cooperation and collaboration between government and policy NGOs.

Annette Brown, the Project Director and Director of Urban Institute's International Activities Center, resigned at the end of Quarter Fourteen. Katie Mark and Rebecca Lawrence have been proposed to replace Dr. Brown in oversight of this project.

The core project team consists of the Chief of Party, Christopher Miller, the acting Project Directors, Katie Mark and Rebecca Lawrence, and Policy Analyst Kelly Kohagen. The team enjoys a productive relationship with USAID Program Manager/CTO Selma Sijercic, with whom Mr. Miller meets regularly to discuss achievements and to seek guidance and advice.



POLICY ANALYSIS AND DIALOGUE ORGANIZATIONS BOSNIA AND HERZEGOVINA THIRTEENTH QUARTER PROGRESS REPORT

REVIEW OF BASIC PROJECT INFORMATION: THE WORKPLAN

Introduction

Public policy research organizations (PROs) play a key role in the policy development process in many countries – identifying problems that require public actions, studying and analyzing options for dealing with them, and making their findings widely available to the public through their own dissemination efforts and through media and other NGOs. Their work improves the quality of government decision-making and equally importantly provides essential information to smaller political parties and NGOs to use in participating in the policy process. Information generated by PROs constitutes a key ingredient for constructive policy dialog.

BiH is a country with a uniquely challenging environment. The country is normalizing in many ways but the complexities of the structures of government set up with the Dayton Peace Accords in 1995 and a policy agenda driven by the international community are still very apparent. As BiH moves beyond the implementation of Dayton to create a viable system for sustainable development, one sees that in many cases the country's structure itself often holds back building a viable economy and civil society. Strong civil society organizations and local policy research organizations are needed to ensure a sustainable reform process and to ensure transparent, efficient, and accountable government structures.

Policy reform in BiH has been driven almost exclusively by the International Community (IC). OHR and various donor institutions divide responsibilities for areas of expertise and agree who will be responsible for the drafting of which laws. Most often, entire laws are drafted by foreign experts with only formal consultations within government ministry working groups. Politically sensitive reforms must often be imposed by the High Representative because government officials do not wish to take responsibility.

This situation has led to general passivity among the people of BiH in terms of reform and policy issues, as reflected in the poor turnout, especially among intellectuals and youth, for elections. This lack of motivation is also reflected in the area of policy development. There is a real lack of bona-fide PROs in BiH that play a true role in policy research, analysis, or advocacy. Only in the past couple of years, as donor assistance has declined, have some NGOs begun to shift their focus from delivering donor-funded humanitarian and post-war reconstruction aid to other activities, such as advocacy and lobbying, or economic development activities. The apparent inefficiencies of the Dayton structures, highly bureaucratic government administrations, and the donor and IC-driven policy agenda have not fostered the development of a pro-active civil society, entrepreneurial spirit, or organizations that do true policy analysis. The result is poor decision-making. According to the 2002 UNDP Human Development Report, "had the post-war governments been trying on purpose, they could hardly have made a less attractive environment for foreign direct investment or found a better way to prolong the social agonies of transition and ensure that the industrial capital of the country devalued in idleness, becoming a burden rather than an advantage."

The creation of the BiH Poverty Reduction Strategy (PRSP) Program Office, supported by the World Bank

and the IC as a whole, but officially a Bosnian government institution, helped to open the doors for a healthier dialogue to begin, as did the Bulldozer Committee, set up with OHR's support in 2003. These projects have attracted the attention of many, and both the citizens and government officials are responding in ways that show that they have "woken up" to realizing the importance of dialogue in policymaking. The PRO project is striving to take advantage of this new "dialogue climate" which is encouraging Bosnians to speak out on policy issues. Quality research can feed this process. In addition, the Economic Policy Planning Unit of the Council of Ministers, formed in late 2004, should take over the work of the former PRSP project and will be supported by the EC, DFID, and the World Bank. We are hopeful that this will provide an excellent partner and prospective government client for the PROs we are working with.

Project Objective from the Original Workplan

The main goal of this project is to foster the development of Bosnian organizations so that they have the required professional expertise to perform rigorous policy analysis and effectively communicate the results of their analysis, while maintaining institutional independence and representing the interests of all Bosnians. Our approach is oriented to ensuring that the organizations focus their efforts on *relevant* policy issues and that government officials, as well as advocacy NGOs and the media, will be prepared to use the results of their analysis.

While not the primary project objective, the formation of a genuine PRO(s) stimulated by the project would certainly be a welcomed outcome. The project will assist the formation of one or two PROs from the transformation or extension of an existing organization or from the initiative of a group of analysts as opportunity permits.

Successful execution of the project will contribute materially to the Mission's achievement of its Strategic Objective 2.1, "A More Participatory, Inclusive Democratic Society," and two sub-objectives in particular,¹ by increasing the flow of information to citizens about key policy issues of the day and further empowering NGOs to participate in the policy process by increasing the volume of reliable information available on a timely basis.

Approach

The Urban Institute's approach to the overall project is a flexible, step-by-step strategy for institutional development. We have learned from hard experience not to "force the pace" of institutional development. After the activities of the first year and a half, we have a concrete and quite detailed plan of action for the rest of Year Two and Year Three to ensure that we have done our best to improve the capacities and status of PROs in the country and to help ensure their sustainability when the project ends.

¹ IR 2.1.1.1 NGOs Effectively Represent Citizens and Influence Decision Making
IR 2.1.1.2 Citizens Better Exercise their Rights and Responsibilities.



1. Fourteenth Quarter Activity Highlights and Key Accomplishments

The first three years of the project have been very successful. During the fourteenth quarter (December 31, 2006 – March 31, 2007), several important activities took place. All four partner organizations continued to work with policy clients on implementation of policy recommendations provided in the studies performed under current or previous research grants. The three partner PRO awarded post-election research grants were completing their draft reports with assistance from their research mentors. With support from the project, a public policy analysts' association was launched and registered. A further grant to support start-up activities of the association was awarded in Quarter Fourteen, as was a new institutional grant for CEPOS for the institutionalization of the Policy Fellows course in Bosnia and Herzegovina, and requests for three other institutional grants were received.

We have continued to foster relationships between PROs and government officials that are working on policy issues and that are open and recognize the importance of our objectives – the development of professional policy research and analysis organizations in this country. We continued to encourage cooperation with the Directorate for Economic Policy (formerly Economic Policy Planning Unit) within the State Council of Ministers, with the Directorate for European Integration, and the Parliament of Bosnia and Herzegovina, among other ministries and agencies. In addition to the directorates, the BiH Parliament's Research Center officially requested and received a pilot budget line to begin outsourcing work from PROs as well, During the Quarter. CSS and Media Center were selected by the Parliament to provide policy briefs due in Quarter Fifteen.

The project's Chief of Party, Christopher Miller, was seconded to a similar USAID project in Azerbaijan, the Civil Society Project, led by Counterpart International, where Urban Institute has a component for PRO development. He spent ten days there sharing experiences and best practice from Bosnia and providing management advice to PROs. He also held consultations with government officials and delivered a public presentation on the role of think tanks and best practice in cooperation and collaboration between government and policy NGOs.

1.1 Research Grants

Three Research Grants were awarded in Quarter Thirteen and active in Quarter Fourteen.

Research grants active in Quarter Fourteen						
	Organization	Grant	Topic	Start date	End date	Amount \$USD
1.	CSS	2	Professionalization of MoFA and diplomatic corps	Dec. 2006	April 2007	22,500 USD\$
2.	CEPOS	4	Philanthropy in BiH	Dec. 2006	April 2007	24,360 USD\$
3.	EIS	4	Organic foods and rural development policy	Dec. 2006	April 2007	24,370 USD\$

1.1.1 Second Research Grant to CSS: "MORE EFFICIENT MINISTRY OF FOREIGN AFFAIRS AND DIPLOMATIC CORPS"

BiH foreign policy identifies two main priorities: EU and NATO integration. The Presidency of BiH is the body responsible for tailoring the foreign policy, but the Ministry of Foreign Affairs should be the instrument for achieving the aims of that policy. The fact that the Ministry of Foreign Affairs (MFA) of BiH does not have an adequate structure to meet the priorities of EU and NATO integration regarding human resource, regulation and financial (budget) matters, necessitates research that will paint a realistic and critical picture of the work of this ministry. CSS's research will be oriented towards analysis of the technical matters involved in setting the foreign policy of the country, such as human resources, internal regulations and financial issues of the MFA and its diplomatic network. Subjects as «national key» issues will not be taken into the consideration regarding the political dimension. The former Minister of Foreign Affairs, Mr. Ivanic, stated that BiH diplomacy is in need of serious reform. Similarly, the new Presidency of BiH announced that one of the main goals of their mandate will be reforming the Ministry of Foreign Affairs. There thus appears to be, at a high level, recognition of the challenges faced by the MFA and the urgency of addressing them. This study hopes to provide a thorough examination of the major factors resulting in inefficiency in the Ministry, and a preliminary action plan – in the form of recommendations – which can assist government in making the relevant organizational and policy changes.

CSS's research mentor, a professor of foreign policy at the University of Stellenbosch and Secretary General of the UN Association of South Africa visited Bosnia for a second time in April, spending a week working with CSS on finalizing their report. She is an expert in this area and has studied the efficiency and reorganization of the South African diplomatic/consular corps which copes with a similar quota/"national key" system like Bosnia.

1.1.2 CEPOS Research Grant Four: "PHILANTHROPY IN B&H: POLICY IMPLICATIONS FOR THE GOVERNMENT AND NON-GOVERNMENT SECTORS"

The major purpose of this study is to learn to what degree, how much, and to which non-government organizations and/or programs, and for what purposes do citizens and businesses in Bosnia and Herzegovina donate money, goods, services and their free time. In addition, the study will explore implications of current and proposed regulations of the non-government sector on philanthropy of citizens and business sector. CEPOS will also study how the non-government sector is dealing with the significant decrease of international donor funds that have been their main source of funding in terms of shifting more fundraising toward domestic philanthropy.

Dr. Jean Tesche, a former US Treasury advisor to Bosnia and Herzegovina, now based out of Sarajevo, is their research mentor and continued to provide advice and guidance CEPOS on this topic throughout the research and analysis process.

1.1.3 Economics Institute Sarajevo Research Grant Four: "ORGANIC AGRICULTURE – GENERATOR OF RURAL DEVELOPMENT"

Organic agriculture is booming globally. The worldwide area of organically farmed land was about 31 billion hectares, employing 662,000 farmers in 2006. The same trend is seen in Europe, but in Bosnia this



production is only emerging. Organic agriculture employs so far only 0,01% of arable land and 122 farms in B&H.

Development of organic food production is driven by growing market demand. In Europe in 2004 there were 264 billion organic food consumers of which 22% were loyal and 78% were occasional consumers. According to some estimates, in 2009 there will be 353 billion organic food consumers of which 27% will be loyal.

The value of world wide organic food market in 2006 is estimated on 33 billion of US\$ with annual growth rate of 9%. The most important markets are North America (47% of world market and with annual growth rate of 14%) and Europe (49% of world market and with annual growth rate of 5%). The existing consumption imbalance (domestic consumption/production) in those regions results in increased import of organic food.

Generally speaking, BiH has very good environmental conditions for development of organic agriculture, but this production is just emerging. Up to now, the development of organic agriculture was driven by the NGO sector and supported by different internationally funded projects. In spite of fact that the government has recognized the importance of organic agriculture for rural development, sector development was not supported by any organized, systematic government action. The BiH administration (all levels) was not able to create a regulatory framework necessary for the development of a quality assurance system (certification and accreditation) and proper labeling of organic food that will protect both consumers and producers in Bosnia and in the EU, alongside policies and incentives promoting the development of organic agriculture.

If a harmonized regulatory framework acceptable to the EU is developed, organic agriculture could become an additional generator of rural development and growth in BiH, opening up possibilities to develop value-added products, ensure sustainable employment, create export orientation, and attract FDI.

Dr. Karin Hook, a Swedish national with extensive experience in the organic foods sector and in academia, was selected to be research mentor and spent a week with EIS in January 2007, and continued to provide advice and comments on their work via email throughout the process.

1.1.4 Research Mentoring

For each research grant, an international expert research mentor was selected jointly by the partner organization and PRO project staff. Mentors were selected on the basis of their expertise on the topic under analysis.

Research mentors were scheduled to visit the organization once in Bosnia, at the time deemed most appropriate by the project staff, grantee, and mentor, either:

- after the grantee has produced a detailed analysis plan for the project, so that the mentor can help shape the overall research and communication plans, and/or

- when the empirical analysis has produced its first results, so s/he can check the methodology, help draw out the policy implications and assist with writing up the results.

If deemed necessary, mentors traveled twice to Bosnia. Mentors were also in full touch with the organizations and providing advice and consultations remotely.

Research mentors for the three ongoing grants are:

CSS: Dr. Karen Smith

CEPOS: Dr. Jean Tesche

EIS: Dr. Karin Hook

In addition to the research mentors, staff of Urban Institute headquarters provides oversight and mentoring during the entire grants process and guidance to the topical mentors as well.

1.2 PRO Management and Communications Mentoring

The project's Chief of Party, Christopher Miller continued to work closely with EIS, and CEPOS, as well as with CSS and EIBL, and with the newly formed Association of Public Policy Analysts, on management activities, structures, and communications tools and capacities. Mr. Miller has discussed in depth with the partner PROs, USAID, and other donors about identifying additional funding opportunities from both local and international clients and donors for ensured sustainability when the project ends.

1.2.1 CEPOS

In 2005, the project awarded an institutional development grant to CEPOS, which needed limited support in upgrading its library and creating an Information Center open to the public by appointment. A grant was made to CEPOS for this purpose, with the funded activities due for completion at the end of the year. Over the last quarters, CEPOS began the process of setting up web hosting of the electronic library. This activity was delayed due to staffing issues. We expect movement on this implementation in the upcoming period.

CEPOS now has a fully established system of electronic timesheets, annual staff performance evaluations, and a set overhead rate. They are making full use of the overhead, financial management, and HR management tools provided by UI through trainings and mentoring. They are also implementing a Quality Control and review system for policy work they produce and have improved their website and marketing/promotional materials. They performed their first staff performance evaluations in 2005, for both CEPOS and Prism staff, based on the system introduced in Ray Struyk's book "Managing Think Tanks" and subsequent relevant trainings (HR Management and IUE Study Tour –Moscow).

In addition to the 200,000 KM contract for the Data Map Policy Project for EPPU that was completed successfully, they were awarded another 30,000 KM project for secondary analysis of the Household Budget and Labor Force Survey data in Quarter Eleven, also for EPPU, which they are now completing.



As a result of the Policy Retreat organized by the project, fruitful cooperation was established between CEPOS and Mediacentar. CEPOS, in cooperation with Mediacentar Sarajevo, initiated establishment of a domestic Public Policy Researchers and Analysts Association (see separate section on this). Furthermore, CEPOS signed a contract with Mediacentar for the use and design of an on-line data base named iDoc that is a collection of the daily newspapers and magazines published in Bosnia and Herzegovina. CEPOS is the first think tank to join Mediacentar in this activity. The contract defines iDoc as a resource centre which will allow CEPOS, as well as other similar organization in the future, to publish its studies and analyses. Moreover, it is specified in the contract that CEPOS will be given full access to iDoc materials and documents. Furthermore, with support from an institutional grant awarded in Year Two, the CEPOS library became operational in Quarter Fourteen with a full online service. All library publication units have been entered into the software program. A new set of shelves are being installed. The first organized order of new books and journals is under preparation.

The following is an overview of ongoing work, in addition to work done under the PRO project: A report on 'Standard Methodologies for Conducting Household Budget Surveys, Labour Force Surveys and Calculating CPI – Comparison with the Methodologies Used in Bosnia and Herzegovina'. This report was promoted at two separate conferences held in January and February 2007 in Banja Luka and Sarajevo; the first draft of the policy paper for the Survey on Equalization Policy in the B&H fiscal system has been completed under the Policy Fellowship Grant program of the Open Society Fund; Dino Djipa of CEPOS participated in the State of Democracy Methodology and Handbook Update Workshop held at International IDEA ON 7-8 March, 2007 at the International IDEA's Headquarters in Stockholm. OSF (Open Society Fund B&H) recommended Dino Djipa for participation in the workshop; CEPOS has been invited to submit a bid to the European Commission for the completion of a report about the 'System of Social Protection and Social Exclusion in Bosnia and Herzegovina.

1.2.2 Economics Institute-Banja Luka

EIBL became our partner in Year Two with the approval of their research grant. They have been dedicated participants at every training we have offered since the project launch, and staff have improved their analytical skills. They also performed very well in organizing the round table discussions related to their grant, and have improved their presentation skills. An EIBL senior staff member also participated in the study tour to Moscow. Junior staff members of the Economics Institute are constantly being trained at seminars in BiH and at postgraduate studies. Dr. Radovan Rodic defended his Ph. D. in February, while Mr. Bomestar is expected soon to defend his master's thesis in macro-economics. Dr. Rodić, Vladana Milak and Jovan Đukić recently visited in Graz (Austria) during a study tour under the project "Development Strategy of the City Banja Luka from 2006 to 2015", where they familiarized themselves with the methodology of work and problems of local governance.

Activities related to developing of the EIBL web site are in their final stage, as is EIBL's institutional development strategy.

Due to extensive external work being performed in Quarter Thirteen for mainly governmental clients, EIBL decided not to overload itself and apply for this round of research grants. This is seen as a great success by project staff.

Current ongoing projects for clients include work on financial sustainability strategy for forestry management, impact assessments for a community development project, City of Banja Luka 10-year development strategy, BiH Energy Strategy (within an EU consortium), local community resource allocation (for OSF and Swiss), and work for the RS Government, including the economic development policy strategy for 2007. They are also regularly performing appraisals on the value of companies to be privatized. Negotiations with the RS Government are also in progress for development of macro-economic projects.

1.2.3 Economics Institute-Sarajevo

In Year Three, the management structure and strategy of EIS were resolved and Dr. Anto Domazet was formally appointed as EIS Director, with a four-year term. It is clear that structural and management improvements are underway and that EIS is now becoming a sustainable, competitive organization. EIS initiated market expansion and institutional development. EIS plans to have five researchers (of which 4 have managing positions) – director, deputy director and 2 managers of the centers, 1 administrative worker and 3 support staff. EIS now acts as a virtual organization with managing and core research functions, and outsourcing represents a way of recruiting additional research staff from the Economics Faculty in Sarajevo. In the following years, the plan is that the core of the Institute will become stronger and a greater number of young researchers will be recruited to EIS in a sort of transformation of EIS toward a think-tank organization that will strengthen its own potentials for around 15 new researchers which will also be capable of generating and implementing its own projects (although it will still hire experts as needed from the Economics Faculty and elsewhere).

EIS has seen a continued improvement in its image, reputation, and business, partially thanks to support from PRO project staff and the work done on the studies funded through the project.

In addition to the research grant under this project, ongoing work in this quarter included projects such as: “Privatization Strategy and Rules,” a project awarded to EIS by Odraz (Foundation for Sustainable Development of the Federation Government). After successful implementation, new possibilities are opening for training and preparation of business plans for interested participants in privatization of 60 veterinary stations in the Federation. The potential of this market is approximately KM 200,000 in 2007. EIS believes this success will also bring new projects within Odraz where EIS has a preferential position. EIS also applied for and was awarded a contract for developing a program of financial consolidation and merger of a large road construction company (Bosnaputevi), worth 100,000 KM.

Upon request by the Foreign Trade Chamber of BiH, a relationship which the UI project catalyzed, four study proposals were offered to them, all with high likelihood of acceptance, for a total value of 150,000 KM. The studies included topics related to BiH foreign trade operations harmonization with the CEFTA agreement, exploratory activities in the oil and gas sector in BiH, sectoral characteristics of the BiH economy, and on developing an export driven economy. Proposals were also submitted to the food industry giant KLAS on market trends and strategy, and to the Tourism Association of the Federation for a study on foreign tourist perception and satisfaction levels.

Work for other donors and local government clients are also underway.



1.2.4 CSS (Center for Security Studies)

CSS has shown dedication to development of both management and analytical capacities. They have attended our trainings diligently and have also made strides to improve their sustainability and established excellent and constructive relations with their research project mentor during Quarter Fourteen. CSS also hired an expert intern in Quarter Fourteen to augment their team; Ms. Sanja Mihajlovic, MA in Politics, Security and Integration, School of Slavonic and East European Studies, University College London, was an intern through March 2007.

In addition to the research grant under the PRO project, other projects CSS worked on in Quarter Fourteen included supporting the establishment of the EU Information Centre (EUIC) in Sarajevo and EU Information Points (EUIPs) in Foca, Zenica and Gorazde. The EUIC, managed by CSS, was opened in March in Sarajevo by the Ambassador of the EU to BiH. During the quarter, CSS published a book entitled "NATO – From Security Alliance towards Today's Challenges". CSS also launched a joint project with Saferworld (UK) called "Supporting Community Based Policing in Bosnia and Herzegovina through National Community Safety Plans."

1.3 Public Policy Analysts Association

At the beginning of the extension period, a small grant was awarded to Media Center (in collaboration with CEPOS) to launch and register a new Association of Public Policy Analysts of Bosnia and Herzegovina. During Quarter Fourteen, key people were identified from PROs, NGOs, and government to join the Association's board, and the Association was registered successfully. Reuf Bajrovic was elected the Association's President, and Dino Djipa (CEPOS) Vice President. Other key board members include Azra Brankovic, Head of the BiH Parliament Research Center, and Azemina Vukovic, Director of the Program Implementation and Monitoring Unit of the Directorate for Economic Planning.

After completing its launch, the Association applied for, and was awarded, a follow-on grant for start-up activities of the association, at the end of Quarter Fourteen. The activities planned include setting up a website, planning the services to be offered to the policy community, and organizing several events to promote the association and attract members.

The association grew out of the BiH Policy Network, a group mailing list and website for the BiH Policy Community, established in 2005 with support from the project.

1.4 Government Relations

The project has continued the highly productive relationship it established with the Economic Policy Planning Unit of the BiH Council of Ministers, which formally became the Directorate for Economic Policy (DEP) in Quarter Fourteen. From the outset, Mr. Miller has developed and maintained excellent contacts and open channels of communication with the management and staff of the DEP. Three DEP staff members, including the Head of EPPU-PIMu (the Mid-term Development Implementation Strategy), Azemina Vukovic, attended the Policy Fellows course. Igor Blagojevic, former EPPU Director-General, also attended the 2-day Policy Retreat in Jahorina and was an active participant and networker, as were

Osman Topcagic, Director of the Directorate for EU Integration (DEI) and Darija Ramljak, Head of DEI Strategy. Furthermore, Azra Brankovic, Head of the BiH Parliament Research Center, attended the retreat and several trainings, and has been an active supporter of our project and PROs, and has arranged events for them at the BiH Parliament, including the half-day presentation of the campaign briefs. She looks forward to further guidance from us on developing the Center and on cooperating with PROs. She has also now placed a line in her 2007 budget for outsourcing policy work to the PROs our project supports.

As the DEP and DEI are key policy clients of our PROs, our project is coordinating closely with all involved to encourage them and all government agencies to support the outsourcing of policy work to capable PROs. We believe that this is important to the sustainability of such organizations in BiH, and equally important to the government as a client, who can expect to have high-quality partners for policy development from the civil society sector.

Our highly cooperative relationship is one in which the PRO Project and our PROs are seen by the DEP representatives as key partners in their development and future work. This positive and friendly relationship led to constructive amendments being made to project plans. The EPPU, like the Parliamentary Research Center, plans to favor and support the outsourcing of organizations over the outsourcing of individual consultants for policy work, and clearly understand the importance of the institutional development of such PROs that can be their partners in creating sound socioeconomic policies for the country as it aspires to join the EU, reduce poverty, and jump-start the weak economy.

EIS is a member of the EC consortium for DEP Support and therefore is currently a paid member of the project and at this time cannot bid further on subprojects. After completing the 200,000 KM "Data Map Policy Project" earlier in the year, CEPOS received a second project valued at 30,000 KM during Year Three for secondary survey analysis. Further projects are expected to be outsourced in the upcoming period.

2. Actual Performance vs. Goals

2.1 Fourteenth Quarter Work Plan Goals (Milestones) Status

The schedule for the Fourteenth quarter according to the work plan is given in the table below. The implementation schedule milestones were revised in accordance with the project's CTO when the project was extended and original close-out activities were moved to the end of the extension period.

Extension Period (Quarter Fourteen) Implementation Schedule

Implementation Schedule			
Activity	Month Planned (orig)	Month Planned (Rev Q13)	Status
<i>Post election research grants completed</i>	Feb	May	Expected in May
<i>Issue Institutional Development Grant</i>	Jan	Feb-April	1 issued in March, more expected in May
<i>Hold final networking event</i>	Jan/Feb	May/June	Planned in June



<i>Office close out</i>	Feb	June	Moved to June
<i>Mentoring and institutional development continued</i>	Mar-June	Mar-June	ongoing

The original schedule was revised in Quarter Thirteen, in agreement with USAID, in order to provide better mentoring and management of the project; the project office remained open and the project's CoP continued to remain full time on the project throughout the extension period, therefore allowing final events and other work to take place in Quarter Fifteen, and not requiring remote work and occasional trips. All planned goals were achieved during the fourteenth quarter of the project's life and the project is running smoothly. There is some delay in approval and completion of the grants due to changes at USAID and clearance required by the Embassy for all grants, along with time extensions requested by the organizations to complete the work.

2.2 Performance Indicator Achievements

Indicator	TARGETS			
	Year 1 Goal	Year 2 Goal	Year 3 Goal	Accomplishments to date (end Q14/Extension)
Objective: Increased capacity of CSOs to be involved in the policy development process				
# of CSO organizations trained in policy research or communications techniques	8	14	20	39
# of persons trained in policy research or communications techniques	40	70	100	173
# of organizations implementing management improvements	2	5	8	8+*
Objective: Increased influence of Bosnian policy research on policy development in BiH				
#/type of policy research conducted by CSOs to influence government views on a particular issue	2	8	16	25+*
#/type of public policies/laws change in line with CSO recommendations	--	3	8	13+*
# of PROs in Bosnia ²	--	1	2	6
Objective: Increased public awareness on particular policy issues				
% of general public that is knowledgeable about a particular issue that affects the general population	10	20	30	-- ³
# of media representatives attending dissemination/dialogue events held by selected CSOs on policy options (PROs only)	4	20	40	46**
Degree of media coverage of particular policy development work (PROs only)	2 ⁴	4	6	8
Objective: Increased openness of public institutions/government to CSO involvement in the policy process				
# of government officials attending events on policy research and policy options	6	25	70	70+**
#/type of new, formal consultative mechanisms	--	2	6	--

² A PRO is an organization whose primary focus is conducting policy research and working to have it used in the policy process.

³ No valid citizen survey information available on this point, but 8 CSOs surveyed believe that on average about 18 percent of the population knew about a prominent issue on which they work

⁴ This is the average number of outlets covering stories of interest.

established ⁵				
CSO/other's views of willingness of public institutions to accept Bosnian policy research as useful input into policy making improves by 25% over life of project	--	--	Y/N	--

*numbers obtained by interviewing 8 CSOs (incl. 2 PROs) in Q4 and Q5 that have attended our trainings and with which we have worked most closely.

"+" indicates that we are confident that there are more by this time but that exact numbers cannot be estimated (the numbers including a "+" are numbers obtained in Q4 and Q5 through a survey of 8 PROs/CSOs we work with).

** These numbers are reflected in government, parliament, and media attending events organized by the PROs or on their behalf. More than thirty government officials, plus over twenty parliamentarians and political party officials attended the July 2005 Policy Conference. Five senior people attended the 2006 policy retreat. EIS's round tables have seen between 15 and 20 officials and several media representatives attending, as have the CEPOS study round tables. CEPOS's presentation of the second study included over 55 government and parliament officials out of @75 total. In addition, 7 representatives from media and 30 from government that have attended one or more of our trainings and have expressed their sincere desire and intent to follow developing PROs and attend meetings and other events planned by them. EIS has also participated in several TV interviews and a prime-time debate show. CEPOS has been mentioned and information from CEPOS has been used by several magazines and TV stations, and several newspaper and magazines have published interviews with CEPOS staff; more media events planned in Q10. CSS's various events are also covered extensively by media; their visa study presentation was attended by over 15 media representatives. EIBL has also seen media coverage but to a lesser extent. The campaign grants presentation was attended by 25+ media representatives.

3. Problems or Delays

No relevant problems or delays have occurred in Quarter Fourteen.

4. Work Planned for Next Reporting Period

Principal activities planned in the project's last (fifteenth) quarter include:

- Complete the three ongoing research grants, with public promotional events to stakeholders, clients, media
- Provide assistance to grant activities of the start-up activities of the Association of Public Policy Analysts and planned events
- Policy Fellows Course to be institutionalized with CEPOS – ToT held and first team-taught course (IUE/CEPOS) delivered
- Issue institutional development grants to EIBL, EIS, CSS, and VPI and provide support for implementation
- Organize final project networking event
- Continue cooperation with USAID and others on future activities to support the sector
- Prepare final report
- Distribute office equipment to selected beneficiaries
- Close out office and project

⁵ Includes public hearings, other forums for meeting with CSOs and PROs, etc., for both the legislatures and Administrations at the State and Entity levels.