

**THE CRONGO PROGRAM:
LEGACY FOR THE FUTURE**

The CroNGO Program: Legacy for the Future

Publisher: Academy for Educational Development, Kralja Držislava 3, 10000 Zagreb

For the publisher: Jennifer Stuart

Authors: CroNGO program staff

Editors: Kristin Farthing, Jennifer Stuart

Translation: Tamara Slišković

Design: *BESTIAS

ISBN: 978-953-7339-12-8

Zagreb, 2007

CIP zapis dostupan u računalnom katalogu Nacionalne i sveučilišne knjižnice u Zagrebu pod brojem 641494.

This publication is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of AED and do not necessarily reflect the views of USAID or the United States government.



**THE CRONGO PROGRAM:
LEGACY FOR THE FUTURE**

THE CRONGO PROGRAM: LEGACY FOR THE FUTURE

TABLE OF CONTENTS

○ THE CRONGO PROGRAM	14
THE CRONGO PROGRAM AT A GLANCE	22
CRONGO TIMELINE	24
THE FACES OF CRONGO	26
○ CROATIAN NGOS: CHANGES AND CHALLENGES	36
○ WORKING TOGETHER	42
ACTING NOW, CHANGING THE FUTURE	44
BETTER LAWS, STRONGER NGOS	51
LOOKING AFTER THE BOTTOM LINE, AND THE COMMUNITY	54
NETWORKING	57
GRANTMAKING: THE NUTS AND BOLTS	62
○ STRENGTHENING NGOS	64
FROM TRAINERS TO TREF: PROFESSIONALIZING CROATIA'S NGO TRAINERS	67
PARTNERS IN GRANTMAKING	68

	PARTNERS FOR NGO SECTOR SUSTAINABILITY	70
	SUSTAINABILITY WITHOUT PROPOSALS?	76
	Self-financing the Future	76
	Financial Diversification	78
	Vaš Dio Kolača: Getting your Piece of the Pie, without Writing Proposals	80
	STRONG ORGANIZATIONS, STRONG INTERNAL SYSTEMS	82
	Quality Assured	82
	Good Governance?	86
	Building Capacity	88
○	SUPPORTING COMMUNITIES	92
	I VOLUNTEER, YOU VOLUNTEER, WE ALL VOLUNTEER!	95
	NGOS IN THE PUBLIC EYE	102
	A LOT WITH A LITTLE: COMMUNITY PARTNERSHIP PROGRAM	110
	SMALL GRANTS, BIG CHANGES	118
○	GRANT LIST	126



USAID
FROM THE AMERICAN PEOPLE

CROATIA



Dear Friends and Colleagues:

As Croatia prepares to enter the European Union, a vibrant democracy, actively engaged citizens, and a sustainable NGO sector are vital to successful integration. In cooperation with AED, USAID supported the ability of Croatia's civil society to serve as a catalyst for meaningful citizen participation on the national and local agenda to become functionally and organizationally sustainable.

Since 1998, USAID Croatia has successfully cooperated with the Academy for Educational Development (AED) and the International Center for Not-for-Profit Law, initially through the NGO Development Program and for the past six years through the CroNGO Program. The USAID-AED cooperation extended partnerships among numerous Croatian NGOs, the Government Office for Cooperation with NGOs, the National Foundation for Civil Society Development and other government partners and experts. The CroNGO project produced critical long-term investments for NGO sector sustainability. This progress is evident in Civil Society Organizations (CSO) legal framework, NGO infrastructure, organizational capacity, and impact of NGO advocacy efforts, cooperation between NGOs and the public sector, and the sector's public image.

Today, Croatia has one of the most vibrant civil societies in the region. It plays an important role in advocating reforms in areas that are critical for Croatia's transition and the EU accession process, from the prevention of corruption, election and political process, openness and transparency and access to information, to minority rights, and entrepreneurship. Croatia's civil society is strong enough and capable to develop and grow independently, relying more on domestic sources of funding and Croatian expertise.

The completion of the CroNGO program is also the end of a fourteen year long, extensive USAID support to Croatian civil society. It is time for us to leave Croatia, and we are leaving behind a true legacy of organizations and activities.

Finally, I would like to express my appreciation and gratitude to AED and ICNL/ECNL staff, numerous NGO and government partners and

Sincerely,

William Jeffers
USAID/Croatia Mission Director

U.S. Agency for International Development
U.S. Embassy Zagreb
T. Jeffersona 2
10010 Zagreb, Croatia

Tel: +385 1 66 1 2175
Fax: + 385 1 661 2008
<http://croatia.usaid.gov>



Dear friends and partners,

For more than 9 years, the Academy for Educational Development (AED), with financial support from the United States Agency for International Development (USAID), has been working to support and strengthen Croatian civil society. The \$12.5 million CroNGO Program has worked over the past six years to increase the capacity of civil society to contribute to Croatia's development through a variety of grants, training and technical assistance programs.

During this time, we have awarded HRK 34.5 million through almost 350 grants that support the work of Croatian organizations and initiatives. In addition, we have provided training, education, professional counseling and advice to hundreds of organizations to help them do their work more effectively. This type of work has been instrumental in strengthening civil society so that they can contribute to developments in the country more effectively.

The time has now come for us to close our doors. While there is always more work that can be done, this is an appropriate time for us to phase out – Croatia is on the doorstep of the European Union and civil society is increasingly sustainable and now strong enough to influence developments in the country all the way from the local to the national level. In addition, there are now very capable and strong Croatian institutions – the National Foundation for Civil Society Development, the Government Office for Cooperation with NGOs, and the Trainers Forum to name a few – that we have worked with in our program and that will continue to provide such support to Croatian NGOs.

This publication is meant to serve as a memento of the accomplishments that we have achieved over the past six years, but even more importantly, the organizations and people we have worked with to achieve them.

I look forward to returning to Croatia on personal business in the future and seeing how the sector continues to grow and make Croatia a better country for all of its citizens!

Jennifer Stuart
Director, CroNGO Program

CroNGO is funded by the U. S. Agency for International Development

CroNGO Program
Ulica kralja Držislava 3/II, Zagreb
Phone: +385-1-4500-300
Fax: +385-1-4500-301
e-mail: crongo@aed.hr
web: www.aed.hr



It is a telltale coincidence that AED has been registered in Croatia as a foreign association since October 1998, the same month when the Government Office for Cooperation with NGOs was founded. This was a time when great changes and new trends in the cooperation between the Government and civil society organizations in Croatia were announced. From the very beginning, the Office recognized the value of AED's mission and sought to join efforts in pursuing the common goal of strengthening civil society's ability to contribute to the overall democratic, economic and local development of Croatia.

AED's CroNGO Program, which was launched in 2002, opened up a series of possibilities for improving the financial and organizational sustainability of NGOs and enabled civil society to contribute more to solving local and national problems in partnership with the public and private sector. At the end of this important six-year program, we can appreciate the numerous positive effects of the financial, educational and technical support it has provided to NGOs and citizen initiatives in all parts of Croatia.

AED is leaving Croatia at a time when we can say that the preconditions for further development of cooperation between the Government and civil society organizations have been created. The adoption of the National Strategy for Creating an Enabling Environment for Civil

Society Development and the Action Plan of Implementation of the Strategy by the Croatian Government, as well as the approval of the Code of Good Practice, Standards and Criteria for financial support to NGO programs and projects in the Croatian Parliament outlined clear guidelines for improvement in many areas that AED has worked on with financial support from USAID in the past few years.

Although the closure of one of the most important programs of support to NGOs may indicate that the work on the NGO sector is in some way finished, I believe that for those of us who deal with civil society development issues, the real work only just begins.

Igor Vidačak, Ph.D.

Head of the Croatian Government's Office for Cooperation with NGOs



When I remember how long AED has been with us, I immediately think about how long I myself have been working in civil society. Maybe it is time for me to retire?! The CroNGO Program has been with us for six years already.

Let's try to remember what we accomplished in the past. If 15 years ago NGOs were a complete unknown, today few people don't know anything about them. Investing into public education yielded results. Today the legitimacy of NGOs is indisputable. Representatives of civil society more and more often work with representatives of the public sector on planning and development. We are an indispensable participant in all public debates.

The previously questionable effectiveness of NGO work is now becoming increasingly acknowledged and recognized. Investments into infrastructure and human resources are visible. Today we have training organizations, support and volunteer centers. Non-profit management is no longer unknown territory, but, on the contrary, a focus of some graduate studies at our universities. Volunteering has become a desirable activity. Trainers organized themselves into a professional association to formalize their status and contribute to the development of training capacities, and consequently, civil society. Good governance, although at times demanding and hard, is becoming a desirable quality in both smaller and larger NGOs.

The quality assurance system – the mysterious SOKNO – is being “demystified”. Although many still use the usual trial and error, we are witnessing a shift from “what do I need this for” into “this is useful”.

You gave us no time to rest – you launched “a hunt for sustainability”. Financial management, social entrepreneurship, self-financing... We became aware of our vulnerability. As donors, you asked us to become self-sustainable. We know that it is better to teach someone to catch fish than to wait to receive it. But, what will we “catch” when you're gone?

The idea of individual and organized philanthropy is still in its nascence, although impressive progress has been made. Campaigns for promoting philanthropy and encouraging the development of foundations are bearing fruit. More and more Croatian companies have grantmaking programs, and some of them established their own foundations. The only thing I am worried about is that everyone wants to support excellence. What about those that do not excel, but are in need?

When it comes to sustainability, we face the issue of human resources. Strengthened cadres that work on constant improvement leave for the public sector. Although these are positive

shifts, contributing to the development of civil society, a larger drain of human resources could “impoverish” the civil sector. The public sector is marked by considerable job security, in contrast to civil society’s insecurity of employment. The idea of pursuing a career in the civil sector may be appealing, but it seems relatively short-lived.

You supported all forms of cooperation and networking within the sector and with other sectors. With values such as trust, understanding and respect, civil society can develop into a relationship, one entity, within which various sector find appropriate forms of working for the common good.

I don’t know whether you’ll agree with me, but, in my experience, during its work in Croatia, AED built a relationship of respect and deference. Even when your ideas seemed unrealistic and inappropriate to our perception of needs, and when we thought that it would be better to support some other needs, I must say that you managed to address almost all crucial elements in the cycle of civil society development. In this process, you were always open to dialogue, created communication channels, and enabled an equal partnership.

The John Hopkins University some time ago launched a project aimed at incorporating the third/civil sector into the economic world map. AED contributed to putting Croatian civil society onto the economic, social, and in the sphere of public policy, political map of Croatia. I thank AED and USAID for their systematic, structured and comprehensive support to the development of civil society in Croatia.



Branka Kaselj

Executive Director, Center for Peace, Nonviolence and Human Right - Osijek



For a while now, I have been talking with my colleagues about how I'll miss USAID and of course – Americans. The departure of the USAID Mission and all of its agencies from Croatia will not only lead to a reduction in the funds for development of Croatian society but also to a lack of acknowledgment of the potential of individuals, the role of citizen initiatives and civil society organizations in bringing about social change, and unfortunately, it seems – less opportunities for co-creating further development programs.

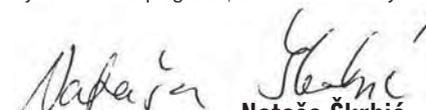
My first contact with USAID goes a long way back, to 1994, when I applied for a study tour in the U.S. aimed at vocational training for working with psychic trauma and providing psychosocial help to refugees and war veterans with PTSD. I remember that in the application I mentioned that I would like to visit Boston and the Harvard University department dealing with trauma, and was not really convinced that this would actually happen because of the large number of applications and other possibilities, but that wish came true for me very quickly – due to the trust and logic that is often promoted by Americans – *you know what you need, and we will give you the opportunity to get it*. All my subsequent experiences of direct cooperation with USAID and its agencies were similar – *you are given a chance, do what you think should be done, and we believe that you are the best person for the job*.

In retrospect, this logic was present during all my years of cooperation with USAID. With a clear agenda of democratizing Croatia, in the post-war period USAID successfully and con-

tinually adapted its programs to local circumstances and needs despite frequently limited possibilities and challenges, and helped preserve many agents and initiatives that did not belong to the establishment, contrary to, for example, the past, present and future practices of the European Commission.

This is particularly true for AED's CroNGO Program, which I became familiar with in the last few years. The numerous citizen initiatives from distant and undeveloped parts of the country supported through this program are the best proof of the flexibility, scope and accessibility of this program, which I witnessed many times when I stressed the advantages of this approach. In addition, through this program, USAID contributed to a more enabling framework for civil society development in Croatia, networking and cooperation between social development stakeholders more than any other development agency, which is no doubt a valuable and important legacy.

I must admit that I will miss all of this, as well as the professionalism, personal contacts and a certain air of informality and relaxedness cultivated by employees of USAID, AED, World Learning and other agencies that already closed their programs, with which I always cooperated successfully.


Nataša Škrbić

Independent Consultant





Kastav Association of Pensioners and Elderly People

THE CRONGO PROGRAM



The CroNGO Program





An active civil society consisting of strong and sustainable NGOs is essential for a more effective democracy, stronger protection of human rights and a more accountable government. NGOs bring citizens together to solve problems or provide services that are not otherwise available.

At the time the CroNGO Program was launched in 2001, Croatian civil society was facing unequal development and challenges to its sustainability. Significant support by international donors was enjoyed by only a few organizations, most of them dealing with peace-building, human and women's rights and working in war-affected areas. This resulted in large differences in capacity and public visibility between this part

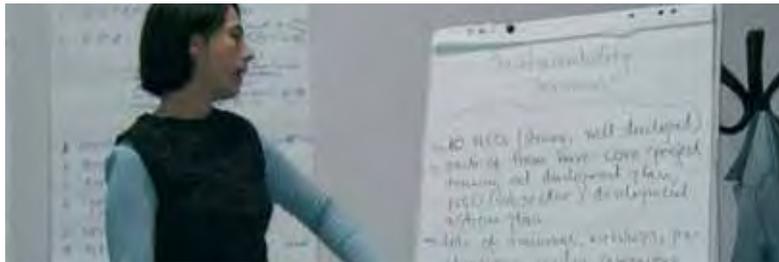
of civil society and those NGOs that were focused on other programmatic areas and worked in other parts of Croatia, especially outside big cities. Media reports on several scandals in civil society created public distrust in NGOs' work. Moreover, before the change of government in 2000, officials on the local and national level often expressed animosity towards the NGO sector, limiting prospects for cooperation and partnership between different sectors of society.

In order to strengthen civil society, the U.S. Agency for International Development (USAID) financed a six-year program titled Support to Croatia's Non-governmental Organizations (CroNGO). The goal of the first phase of the program, CroNGO I (2001-

2004), was to empower national and local NGOs through different types of financial support, training and technical assistance, enabling them to efficiently mobilize citizens and represent voters' interest to local, regional and national government. The CroNGO Program also focused on developing important support systems and an enabling framework for NGO work, increasing the visibility of the civil sector, and developing strategic cooperation between the government, business sector and civil society organizations.

Through its key components – Partners for Local Initiatives, the Small Grants Program, Partners for NGO Sector Sustainability, and training – CroNGO I achieved the following:

- Over 51,000 citizens mobilized to improve their communities
- Long-term change stimulated in more than 200 communities, in the areas of decisionmaking, economic development, public education, public spaces, cultural heritage, natural environment, and social and health care
- 11 CroNGO partners improve organizationally and financially and increase access to their support by smaller NGOs
- Over 200 community-based NGOs and initiatives strengthened in terms of proposal



- writing, program planning and reporting, financial management, media relations, cooperation with other sectors, and community mobilization
- More than 40 trainers improved their professional skills to support NGOs in areas such as human resources management, monitoring and evaluation, community needs assessment, and partnership with the business sector
- 21 new publications and materials in Croatian published, providing vital information to NGOs in areas such as quality assurance, collaboration with other sectors, and media relations
- Public image of the role of civil society increased through more than 1,800 stories in the media and visibility campaigns

– Government and business view NGOs as partners in development, providing more financial and in-kind support to NGO-led initiatives

Because of the results and progress achieved during the first three years, USAID extended the CroNGO Program by another three years, in order to further increase the ability of civil society to contribute to Croatia's democratic, economic and community development.

During CroNGO II (2004-2007), grants, training, and technical assistance continued to be provided to NGOs and citizen groups countrywide to address issues related to advocacy, community mobilization,

transparency and professionalism, domestic funding, volunteerism, public perception and visibility of the NGO sector, the legal environment, and support services. The program focused on improving NGOs' capacity and legitimacy and on activating citizens to advocate for and effect changes which improve their quality of life. Through these activities:

- Public policy changes were enacted in the areas of legislative oversight, entrepreneurship, anti-corruption, minority rights, and corporate social responsibility.
- More than 50 communities have benefited from improved local level economic and agricultural development, tourism promotion, and better use of public spaces

through initiatives implemented in partnership between NGOs, local authorities, businesses and citizens.

- NGOs have access to user-friendly tools and information to improve their internal management and governance, including the Croatian NGO Quality Assurance Tool (SOKNO) and a handbook with minimal standards of good governance applicable to all Croatian NGOs.
- Croatian NGOs have increased access to training, support, and advice through the Trainers' Forum, and on the regional level through AED's three Regional Partners, who have also gained skills in transparent grantmaking processes, which they are disseminating among local governments and businesses in their region.

- New opportunities have been created for domestic financial support of the NGO sector, such as an increase in corporate philanthropy and better skills for income generation and new fundraising techniques.
- The public image of the sector has increased through TV and radio shows, documentaries, web pages and other activities directed at the general Croatian public.
- NGOs benefit from a more favorable legal environment, with the Code of Good Practices for Public Financing of NGOs and Law on Volunteerism recently enacted, and discussions underway regarding Public Benefit Status, a revised Law on Foundations, and standards for consultation between NGOs and government.

Over the past six years, AED has worked to increase the ability of civil society to contribute to democratic, economic and community development in the country. We truly believe that NGOs are now strong enough to influence developments in the country all the way from the local to the national level in the years to come, and hope that the work we did helped the sector reach this level of development and influence faster than it otherwise would have. We leave behind this publication as a permanent memory of our efforts, hopes, goals and results in reaching this stage.

When you think about the CroNGO Program, what is your most vivid memory?

For my NGO, Most, in 2002 you were the magic wand: as in a movie, when the homeless shelter was flooded after one true Mediterranean storm, you issued an RFA for small grants for assistance in the cases of natural disasters... and in no time the shelter was refurbished and ready to accept all people without homes.

Bordana Barbarić, MoSt, Split

I remember the friendliness to end users and special orientation on the development of local communities. The program was noticeably decentralized, so that the majority of funds went to communities outside the big cities. It seems to me that the program did not cover research and scientific projects related to the civil sector, but direct and concrete development programs which directly benefited to all community members and increased their quality of living. I see this as the greatest advantage of this program.

Milan Medić, Center for Civil Initiatives, Zagreb

The people who were willing to share their experience and advice with all of us and who help us to this day in the strategic development of our NGO.

Bajro Bajrić, Roma for Roma, Zagreb

We encountered the most professionally organized donor familiar with project management activities, as proven by the fact that the project were approved in the full amount so as to ensure a successful project implementation, without arbitrarily deciding on insufficient funds and donating small funds to as many projects as possible. Because of this, projects were implemented successfully.

Sabirnica, Zagreb

AED's support to project implementation, understanding the problems and help in solving them, connecting all program participants through meetings, trainings, seminars at which numerous contacts were established and experience exchanged...

Association I Want to Go Home, Knin

I remember well the friendliness of AED staff and the RFA for informal networks, since other donors did not allow for such applications.

Kneja, Čakovec

The CroNGO Program at a Glance

Program Period:	December 2001 – August 2007
Overall program budget:	\$12.5 million
Number of Competitive Grant Programs:	10
Number of Grants awarded:	347
Total Amount Spent in Grants:	\$5.7 million

CRONGO I GRANT PROGRAMS	AMOUNT AWARDED (\$)
Small Grants Program	1,810,000
Sustainability Partners	931,000
Partners for Local Initiatives	354,000
Total:	3,095,000

CRONGO II GRANT PROGRAMS	AMOUNT AWARDED (\$)
Advocacy Program	472,000
Community Partnership Program	443,000
Regional Partners	332,000
Volunteerism Program	314,000
NGO Sector Visibility Program	276,000
ECNL	200,000
Network Capacity Building Program	168,000
Capacity Building Program	126,000

National Foundation for the Development of Civil Society	92,000
Financial Viability Program	53,000
Donacije info	51,000
TREF	41,000
Special Initiative Grants	40,000
HRPSOR	20,000
Total:	2,628,000

CroNGO Timeline

July 1, 1998
Croatia NGO Development Program starts

November 1998
Six-month Training of Trainers (ToT) Program begins

September 30, 2001
Croatia NGO Development Program ends

December 1, 2001
CroNGO I Program begins

July 1, 2002
3 regional NGOs selected as Partners for Local Initiatives (PLIs)

August 1, 2002
First Small Grants awarded

November 1, 2002
9, 2-year Sustainability Partner grants awarded

CroNGO TIMELINE

1997

1998

1999

2000

2001

2002

CIVIL SOCIETY TIMELINE

1997
Law on Associations adopted

1998
First Volunteer Days in Split

October 1, 1998
Regulation on Government Office for Cooperation with NGOs adopted

1999
Government Office for Cooperation with NGOs issues 1st public RFA for grants from the state budget

January 3, 2000
Parliamentary Elections

January 4, 2001
Proposal of the Program of Cooperation between the GoC and Non-Governmental, Non-Profit Sector in Croatia

2001
National Committee for the Development of Volunteerism

October 5, 2001
New Law on Associations enacted

March 14, 2002
Government Decision on the establishment of the Council for Civil Society Development

April 18, 2002
Government Conclusion on Decentralized Model of Awarding Financial Support to NGO Projects and Programs

2002
Government Office for Cooperation with NGOs issues RFA for financing multi-year NGO programs

July 4, 2002
Games of Chance and Amusement Act enacted

<p>September 2003 Civil Society Trainers' Code of Ethics developed</p>	<p>March 2004 Overview of Corporate Social Responsibility (CSR) in Croatia published</p> <p>September 30, 2004 CroNGO I ends</p> <p>October 1, 2004 CroNGO II begins</p> <p>December 2004 Grantmaking Conference</p>	<p>April 15, 2005 1st Community Partnership Program Grants awarded</p> <p>April 2005 NESsT training series on income generation and financial sustainability begins</p> <p>April 2005 Good Governance Working Group formed</p> <p>July 15, 2005 Trainers' Forum - TREF registered</p> <p>July 2005 Survey on public perception of NGOs conducted by Ivo Pilar Institute</p> <p>August 1, 2005 6, 2-year Advocacy Grants awarded</p> <p>September 1, 2005 4 NGO Sector Visibility Grants awarded</p> <p>October 1, 2005 6 Capacity Building Grants and 6 Network Capacity Building Grants awarded</p> <p>October 2005 1st edition of SOKNO published</p> <p>December 15, 2005 NGOs in the Public Eye conference</p>	<p>January 1, 2006 3 NGO Sector Visibility Grants awarded</p> <p>February 6, 2006 Community Partnership Program final conference and award ceremony</p> <p>April 1, 2006 4 Volunteerism Grants</p> <p>May 1, 2006 6 Capacity Building Grants and 5 Network Capacity Building Grants awarded</p> <p>May 2006 13 SOKNO mentors receive licenses</p> <p>June 2006 Follow-up survey on public perception of NGOs conducted by Ivo Pilar Institute</p> <p>July 2006 57 NGOs begin work with mentors to implement SOKNO</p> <p>October 19, 2006 "Community Investing: Practical Approaches for Businesses" Conference</p> <p>November 2006 5 Financial Viability Grants awarded</p> <p>November 29 December 1, 2006 "How to Get Your Piece of the Pie without Writing Proposals: A Fundraising Conference"</p> <p>December 5, 2006 International Volunteer Day events organized around the country by CroNGO Volunteerism Grantees</p>	<p>March 28, 2007 Conference on Self-Financing and Social Enterprise</p> <p>May 18, 2007 Donacije.info Corporate Philanthropy Award Ceremony</p> <p>June 13-15, 2007 Conference Civil Society: Work In Progress</p> <p>August 31, 2007 AED office in Croatia closes</p>
---	--	--	--	---

2003

October 16, 2003
Regulation on the establishment of the National Foundation for Civil Society Development

October 21, 2003
Freedom of Information Act enacted

November 23, 2003
Parliamentary Elections

2003
Decentralized model of financing programs and projects of NGOs adopted

2004

April 2004
National Foundation for Civil Society Development established

April 2004
Act amending the Value Added Tax Act, abolishing the right to VAT exemption on goods and services paid from foreign donations, except for humanitarian organizations)

June 2004
First RFA from National Foundation

December 29, 2004
Charter of Cooperation between the Town of Osijek and Local NGOs signed (the first of its kind)

2005

2005
Jadranka Cigelj appointed Head of Government Office for Cooperation with NGOs

2006

June 20, 2006
National Strategy for the Creation of an Enabling Environment for Civil Society Development adopted

December 15, 2006
Law on Financing Political Parties enacted

2007

February 1, 2007
New Council for Civil Society Development appointed

February 1, 2007
Operational Plan for National Strategy for the Creation of an Enabling Environment for Civil Society Development enacted

February 2, 2007
Code of Positive Practice of Standards and Measures for the Financial Support for NGO Programs and Projects

March 16, 2007
Igor Vidačak appointed Head of Government Office for Cooperation with NGOs

May 18, 2007
Law on Volunteerism enacted

The Faces of CroNGO



Robert Babić

Program Associate (2006 – 2007),
Community Partnership Program Assistant
(2004 – 2006)



Ivet Ćurlin

Sustainability Partners Program Manager
(2002 – 2004)



Đurđica Ivković

Sector Development Program Manager (2004 – 2007)



Alina Jurjević

Sector Development Program Officer (2006-2007)



Giorgia Kreća

Office Manager (2002-2005)



Branka Krizmanić

Finance Officer (2002 – 2007)



Rade Krnjeta

Finance Manager (2002-2007)



Jasna Malus

Small Grants and Community Partnership Program
Officer (2002 – 2006)



Kim Perlow

CroNGO Director (2001 – 2004)



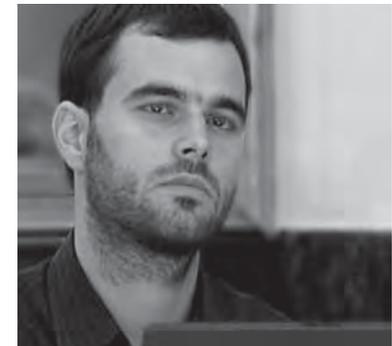
Andreja Rosandić

Sector Development Program Officer (2004-2007),
Small Grants Field Officer (2002 – 2004)



Saša Šegrt

Sector Development Program Officer (2004 – 2007)



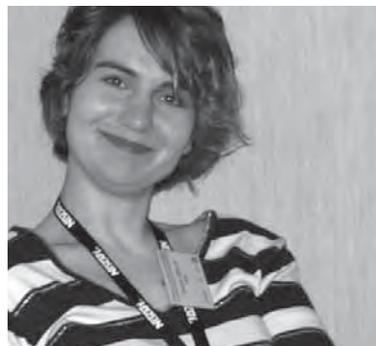
Darko Šeperić

Office Manager (2005-2007)



David Shimkus

Deputy Director (2002 – 2004)



Tamara Slišković

Sector Development Program Assistant (2004-2007)



Irena Slunjski

Sector Development Program Officer (2006-2007),
Small Grants and Community Partnership Program
Field Officer (2002-2006)



Morana Smodlaka Krajnović

Deputy Director (2004 – 2007),
Training Coordinator (2002 – 2004)



Jennifer Stuart

CroNGO Director (2004 – 2007)



Andreja Tonč

Small Grants and Community Partnership Program
Manager (2002 – 2006)

Special thanks to our interns and volunteers over the years:

- Tatjana Bijelić**
- Benjamin Houston**
- Ana Mihaljević**
- Danijela Miković**
- Jasmina Simić**

As AED is leaving, we do not lose only financial support, but also a supportive partner – a group of open, warm and professional people, who knew how to direct their knowledge and possibilities in the right way. Thank you!

--Anonymous

AED staff succeeded in what many donors couldn't do – establish and cherish a human relationship with organizations and offer support whenever needed.

--Anonymous

The best thing I remember is the friendliness of the people I worked with in the CroNGO Program.

--Tatjana Varga, Krila, Zagreb

Of course, most of all, we'll miss the people working for the CroNGO program and cooperation with them.

--GONG, Zagreb

USAID: Our Donors, Our Friends

It goes without saying that the CroNGO Program would not have been possible without the support of USAID. But this support came in more forms than just money. Throughout the years, we have received sage advice, timely contacts, and critical guidance through the bureaucratic jungle from a number of our colleagues at USAID, including:

William Jeffers
Pamela Baldwin
Rebecca Latoracca
Chuck Howell
Lisa Petter
Sanja Vukotić

But, most of all, we would like to thank **Slavica Radošević** for her constant care and commitment to making the CroNGO Program the success that it was. Few people know civil society the way Slavica does, from the smallest NGO in the Dalmatian hinterland to the largest organization in Zagreb, and everything in between. Slavica has been a constant source of support to us throughout the years. Thank you, Slavica!!



Croatia NGO Development Program

July 1998 - June 2001



Ten years ago I was one of the members of the AED team that prepared the project proposal for a new USAID program aimed at developing Croatian civil society organizations. At the time, it was a fairly unknown field of work, and the task of designing new approaches and innovative solutions for development of CSOs within a \$3 million project was a real professional challenge. That is why I look back with contentment at the three-year Croatia NGO Development Program in whose implementation I took part as a deputy to director Michael Kott and later Maurice Cronly, and as a Grant Program Manager. We were guided by principles of transparency, expertise and professionalism, trying to establish equal and cooperative relations with all involved in the activities of this Program.

The goal of the Program was to enhance public participation in social processes, especially on the local level, through development of non-profit, non-governmental organizations focused on providing services to organizations that would effectively represent citizen interests and serve as partners of local governments.

The activities included education and technical assistance, grantmaking and publishing, with the aim of contributing to the institutional development and financial sustainability of CSOs; improved social acceptance and support; and effective representation of citizens, particularly through coalitions and/or networks and increasing public participation in decision-making processes.

Three main components of the NGO Development Program were:

- **Program “Training for Trainers”** – an intensive six-month program; 17 trainers were trained to work with CSOs; a successful example of international cooperation between NGOs from countries in transition¹.
- **Technical assistance** – counseling services, technical assistance, training and other support services provided by Croatian experts to around 40 CSOs with various fields of activity and from all parts of Croatia, in accordance with the needs assessment results for each applicant.
- **Grant Program**, which was designed for CSO projects aimed at increasing public

participation in and influence on social development programs and their implementation, particularly through building coalitions and/or partnerships with various stakeholders. The total amount allocated for this program was \$750,000, with grants ranging from \$50,000 to \$90,000. The grants were divided into five areas: human rights/democratization; environmental protection; economic development/development of small entrepreneurship; position of women in society; and social welfare/reconciliation in war-affected areas. Additional grants were awarded to CSO support centers in three regions and for networking.

¹ Civil Society Development Foundation (CSDF) from Poland implemented the training program

I emphasize those aspects of the Program that were later sustained, continued or strengthened and confirm the long-term justifiability of our visions as many as six years after the completion of the Program:

- Relevance of the program goals in relation to CSOs' needs and a broad definition of the civil sector
- Participation in the program as a great learning experience both for us and other participants
- Recognizing the need for development of adequate knowledge and skills and creating an effective structure of grants for a more sustainable development of all CSOs
- Proactive communication with all interested CSOs and other stakeholders
- Incorporating needs assessment as an important part of every process
- New standards for transparent grant-making and implementation of monitoring procedures, which were passed on in the CroNGO Program; new challenges put before CSOs enabled easier preparation for applying for EU funds
- Innovative approaches – training as an integral part of grants and technical assistance adjusted to specific needs of NGOs
- Acknowledgment of local experts and building their capacity – training for trainers, support centers for NGOs, subcontracting with ODRAZ for implementing the last year of the Program on the local level
- First manuals for development of CSOs and local development in Croatian - Kuharica za udruge and Putokaz za djelotvoran rad lokalne zajednice by Ivana Laginja and Lidija Pavić-Rogošić

– Foregrounding networking and cross-sectoral cooperation and partnership, which was at the time a new challenge for all sectors

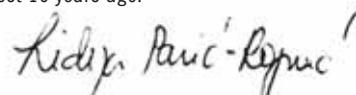
– Sustainability of achieved results after the completion of the Program – most trainers who completed the training are active in today's civil sector; some of the organizations that came about from the Program are today recognized as important stakeholders in the civil sector (for example, ODRAZ, SMART); some of the recommendations expressed as “lessons learned” were integrated into the CroNGO Program (for example, Small Grants).

Thus, I am proud of my participation in the Program, which set up new standards and contributed to the development of civil society in Croatia, overcoming the initial resistance and lack of understanding from some CSOs. Representatives of NGOs that participated in the Program stressed the following elements as most valuable: education; regional approach; increased self-confidence and recognition of one's own possibilities; individual and flexible approach employed by AED/ODRAZ; emphasis on long-term solutions and sustainability; building partnerships. Six years after the completion of the Program, it is obvious that our vision is coming true and that we chose the right direction.

Towards the end of the Program, Maurice Cronly and me had another challenge to respond to – setting up the framework for the new CroNGO Program – on the basis of “lessons learned” and feedback from our associates and partners. I was asked to present the results of the Program and recommendations for similar programs in 2002 in Kiev, at the meeting of directors and representatives of all NGO Programs

from Central and Eastern Europe, which shows that our program was acknowledged and positively evaluated at the broader, regional level.

Finally, I am glad that colleagues from the CroNGO Program continued to successfully implement the activities we initiated almost 10 years ago.



Lidija Pavić-Rogošić, BA

ODRAZ Director



CROATIAN NGOS: CHANGES AND CHALLENGES



Croatian NGOs: Changes and Challenges

1

What do you think the biggest change in the NGO sector has been over the past decade?

2

What is the biggest challenge that the NGO sector will face in the future?



1 Professionalization of NGOs, employment, space, relatively secure and regular funds. Diversifying sources of funding.

2 Self-sustainability will be our greatest challenge in the future.

Mirela Despotović, Center for Civil Initiatives, Zagreb



1 Some NGOs and individuals in certain fields of work became visible; it became clear that we can function only if NGOs join together and connect with the economic and entrepreneurial sector.

2 How to implement this step forward towards entrepreneurship into the work of NGOs, which would benefit all of us.

Bajro Bajrić, Roma for Roma, Zagreb



1 It seems that the transparency in the NGO sector increased, which can contribute to its further growth and development.

2 The greatest challenge is full transparency of the work of NGOs, with NGOs having a clear system of reporting to the public and donors – which could build up public trust in the NGO sector and make the grant-making system better and more effective.

Sabirnica, Zagreb



1 The biggest change is the strengthened capacities of individual organizations – enthusiasts in the NGO sector, all of which reached a highly professional level.

2 After the departure of donors and changes in the sources of funding, the greatest challenge will be to continue

working in the community, improving the quality of work and restructuring organizations, as well as learning new ways of funding NGOs.

I Want to Go Home, Knin



- 1 *The visibility of NGOs; their number and organizational capacity was increased.*
- 2 *To maintain a balance between effective work and NGO size (in terms of the number of employees), to keep the volunteer spirit and prevent too much dependency on foundations.*

Kneja, Čakovec



- 1 *The biggest change in the NGO sector is calls for applications for NGO funding, but there are too few of them. The positive thing is the growing respect for the NGO sector, since it was recognized that NGOs and similar organizations are doing important work.*
- 2 *This is an election year and, as such, will be a big challenge for the NGO sector. We should not get involved in politics and various promises, but carry out our work with quality and excellence, not to lose the rating that the NGO sector deserves, and remain an indispensable partner in society.*

Dystrophy Society, Varaždin



- 1 *Professionalism and responsibility of NGOs and acquired knowledge and ability to respond to problems in society, the changed attitude of the official policy from the NGO sector being "an enemy of the state" to the NGO sector being a useful partner, the efforts of NGOs resulting in opening up of institutions for citizens and NGOs and their readiness to cooperate, building institutions and platforms for further development and improvement of the NGO sector.*
- 2 *The readiness and will for activist work of NGOs as an important corrective of the government and protecting interests of vulnerable social groups; further professionalization and investment into education of NGOs in order to help them to better cope with future challenges and problems; implementation of set measures and operational plan of the Strategy for Enhancement of Civil Society Development; and finally, the long-term insurance of mechanisms for competitive financing of the NGO sector so that NGOs can concentrate entirely on quality implementation of projects and achievement of common good goals.*

GONG, Zagreb



- 1 *More serious projects and programs appeared, which the NGO sector was able to implement precisely because of grants and programs that allow NGOs to employ staff and build capacity, develop strategic plans and organize NGOs into semi-professional organizations with a clear goal, in contrast to constantly making ends meet*

and getting by on a day-to-day basis. We are noticing a trend of solving problems within the community in which it appears, with the help of already existing local NGOs, as well as of creating new organizations specialized for certain issues in the community.

- 2 In addition to struggling with the administration that significantly slows down and blocks the work of NGOs, the greatest challenge will be the sustainability of NGOs and independence from the inert state administration (donations and protocols related to administration) or at least increasing the internal capacity of individual organizations (employment of staff) for administrative work.

Ecological Organization "Lipa" (EOL), Čakovec



- 1 A more positive attitude of the community towards volunteerism and strengthening the social responsibility of the business sector towards civil society organizations.

- 2 To survive when everybody leaves (sustainability).

Nada Boras, Radost, Ploče



- 1 The sector has made a major contribution to the democratization of Croatian society, influencing legislative changes, promoting adoption of new laws and directly helping users. The visibility of the sector has increased considerably, as well as its influence. Other social sectors have begun to recognize civil society organizations as indispensable partners, and the institutional framework for creating an enabling framework for civil society development has been created.

- 2 Although the relations between the NGO sector and other social sectors improved, I believe these changes are not yet "firm enough". They are often declarative in nature and there are many difficulties in practice. Domestic sources of funding on the level of state administration and local and regional government are still insufficient, as well as donations made by the business sector. The funds for provision of social services are on the increase, and the funds for democratic changes and their monitoring are decreasing (although there is a real need for them, so that the changes would not remain purely declarative). Civil society organizations will have to organize very quickly and join NGO networks in Europe so that their interests would be represented in the EU decision-making centers.

Željana Buntić Pejaković, Domine, Split



- 1 The approach to implementation of activities and fundraising has changed – ten years ago, many NGOs thought that they deserve to be funded on the basis of their mere existence, and activities often amounted to organizing gatherings for members. In the meantime, NGOs became proactive, many of them became more aware of their role in society and try to influence social inequalities and make a difference.

- 2 EU accession will surely entail new working and funding rules, but also new possibilities. In my opinion, one of the biggest challenges for the NGO sector is to timely respond to these changes.

Tatjana Varga, Krila, Zagreb

WORKING TOGETHER

NGOs can't – and shouldn't – work alone. In order to accomplish many of their goals, NGOs need to cooperate with both government and businesses, not to mention each other. The CroNGO Program tried to ensure that NGOs had the skills to work effectively with others, whether it be through advocating with the government to adopt legislation or policies related to corruption, entrepreneurship, minority rights, legislative oversight or the legal environment affecting NGOs, working with the business sector to make their activities more in line with corporate social responsibility practices, or working with each other. CroNGO also tried to share the secrets of transparent grantmaking to emerging grantmakers among both the business community and local and national government bodies.



Acting Now, Changing the Future

Lively, diverse, and increasingly successful in carving out respect and support, Croatia's NGOs still needed to become advocates for "hard" issues—topics of the greatest importance for Croatia's accession to the EU or regularly identified in polls as the public's primary concerns: anti-corruption, legislative oversight, minority rights, and economic development.

CroNGO harnessed the energy of the push towards accession by awarding six, two-year Advocacy Grants to top NGOs to tackle some of these issues. CroNGO also provided training in advocacy skills to all grantees, and supported topic- or organization-specific trainings tailored to each NGO.

CroNGO grantees GONG and TI Croatia dealt with the political process, address-

ing sources of corruption in how political parties and campaigns are financed and elections administered. SDF improved the implementation of the Constitutional Law on the Rights of National Minorities; CLC challenged the constitutionality of some laws' impact on minority communities. CCI and CEPOR focused on business, improving companies' investment in local NGOs and government's investment in promoting entrepreneurship.

The six NGOs proved to be able advocates—aiming for and accomplishing systemic change; securing frequent and positive media coverage; and building solid partnerships with other NGOs, government institutions, and private businesses.



They also realized tangible successes:

- Law on Financing of Political Parties adopted (TIC and GONG)
- Law on State Election Commission adopted (GONG)
- Law on Voters' Lists adopted (GONG)
- Implementation of Constitutional Law on the Rights of Minorities improved (SDF)
- Two challenges to constitutionality of laws affecting minorities submitted to Constitutional Court (CLC)
- 20 businesses commit themselves to developing activities to support their communities (CCI)
- 15 recommendations on government policy regarding entrepreneurship suggested and several adopted by the Ministry of the Economy (CEPOR)

“AED’s CroNGO Program supporting NGO projects and activities was of crucial importance to the sustainability and development of NGOs that were financed through its grants. We remember the meetings in AED at which NGOs presented their results, talked about their plans for the future, and shared the problems they are faced with in their work as learning lessons for others.

The topics of AED trainings, for example, advocacy, media relations and evaluation, were excellent choices, because this knowledge helped in the continuation of the work on projects within the CroNGO Program. A study tour of Romanian NGOs and institutions enabled us to compare our project with projects implemented in one new EU member state and learn new things. Both trainings and the study tour were an opportunity for NGO representatives to get to know each other better and plan future cooperation.

CroNGO Program was also marked by AED staff. Their approach to NGOs can be an example of cooperation and trust between donors and NGOs. AED staff always offered a smile and readiness to help in any phase of the project, which gave an additional motivation to NGOs. The CroNGO Program will remain a pleasant memory to all of GONG’s staff! Thank you!”

GONG

Advocacy Program: Quick Stats

- **Program Goal:** Promote specific changes in public policies, attitudes and behavior on the most significant issues for Croatia’s future development.
- **Grants Awarded:** August 2005
- **Project Duration:** 2 years
- **Program size:** HRK 2,645,138 awarded
Maximum grant amount HRK 440,000
6 grantees



In Vogue to in Practice: Getting Real about CSR

In Zagreb, Varaždin, Karlovac, Krapina, Čakovec, and Sisak, presentations on Corporate Social Responsibility (CSR) to a slew of businesses jump-started the **Center for Civil Initiatives' (CCI)** advocacy grant. Contacts made at these meetings, organized with the Croatian Chamber of Commerce at their branch offices, became CCI's "points of entry"—businesses that were receptive to CCI's message.

CCI fostered a select group of interested firms, and 11 signed Memoranda of Understanding with CCI in CSR development. With CCI's guidance, each business is creating an individual CSR model. For example, Ivančica, a leading manufacturer of children's shoes worked with three NGOs focused on child rights. The result? Ivančica will begin to print key messages about the UN Convention on Children's Rights on its shoe boxes.



Not content to stick just with the normal model, CCI also advocated for NGO-cooperative partnerships. Two NGOs and co-ops teamed up. CCI encouraged these 11 companies and two co-ops to sign partnership agreements with NGOs and other community stakeholders; these groups now implement 11 projects together, ranging from a summer camp for children in Gvozd to protection of an endangered vulture on the Island of Cres.

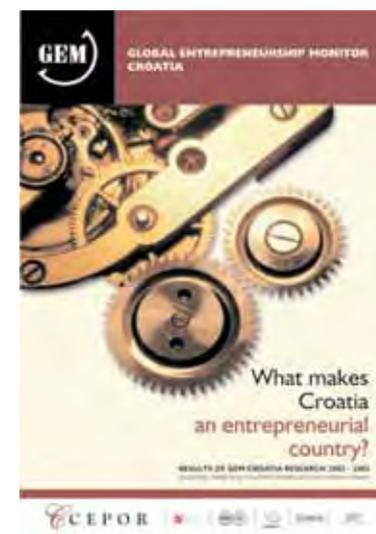
CCI organized multisectoral meetings—in Karlovac, Čakovec, and Samobor—for people from business, local government, and NGOs to talk about ways they could work together. To sum up their efforts, CCI produced a manual on how to develop stakeholder engagement in the community.

What Makes Croatia Entrepreneurial?

How do you counteract unemployment? Well, you could decide to conduct an exhaustive survey of what incites and deters entrepreneurship, publish the results, recommend concrete policy changes, and persuade the government to adopt them.

CroNGO grantee **CEPOR** did just this—publishing two Global Entrepreneurship Monitor (GEM) surveys, covering 2002 – 2005 and 2006. Weighing multiple factors—region, sector, age, technology, poverty—the GEM surveys concluded with 15 concrete policy recommendations for the Croatian government.

In spring 2006, CEPOR presented the results of the first GEM survey at public meet-



ings in Zagreb, Čakovec, Osijek, Pula, and Split. The Minister of Economy personally attended the Zagreb presentation and has strongly backed the GEM recommendations with concrete steps:

- A Ministry-level Task Force has been formed to set specific policy goals based on GEM
- Preparations to establish a government venture capital fund are underway
- A proposal for regulatory definition of guarantee funds and the redirection of government credit programs is in Parliament, and looks successful
- 2007 was declared the Year of Competitiveness and Entrepreneurship by the Croatian Council of Competitiveness



Strategic Litigation

The second GEM survey, published in early 2007, brought CEPOR even more national influence. The Prime Minister, Mr. Ivo Sanader, personally referenced GEM at the first public presentation of the 2006 results and pledged the Government's continued support of entrepreneurship. The State Secretary asked CEPOR to prepare a strategy of development for the SME sector. GEM results formed the basis of Chapter IX (The Entrepreneurial Climate) of the Government's Strategic Development Framework for 2006 – 2013. GEM results also are being used to prepare for the Brussels screening process.

In taking over 400 legal actions *pro bono* for 140 Roma, the **Croatian Law Center (CLC)** gathered the evidence necessary to prepare three legal challenges to current policies and practices.

The first: the Social Security Law prevents anyone who owns even a small piece of property from receiving welfare. Several Roma own a little property, but the land is not useful for much, certainly not for lifting them out of poverty. Using complaints filed for several of their clients, CLC built a case challenging the constitutionality of that specific part of the Social Security Law and submitted it to the Constitutional Court.



The second: many refugees who had lived in Croatia for more than 5 years were being denied citizenship. Article 8 of the Act on Croatian Citizenship states that applicants for citizenship must have lived in Croatia for a minimum of 5 years in succession, and CLC challenged the practice of denying these long-term refugees citizenship status.

The third: the Constitution and a provision of the new Law on Courts contradict each other—granting jurisdiction over citizens' petitions related to unreasonably lengthy court procedures to different courts. CLC submitted a case challenging the constitutionality of the provision.

Tackling other areas of legal and social discrimination against Roma, CLC, with the European Roma Rights Center (ERRC), targeted the Ministry of Interior (asking that refugees with 5-year residency be placed on equal footing with other citizenship applicants), the Prime Minister (urging adoption of a comprehensive anti-discrimination law, in compliance with EU requirements), the Mayor of Zagreb (raising concerns about the forced evictions of Roma from the Plinarsko settlement and other areas), and the Ombudsman (seeking support for their Constitutional Court initiative related to social welfare).

Reforming the Government: Elections, Money, Public Disclosure

Among the most recognized NGOs in Croatia, **GONG** used its advocacy grant to reform a host of laws regulating government practices.

- GONG urged Parliament to establish a permanent State Election Commission (SEC), with set procedures and regular staff. If permanent, the SEC would be less vulnerable to election pressures. The Law on SEC was adopted in April 2006.
- Part of the coalition of NGOs that made the Freedom of Information Act (FOIA), GONG exposed several cases where the government breached FOIA, spurring the filing of 15 appeals. Using the appeals, GONG prepared a request for an authoritative interpretation of FOIA.

- In 2005 and 2006, GONG coordinated the submission of over 200 citizen requests for information to various public institutions to test implementation of FOIA. The results, showing which institutions did and did not respond, were sent to MPs, journalists, and the Central State Office for Administration.
- With TIC, GONG advocated for a law regulating how political parties and electoral campaigns can be financed. In December 2006, Parliament passed the Law on Financing Political Parties; GONG and its partners still are advocating for the Law on Financing Electoral Campaigns.
- GONG advocated for improvements to the Law on Voters' Lists, and succeeded in getting provisions included related



Special Initiative: Transparent Elections

Educating voters, monitoring elections, reporting on election processes/procedures, conducting a parallel vote count—GONG used a CroNGO Special Initiative grant to organize a massive country-wide effort to ensure the 2005 elections were “free and fair.”

1000 volunteers—trained and deployed by GONG to polling stations throughout Croatia and consular/diplomatic missions in Bosnia and Herzegovina (and other countries)—observed registration, voting, and vote counts. Audio and video spots providing basic election information, produced by GONG, were broadcast regularly on Croatia’s most popular TV and radio stations in the weeks before the election.

GONG reacted rapidly to any irregularities—informing the media (print, radio, and TV enthusiastically got the word out) and the government. The Government Election Committee responded to GONG’s challenge—changing the composition of election boards in problem cities and repeating elections in 4 cities where the boxes had more ballots than registered voters.

These elections are important for GONG and for Croatia. For the first time, the media expressed great interest in our work. They contacted us on a daily basis to ask for more news and opinions. Also, we received the same media coverage as the Government Election Committee.

—Suzana Jašić, Executive Director, GONG

Giving Minorities a Voice

to voter education and absentee voting. The new Law on Voters' Lists was passed by the Croatian Parliament in February 2007.

– A Draft Law on Data Secrecy, proposed by the Government in early 2007, threatens to undo some of the transparency created by FOIA. GONG publicly protested against the formulation of this law, requesting amendments to both it and FOIA to create the position of Information Commissioner and ensure that a “public interest test” is used to determine if information should be made public. While the revised version of the law has not yet been revealed, all indications are that some of these suggestions will be incorporated.

In 90% of cases, National Minority Councils (MCs) have no funding other than the local budget, although the Constitutional Law guarantees their financial independence.

In 75% of cases, local governments did not report on national minority issues, although required to do so by Article 31 of the Constitutional Law.

In 60% of cases, the technical preconditions necessary for MC functioning were not assured.

– Key findings of a survey the **Serbian Democratic Forum (SDF)** conducted as a first step in advocating for improved national and local management of/investment in MCs.



SDF interviewed 32 MCs and 21 local government representatives. *Analysis of the Protection of Minority Rights in Local Government: National Minority Councils and a leaflet National Minority Councils: Areas for Improvement* were first presented at a meeting of the Open Forum (18 NGOs that provide free legal assistance) that was attended by a large number of representatives from government, parliament and the NGO sector. SDF also presented the results directly to Parliament, some Parliamentary Committees, and NGO activists, gaining the attention and support of the President of Croatia, the President of the Council for National Minorities and of people from the Office for Human Rights, Office for Minorities, and Parliament.

In response to SDF, several towns/municipalities have passed amendments to statutes dealing with MCs, and several MCs, their rights and responsibilities publicly defined for the first time, now function better. Implementation of the Constitutional Law on the Rights of National Minorities has become more conscientious, and consistent.

Reigning in Influence: Politics and Money

90% of citizens believe it is necessary to regulate political party and electoral campaign finance in Croatia.

61% of citizens believe the main motivation for donations to a political party is an expected return favor.

This public opinion poll, conducted by Promocija Plus, was commissioned by **Transparency International Croatia (TIC)** in August 2006. TIC needed concrete data to give the Government a final push towards adopting the Law on Financing Political Parties and Electoral Campaigns.

In private meetings with the President and Minister of Justice in December 2005, TIC was promised support for a law regulating financing of political parties/campaigns. Several consultations and a roundtable with people from government, Parliament,

and other NGOs (notably GONG) later, TIC had developed a Draft Law. Final edits were made during a session on political party financing at the Regional Conference of Transparency International for Europe and Central Asia, held in Brijuni, Croatia. The draft was sent to the Central State Office for Administration, and on to Parliament procedure.

In September 2006, TIC published on its website data about the financing of all parliamentary political parties from 2000-2005.

In December 2006, the Law on Financing of Political Parties was adopted. In further debates, the Law on Financing Electoral Campaigns had been split off, held for additional amendments. TIC now is advocating for this law.



Advocacy throughout CroNGO

These six Advocacy Grantees are not the only CroNGO-supported NGOs that successfully pushed for changes in national or local policy or practices.

- After intensive lobbying by CroNGO Sustainability Partner, the Croatian Helsinki Committee for Human Rights (HHO) which led a coalition of 16 NGOs, Parliament passed the Freedom of Information Act (FOIA) in late 2003. Did government institutions know about FOIA? This coalition, and other CroNGO grantees (such as GONG) tested them, and publicized which institutions responded and which did not comply with the new law.
- Men now can be with their wives in labor and watch their children be born in a Split maternity hospital, thanks to the advocacy efforts of the CroNGO Small Grantee Club of Women “Baby Eva.”
- Parliament passed the Law on Volunteerism and the Code of Good Practices for Public Financing of NGOs in response to advocacy efforts of several CroNGO grantees and partners, notably the European Center for Not-for-Profit Law (ECNL).

Better Laws, Stronger NGOs



- 2001: the *Law on Associations*, which replaced the regressive 1997 law, recognizes the right to establish informal associations and liberalizes registration and internal governance procedures—giving people much more freedom to organize and NGOs much more independence.
- 2003: the *Law on the National Foundation for Civil Society Development* establishes a government mechanism for supporting Croatian NGOs through education/publications, grants, and public awareness campaigns. The Foundation is funded through the state budget, Croatian lottery, private donations, and other sources (including CroNGO).

- 2003: the *Freedom of Information Act (FOIA)* allows the public access to internal documents on government proceedings and decisions. CroNGO grantee HHO (the Croatian Helsinki Committee) helped lead the NGO coalition that drafted the law and advocated for its passage. CroNGO grantees HHO and GONG continue to push for full implementation of FOIA.
- 2007: the *Code of Good Practices for Public Financing of NGOs* sets out basic rules and procedures relating to the government's distribution of public grants to NGOs, including rules that will make NGOs more accountable for the grants received.

- 2007: the *Law on Volunteerism* defines volunteer status, differentiates volunteerism from employment, and establishes the legal rights and obligations of volunteers and the NGOs who use them.
- Work in progress: If passed, a new draft *Law on Foundations* would reduce burdensome conditions for establishing foundations; prevent unwarranted, discretionary government power over foundations' establishment and internal governance; and enable foundations that support private goals to be established.
- Work in progress: Conversations have begun on introducing the concept of *Public Benefit Status* into the Croatian



- legal framework, either as a separate law or as an amendment to the tax law. Public Benefit Status would define what types of NGOs benefit the public at large, what benefits such organizations should receive from the state, and what obligations they must fulfill in exchange.
- Work in progress: In order to ensure more public participation in the legislative drafting process, discussions have been initiated about development of a code or legal regulation to encourage or require state actors to provide the opportunity for NGOs and citizens to comment on draft laws and regulations. Such a regulation would establish some ground rules, including mechanisms and timing, for dia-

logue between civil society organizations and state authorities during the legislative process.

Intensely involved in getting most of these laws passed (organizing public discussions, providing critical information and support to drafters of the law, supporting implementation, providing expert advice) was USAID and CroNGO partner the European Center for Not-for-Profit Law (ECNL) and (earlier) its parent organization the International Center for Not-for-Profit Law (ICNL).



Civil Society in Croatia: Work in Progress

The conference “Civil Society: Work in Progress” (held in Zagreb from June 13-15, 2007) marked the programmatic end of CroNGO. 180 representatives of NGOs, government, corporate and international donors, and other relevant stakeholders gathered to discuss priorities surrounding three areas critical to the future sustainability of the civil society sector – Advocacy and Legal Framework, Financial Viability, and Organizational Development. The conference was co-organized by the key local institutions that will continue to support the development of Croatian civil society in the future:

the National Foundation for Civil Society Development, the Government Office for Cooperation with NGOs, the Council for Civil Society Development, the European Center for Non-Profit Law (ECNL), and the Trainers’ Forum (TREF), with sponsorship from the City of Zagreb.

Toni Vidan, the president of the Council for Civil Society Development stated that the end of USAID programs marks the end of an era in the development of civil society in Croatia; an era that will perhaps one day be referred to as the “consolidation phase”. This view was reinforced by USAID Mission Director, William Jeffers, who in his opening speech concluded that civil society in Croatia is among the most vibrant in the

region. Certainly during the six years of the CroNGO Program, the situation in the civil sector in Croatia has changed significantly. The results of the research of public perception conducted by the Ivo Pilar Institute show that three out of four citizens (74%) now have a positive perception of NGOs, representing a significant increase from 61% in 2002 (according to GfK research). In addition, programs increasingly are co-funded by the Croatian government, local institutions or companies, indicating that civil society in Croatia has reached a level when it can be considered sustainable.

“Civil Society: Work in Progress” participants had the opportunity to attend four



plenary sessions and to choose six out of 24 parallel sessions related to the three themes. Some brief conclusions of the conference include the following:

Advocacy/Legal Environment—Croatian NGOs benefit from a generally favorable legal environment, but there is still room for improvement. Priorities that emerged during the course of the conference included the need to: introduce legal mechanisms to ensure that government consults with NGOs; create uniform criteria and benefits for organizations that serve the public benefit; implement the Code of Good Practices in Public Financing of NGOs; and adopt a new Law on Foundations. These issues were confirmed as priorities for the near future by

Igor Vidačak from the Government Office for Cooperation with NGOs.

Financial Sustainability—Croatian NGOs slowly are introducing new approaches to raising the financial resources they need to continue their work, and government, public and corporate support of the sector is slowly increasing. For the past five years, NGOs have been preparing for the departure of USAID and other foreign funders, but advocacy and watchdog NGOs still face a dearth of local funding sources for their work, pointing to the need to develop an independent fund to support such activities. Additionally, all NGOs need to continue developing self-financing activities and new fundraising techniques aimed at individuals and the corporate sector.

Organizational Development—Croatian NGOs are stronger than ever, and now have many structures in place to continue their organizational development. To continue this positive momentum, there is a need to initiate a process of quality certification based on SOKNO and to further introduce standards of good governance and transparency. Implementation of the Law on Volunteerism, which went into effect on June 15, 2007, is expected to stimulate volunteering and the introduction of volunteer programs into health and social welfare institutions.

AED and USAID wish Croatian NGOs the best of luck in moving this agenda forward in the future!

“This conference rounded the presence and work of AED in Croatia over the past years. It covered all the current topics and enabled the participants to choose sessions which were interesting and useful for their future professional work. Well done!”

“The conference program was dynamic, with a good number of options to choose from, the topics were concrete yet analytical, and the discussions open and critical.”

“So many things I hadn’t heard before – a true gem!”

Looking after the Bottom Line, and the Community



Five years ago, Corporate Social Responsibility (CSR) was barely discussed in Croatia.

Today, CSR is a buzzword: trendy, pervasive, the *concept du jour*.

In 2003, CroNGO worked with the Prince of Wales International Business Leaders Forum (IBLF) and MAP Consulting to conduct the first comprehensive survey of CSR in Croatia. “Community investment” wasn’t part of the vocabulary. Many small businesses contributed to local groups, but informally or irregularly. Strategic business plans didn’t include contributing to social initiatives. Larger national or international corporations were mostly uninvolved.

CroNGO’s first survey and other training interventions coincided with increased global—and particularly European—concentration on CSR. With regular media coverage, CSR vaulted into the mainstream in Croatia.

- December 2004: the Economics Institute and the Konrad Adenauer Stiftung, with support from other key actors, organized the *National Conference on Corporate Social Responsibility—Agenda 2005*.
- 2005: CSR figured prominently at the *Annual Conference of the Croatian Association for Public Relations*; the *annual European Day of Entrepreneurs*; and the *International Environmental Protection*,

Eco-Technology, and Municipal Equipment Fair.

- 2006: Several large corporations—national and international—had embraced corporate giving.
- March 2007: More than 70 Croatian companies publicly committed themselves to CSR practices by signing the UN Global Compact.



In October 2006, CroNGO and IBLF organized a conference *Community Investment: Practical Approaches for Businesses* to help Croatian businesses acquire new strategies for making community investment—grants, donations, partnerships, employee volunteers—integral to their corporate planning. Inspired by the conference, Holcim decided to include a new component to their yearly NGO grant program: grantees could choose to receive either funds or “experts”—ie, training in specific skills from Holcim’s upper management.



CroNGO chose grantees and managers of major Croatian businesses to take two study tours—one to Hungary (2003) and one to the United Kingdom (2004)—to examine how CSR “works” in a transition and a developed market economy. After the trip to Hungary, Dalmacijacement asked Association MI (both from Split) for help in building relationships with local NGOs. Dalmacijacement purchased an apartment for Lastavica, an NGO that focuses on children, to serve as a kind of half-way home for youth transitioning from the orphanage to non-institutional life. In a further step, Dalmacijacement and Association MI now are exchanging trainings: Association MI offers trainings to Dalmacijacement employees (for instance, “How to be a Better Parent”) and Dalmacijacement trains Association MI on how to present their work more effectively to the public/business sectors.

Our Kindness is Reflected in Others

Now a central “donations market” in Croatia, **Donacije.Info** hosts information on over 300 worthy NGOs, only one year after registering. At www.donacije.info, NGOs can present themselves and their work; potential donors can figure out where and how to give their money.

Backed by CroNGO funds, Donacije.Info announced a novel competition: the Corporate Philanthropy Award, to honor companies with outstanding CSR activities. Companies competed in two categories: best program among companies who already have a CSR system and best individual donation. Croatia’s Deputy Prime Minister Jadranka Kosor



presided over the award ceremony, held on 18 May 2007, under the slogan “Our Kindness is Reflected in Others”. The awards – large mirrors – were awarded to Holcim, for the best corporate philanthropy program and Zagrebačka banka for the donation to Kriješnica, while a special award was given to Brodamerkur, for their donation to the Center for Oncology of the County League for the Prevention of Cancer in Split.



Zlatna Kuna for CSR

Together, with CroNGO funding, the Croatian Business Council for Sustainable Development (HRPSOR) and the Croatian Chamber of Commerce (CCC) developed a private sector M&E tool, designed to evaluate CSR programs. Using the tool to evaluate businesses in four areas—workplace, marketplace, environment, and community investment—HRPSOR and CCC will distribute annual prizes to the best small, medium, large, and public enterprise in each category. CCC hopes eventually that these prizes will be incorporated into the annual Zlatna Kuna award ceremony.

Networking

Network Capacity Building Program: Quick Stats

- **Program goal:** To strengthen the capacity of both formal and informal networks of NGOs in Croatia working in similar programmatic and/or geographic areas
- **Grants Awarded:** October 2005 and April 2006
- **Project Duration:** 6 – 16 months
- **Program size:** HRK 945,000 awarded
Maximum grant amount HRK 90,000
11 network grantees, total of 330 member organizations

clubture^{CT}

The **Association of NGOs Clubture** organized a number of meetings with network members to develop strategic/operational plans for Clubture and 17 member organizations. www.clubture.org—Clubture’s website—was overhauled, made more appealing and more useful to network members. www.kulturpunkt.hr—Clubture’s web portal—also was redesigned to increase network/NGO visibility. Catchy and up-to-date, www.kulturpunkt.hr is attracting more visitors every month.

After 3 days of training in permaculture, a natural way of building using straw and clay, 20 members of the **Balkan Ecovillage Network (BEN)** were certified in the basic principles; 5 members were certified as trainers. They constructed a 16 m² straw-and-clay house as an example. Workshops on planning projects, fundraising, and cooperating with local governments gave members a much better idea of how to interact with other sectors, and BEN began talks on collaborating with networks in Denmark and other Eastern European countries.





KOALICIJA ZA PROMOCIJU
I ZAŠTITU LJUDSKIH PRAVA



Needing more accurate human rights data, the **Coalition for Promotion and Protection of Human Rights** developed the research tools (methodology and questions) needed to build a new database. Future advocacy efforts will depend on the database: with detailed records of human rights issues and human rights violations, the Coalition will know how and where to direct their energy. After developing a strategic plan (and operational plan for 2006), the Coalition also trained its members in how to write proposals for PHARE, an EU fund for accession countries.

It was time to formalize, and the **Coordination of NGOs for Children** did so—establishing a website www.kordinacija.com, developing four committees (Psychosocial Issues, Health Protection, Informal Education, and Children’s Free Time), holding regular committee meetings, and developing a catalogue of children’s NGOs in Croatia and the services they offer. The Coordination also placed two members in governmental bodies, the Governmental Council for Development of Civil Society and the Governmental Council for Children.



After 6 meetings, the **Croatian Youth Network (CYN)** convinced the State Secretary to make their changes to the Draft Law on Local Youth Councils. The Network had just formed five working groups—national youth policy, local youth policy, education and capacity building, international cooperation, and information service—and seven committees—on Education; Information, Communication and Media; Economy; Culture and Leisure Time; Youth Participation; and Discrimination, Conflicts and Violence. CYN also had overhauled their website, www.mmh.hr, adding youth policy resources, email list-serve, CYN documents, and an intranet for CYN's board members.



Green Forum reviewed and updated many of their internal procedures, formally adopting several documents: *Criteria for GF Membership*, *Code of Conduct for GF Members*, *NGO Strategy for Active Croatian Civil Society Involvement in the Field of Nature Conservation Within EU Accession Process of the Republic of Croatia*, *Mechanism for Delegations of GF Members to Governmental Working Bodies*. Legislative Approximation Groups were formed to monitor the harmonization of EU and Croatian environmental laws, and Green Forum's website—www.zeleniforum.org—was updated.



From fairly informal, CroNGO's grant helped the **NGO Forum of Šibenik-Knin and Zadar** County become more formalized, by drafting by-laws, developing working groups, and marketing themselves. As a result, the Forum is more stable and sustainable—and more visible in the community. College students, studying computer graphics at Knin, competed to design a Forum logo.



The **Platform for Peacebuilding in the Republic of Croatia** updated their mission/vision, and drafted a three-year strategic plan, 18-month operational plan, and code of ethics. The Platform also defined procedures for network cooperation and decision-making, the roles and responsibilities among member organizations, criteria for joining the network, the role of the network coordinator, structures and mechanisms within the network, and communication. With all this in place, the network now functions more effectively, is in the process of formally registering, and members are more aware of the network's future direction.



Through strategic planning sessions with a consultant, the **Regional Forum of NGOs–Slovenija and Baranja** set up six working groups. In over 20 meetings, the groups created a statute for the Forum that defined member rights and responsibilities, how assembly meetings should be conducted, and how the Board members should be elected. The Forum distributed 1,480 copies of *Forum Bulletin*, a new issue of their newsletter, and several hundred each of Forum t-shirts, mugs, folders, and notepads; they also developed a website www.forumu-druga.com. 35 regional NGOs re-submitted requests for membership.

The **Women’s Network of Croatia (WNC)** officially formalized the rules for admission to the network, prompting 5 new organizations to join, and held regular regional and national meetings. Network members drafted chapters of the State Policy for Promotion of Gender Equality, and WNC held several meetings with the Ministry of Science, Education, and Sport over how schools should cover sex education.

Deciding to work as an informal coalition, **ZIR–NGO Association of Lika-Senj County** developed a three-year strategic plan and one-year operational plan, drafted its statute, determined membership criteria, and elected central staff. Their 2nd annual Lika-Senj County NGO fair was a great success, and ZIR began collaborating with CroNGO network grantee Regional Forum of NGOs of Slavonija, taking advantage particularly of their tools for cooperation with the local community/local government, such as their Charter of Cooperation.

Grantmaking: the Nuts and Bolts



So, government and businesses, even other NGOs, are interested in supporting NGOs—but what about the details? How do you choose what NGOs? Manage the funds? Reporting?

CroNGO's Regional Partners – SMART, Association MI and OGI – learned these skills through working with AED on the implementation of the Small Grants Program and Community Partnership Program. They have since been working with local governments and companies in their areas to spread these techniques.

CroNGO's *Grantmaking Conference*, November 14-16, 2004, also tackled these questions. The 40 participants—from NGOs,

foundations, local/national governments, and businesses—worked through all steps of the grant process: developing a program, needs assessments, selection criteria, M&E.

We believe that it is very important to involve all interested parties in the planning process regarding transparent distribution of funds. Future applicants should have the opportunity to give their opinion on how to improve these processes, because they then become stakeholders and feel more responsible.

—Gordana Forčić, SMART

To ensure that local grantmakers have a resource available to guide them through the grantmaking process in the future, CroNGO published a grantmaking manual in June 2007, sharing their experience in grantmaking, as well as those of other Croatian grantmakers.

UMIJEĆE DONIRANJA

152

PRAKTIČNI NAPUTCI I ALATI ZA DONATORE

DATUM _____

KOME? _____

ZAŠTO? _____

KADA? _____

KAKO? _____

kn ??????????????????????

KOLIKO? _____

1232 862387 227R928 8470 37 0 230

STRENGTHENING NGOs

A critical goal of CroNGO was to leave behind strong NGOs – organizationally and financially – that would continue to do good work long after USAID and AED leave Croatia. But, with close to 30,000 registered NGOs, how do you make a dent? For CroNGO, one secret was in working with local organizations and trainers that were committed to supporting other NGOs. Another tactic was to introduce new concepts to the sector related to financing and organizational development, such as income generation, fundraising, governance, and quality assurance through workshops, conferences, publications, and, of course, grants.



From Trainers to TREF: Professionalizing Croatia's NGO Trainers



Croatian NGOs need qualified consultants; Croatian trainers need professional validation, and a way for NGOs to hire them.

TREF, the Trainers' Forum, meets both needs. Registered officially in May 2005, TREF is the first professional association for NGO trainers in Croatia. TREF provides its clients a database of qualified trainers, its members additional training and professional support, and the civil society sector a group of individuals focused on improving the quality of NGOs' management and work. A CroNGO grantee since September 2005, TREF tripled its membership in just over a year—from 21 in May 2005 to 59 in August 2006.

10 years ago, the situation was vastly different. CroNGO began developing a group of trainers—some were already NGO trainers, some wanted to try a new career—through a training of trainers (ToT) course in 1998–1999. By mid-2000, three new training organizations—SMART, EOS, and NIT—had been formed by participants in the ToT course. *Cook Book for NGOs*, the first Croatian handbook on NGO Management published by ODRAZ, was also a direct result of this course.

In 2002, CroNGO assessed the status of NGO training—what training NGOs needed and what professional development Croatian trainers required. The assessment helped decide the topics of the five ToT

workshops organized by CroNGO in 2002 and 2003—Community Needs Assessments, Monitoring and Evaluation, Corporate Social Responsibility, Human Resources and Volunteer Managements for NGOs, and Advanced Training Methodology.

The assessment also yielded a group of NGO trainers—some independent and some from CroNGO's 1999 ToT course—who participated in the workshops and met separately, with CroNGO facilitation. The group developed Croatia's first trainers' Code of Ethics at these meetings. 40 people signed the Code right away, and the group realized that Croatian trainers were eager—and needed—to find a way to structure their services and enhance training quality, as a professional community. TREF is the result.



Partners in Grantmaking



Maturing into regional NGO resource centers, CroNGO's three Regional Partners—**Association MI (Split)**, **Organization for Civil Initiatives (OGI, Osijek)**, and **SMART (Rijeka)**—progressively took responsibility for the majority of grantmaking responsibilities under the Small Grants Program (2002-2004) and Community Partnership Program (2004-2006).

Association MI, OGI, and SMART provided training, technical assistance, information (on funding opportunities, trainings, other events) to CroNGO grantees and other NGOs in their regions. They acquired grant management skills hands-on through their partnership with CroNGO—becoming the first NGOs in Croatia with experi-

ence in managing all aspects of a grants program—procurement, award, financial management, financial/program reports.

"We succeeded in disseminating information about funding opportunities to a large number of small and isolated local communities. ...Our experience has shown that local NGOs, institutions, and authorities respond better when they have a local resource that provides assistance than when they have to call an organization based in the capital."

—**Association MI, Split**

Regional Partners/Partners for Local Initiatives: Quick Stats

- **Program Goal:** To implement the Small Grants Program and Community Partnership Program at the local level
- **Grants Awarded:** July 2002
- **Project Duration:** 45 months
- **Program size:** HRK 4,484,251 awarded
3 grantees



It was quite a joy to realize that we have grown in grant-making, both as individuals and as a team. We demonstrated the skills and commitment that justified the concept of empowering Regional Partners and delegating the full scale of tasks to us. Announcement of tenders, TA, selection process, managing review committees, supervision of financial management...all of it has become standard routine after three years of experience in the CroNGO Program. Even the most demanding aspect of micro-grants management—financial management—doesn't seem that difficult to manage today.

—OGI, Osijek

In a country where NGOs still struggle for validation, the professionalism of these three NGOs successfully gained the respect and confidence of local government officials, businessmen, and people living in nearby communities.

Grantmaking activities have improved our position among NGOs, local authorities, and businesses in the region. Today, they perceive us as a professional organization and request our services.

—SMART, Rijeka



Originally formed from a group of professional NGO trainers, **SMART** continues to provide capacity building services to NGOs and others—even training the City of Rijeka in how to develop the criteria, procedures, forms, etc. necessary to provide funds to community groups and NGOs.



Founded by social workers and psychologists, **Association MI** promotes community development, charity, and philanthropy. Association MI still serves as a resource center in Split and surrounding counties—providing technical assistance and support for community development and for inter-sector cooperation, organizing NGO forums, and managing funds (through their newly registered Kajo Dadić Foundation, which gives scholarships to students).



OGI focuses on increasing civic participation in development and politics and, as a CroNGO partner, supported NGOs in 5 counties in Slavonia. OGI now continues to function as a local support center, particularly for communities such as Beli Manastir and Donji Miholjac where local officials have been interested in collaborating.

Partners for NGO Sector Sustainability

Partners for NGO Sector Sustainability: Quick Stats

- **Program goal:** To develop leading NGOs into truly sustainable organizations, able to buttress NGO sector development in Croatia.
- **Grants Awarded:** November 2002
- **Project Duration:** 2 years
- **Program size:** 6,198,541 kn awarded
Maximum grant amount 715,000 kn
9 grantees

All Sustainability Partner projects had three parts:

- Core Project—new or ongoing projects directly relevant to the NGOs' line of work
- NGO Sector Support Action Plan—projects to build the NGO sector, through improving business/government/public perceptions of NGOs and strengthening support NGOs
- Training and Development Plan—regular training and TA according to a TA plan developed through an assessment done with each organization

B.a.B.e.

Active and Emancipated

In Zadar and Šibenik, **Be Active, Be Emancipated (B.a.B.e)** cultivated a group of women activists into 4 sturdy organizations—OSE (Enlightened, Self-confident, Emancipated) and Vile (Fairies) in Zadar and the Women's Initiative of Sibensko-Kninska County and the Club of Women Suffering from Breast Cancer in Šibenik.

B.a.B.e. and CESI, another Sustainability Partner, teamed up to train NGOs in advocacy: techniques, public relations, media, campaigning. With Fade-in, Green Action, Democratic Youth Initiative, and Zamir, these two NGOs launched the GRAK campaign—a massive nationwide campaign to make people aware of NGOs' work and get them involved.



19 Women

Through B.a.B.e, the Women's Network of Croatia (WNC) learned to use media as their own "voice"—a way to communicate publicly their position and reactions to current events. Armed with this knowledge, WNC launched three successful nationwide campaigns: "16 Days of Activism Against Violence Against Women" (twice) and "Time is High for Changing Schoolbooks" (in many schoolbooks, women are presented in limited roles, and education on human/women's rights is not part of the established curriculum.)

The **Center for Counseling and Education of Women (CESI)** chose 19 women for an intensive, extensive mentoring program. At the first Women's Leadership Program training, the women signed contracts with CESI and developed individual action plans for work in their communities. By the end of the program, the women together had founded five new NGOs and organized over 30 events for over 350 people. The Pula Handmade festivals, started by a CESI trainee, are attended by thousands every year.

The Women's Leadership Manual, developed from this course, will guide CESI's future work in developing community leaders.



Peaceful Communities

In parts of Croatia where the war has left deep scars, the **Center for Peace, Non-Violence, and Human Rights (CPO)** has done much to rebuild communities.

Through a ToT program, and attentive mentoring, 40 people were prepared to take CPO's work into their own towns and neighborhoods. CPO published 5 manuals from the 4 ToT courses to guide the trainers:

Volunteerism in Peace and Community Building
Mediation in the Community
Mediation: Dealing with Conflict for Persistent People
Non-violence
Self-help for Victims of Trauma and War Veterans

The 25 people who took the first two courses—"Volunteerism in Peace and Community Building" and "Mediation in the Community"—had already conducted over 10 workshops in 8 different communities by the time the two-year grant ended.



Playgroups and Ministries

Despite the Ministry of Education's sudden assimilation into the Ministry of Science, Education, and Sport (and other changes in Ministry strategy), **Children First** successfully persuaded the Ministry to establish a Committee for Developing Cooperation with the NGO sector. Children First gathered 20 NGOs focused on child/education issues to figure out how to approach the Ministry, and led a working group of six NGOs that organized roundtables with six government ministries. Representatives from both the Ministry of Education and NGOs are on the new Committee; NGO members evolved into CroNGO network grantee the Coordination of Children's NGOs.

Children First's own work as an NGO focuses on helping children in Zagreb's poorer suburbs gain the necessary skills to enter school on an equal footing, and their mothers learn to access resources in their communities. Through CroNGO's grant, Children First established 3 children "playgroups" and 3 mother's "self-help groups." 50 children and 40 mothers a year cycled through the groups.

Once a month, the mothers' groups met with various local government officials—social workers; child psychologists; the Director of the Center for Children, Youth, and Family in Velika Gorica; and Head of the Committee for City Housing Management. 28 mothers from these groups got together and filed a

formal request for the street between Velika Gorica and Velika Mlaka to be paved and lit; they organized a successful community protest against having a cell phone tower built next to Velika Mlaka. Nine mothers who went to Children First's talk "How to Find a Job" found employment.



Health Care: NGOs, Doctors, Government

The Velika Gorica Club of Women Suffering from Breast Cancer secured permanent office space. The Osijek Club registered officially as an NGO. The Pula and Varaždin Clubs launched new programs and the Omiš Club restructured.

The **Split Club of Women Suffering from Breast Cancer** spurred the changes, providing these clubs (and the National Network of Clubs of Women Suffering from Breast Cancer) with two years of workshops and technical assistance.

In all five cities, the Split Club also organized the workshop *Cross-sector Collaboration to Improve the Quality of Life and Health Care in the Community*. People from NGOs,



Lawyers and Information

health institutions, and local government came, and left with concrete plans for coordinated community projects; several later came to the Split Club's national conference on cross-sector collaboration. A group of 17 health NGOs in Split received similar support, and met with the Ministry of Health to discuss how government and NGOs can partner to address health concerns.

Early 2004: the Croatian Bar Association challenged the right of NGOs to provide free legal assistance. That is precisely what the Croatian Helsinki **Committee for Human Rights (HHO)** does—help people with human rights complaints navigate the courts/government institutions. During its CroNGO grant, HHO assisted over 1,500 people with citizenship, property, retirement, and health (related to hazardous waste management) complaints. Many were refugee returnees, struggling to reclaim property and citizenship.

HHO met with the Ministry of Justice and the Croatian Lawyers' Chamber and organized a roundtable (attended by the Croatian Lawyers' Chamber, Ministry of Justice, and

State Ombudsman's Office) on the new Law on Free Legal Assistance. They successfully managed to have places reserved for NGO representatives on the working group preparing the Law.

Late 2003: Parliament adopted the Freedom of Information Act (FOIA), a major achievement for a coalition of 16 NGOs led by HHO. With the 2004 elections, the government changed and implementation of FOIA stalled. As a test, the coalition (now 28 NGOs) requested information under FOIA from government institutions throughout Croatia and publicized the results. In time, all major media, including primetime news, covered their campaign, and FOIA became part of common public knowledge.

The right to have access to information that has been used by public institutions is a basic human right, protected by international agreements and the Constitution of Croatia. Today, this right has been considered a basic requirement for the democratization of society and creation of active citizens, which are sufficiently informed to be able to decide on developments of their communities.

—declaration signed by the 16 coalition members working to pass FOIA



Sustainable Social Services

Mentoring 11 smaller social care organizations, **MiRTa** offered two years of individual training and 5 workshops (on working with local government, strategic planning, communicating with media, media presentation, and M&E). *Cooperation of NGOs with Local Government and Local Media*, the manual MiRTa developed, helps local organizations figure out how to work with other sectors, step by step.

In Split, MiRTa maintained a hotline for victims of child abuse and domestic violence and managed the Counseling Center—providing counseling to 654 people, therapeutic services to 437, and legal advice to 227 during these two years. MiRTa also organized three meetings of the National Team for Prevention and Treatment of Child Abuse.



Community Leaders, Community Foundations

In a cycle of six workshops—on community needs assessment, role of city council members, civic responsibility/public participation, proposal writing, M&E, and budgeting/project management—**ODRAZ** trained 35 community leaders throughout Croatia. Over 1,500 people attended events organized by the 18 participants in the first cycle. ODRAZ also established a Community Development Coordination Network and published a training manual on community mobilization.

After investigating the feasibility of establishing community foundations in Hvar and Krapina, ODRAZ worked with fellow Sustainability Partner grantees CPO and RI-CENTAR to publish the results of the study on conditions for community foundations in these two locations, and in Osijek and Rijeka.

Charter of Cooperation

In May 2003, Rijeka NGOs adopted a Charter of Cooperation between NGOs and the City of Rijeka; the City followed suit in 2004. Guiding the Charter step by step—meeting with government and NGOs, incorporating their feedback, persuading both—**RI-CENTAR** successfully developed a document that standardizes procedures for collaboration between NGOs and government, and that both groups accept.



Nacionalna
zaklada za
razvoj
civilnoga
društva

National Foundation for Civil Society Development

Now the largest donor for NGOs in Croatia, and a hub of civil society expertise, information, and support, the National Foundation for Civil Society Development sought CroNGO support to conduct the first extensive research of the civil society sector in Croatia—recording size, finances, sources of funding, number of staff/volunteers, area of work, re-

gion. The results, first publicly presented at CroNGO's final conference, *Civil Society in Croatia: Work in Progress*, in June 2007, will underpin the National Foundation's future tenders, trainings, events, and provide valuable data to other donors.

According to the research results:

- Over half (53%) of NGOs have no employees. Most of the rest (41%) have less than 9 employees, while only 6% have more than 10 employees.
- The main sources of funding for NGOs are national government (ministries) (for 28% of organizations) and local government (for 32% of organizations)
- The majority of respondents (61%) responded that government should ensure more financial support for NGOs. Over

half of responding organizations also believe that government should provide better tax exemptions to NGOs and to business donors.

- Most organizations (53%) have seen an increase in their budget over the past three years, while 30% report that their budget has stayed the same.
- Only 60% of questioned NGOs have a web page.

www.civilnodrustvo.hr is also being launched by the Foundation with CroNGO support. With information on Croatian NGOs, donors, events, online training modules, and research, the website will become a central point of information on and for civil society in Croatia.

CIVILNO DRUŠTVO
U HRVATSKOJ



RADOVI U TIJEKU

13. - 15. lipnja, 2007. godine
Hotel International, Zagreb

RASPORED RADA

Krleža, 13. lipnja 2007.

stanika

na temelju kriterija
odabire državnog proračuna
u svrhu, gdje se pokriće
može u potpunosti, izvanjski pri-
stupa na specifičnom planu,
odabire određene usluge.

izvršavati u okviru i obilježiti sa

izvršavati

tata istraživanja "P
a razvoj civilnog

Sustainability without Proposals?



Self-financing the Future

NGOs provide needed services, advocate for important political freedoms, champion minority rights. Their work is extremely valuable, but financing it is a constant struggle. To secure even short-term, project-based funding, NGOs invest a great deal of energy, and time.

CroNGO has been introducing Croatian NGOs—and the government and business sectors—to alternate modes of funding: self-financing and fundraising from local sources. Fundraising and self-financing are challenging, requiring energy and new skills. But, once successful, offer flexibility in how funds are used and greater control over when funds are available.

Non-profit, but needing money to implement programs and pay staff, NGOs put tremendous efforts into writing proposals to obtain funding.

Is there another way? **The Nonprofit Enterprise and Self-Sustainability Team (NESST)** thinks they have an answer: helping NGOs self-finance by packaging their skills or services as marketable products. NGOs often provide high-quality services for free and possess skills or resources that other sectors could use—why not charge for customers willing, and able, to pay?

Partnering with NESST, CroNGO organized a series of three trainings/hands-on workshops on self-financing (organized between

April and November 2005) for 14 Croatian NGOs:

1. Financial Sustainability and Introduction to Self-financing
2. Organizational Readiness and Pre-Feasibility Study
3. Sustainability Planning.

Between trainings, NESST worked with the organizations individually.

The trainings energized the 14 participants, prompting CroNGO to organize a *Conference on Self-Financing Activities and Social Enterprise for the Non-Profit Sector*, on 28 March 2007. 95 people—from NGOs, local authorities, ministries, and the busi-

ness sector—got a thorough introduction to self-financing/social enterprise activities and practiced concrete methods for their planning and development. In addition to sessions similar to the three NESST trainings, the American Chamber of Commerce and NESST trainers introduced businesses to venture philanthropy—applying venture capital/long-term investment models to business relationships with NGOs.

As a result of their work with NESST, the Organization for Civil Initiatives (OGI) is in the process of starting a bookkeeping and financial management service for local NGOs, with the goal of eventually earning 15% of their annual budget in this way.



For this conference, CroNGO published 4 manuals to help NGOs start self-financing:

Legal and Regulatory Framework for CSO Self-Financing in Croatia

Hit the Ground Running—Getting a Head Start with Local Lessons for Sustainable Social Enterprise

Get Ready, Get Set, ... Starting Down the Road to Self-Financing (including worksheets)

5 Case Studies (with Croatian examples)

NESST Self-Financing Training Series: Participating Organizations

1. GONG
2. Green Action
3. Center for Peace, Non-Violence and Human Rights - Osijek
4. Association Radost Ploče
5. Portal Alfa
6. Krila
7. Domachi
8. VIMIO
9. Igra
10. SMART
11. Slap
12. Domine
- 13 Children First
14. Organization for Civil Initiatives - OGI

Financial Diversification

Financial Viability Program: Quick Stats

- **Program Goal:** Help NGOs diversify their financial resources and improve their financial sustainability through creative and innovative fundraising and self-financing activities
- **Grants Awarded:** November 2006
- **Project Duration:** 7 – 9 months
- **Program size:** HRK 295,589 awarded
Maximum grant amount HRK 60,000
5 grantees



Got Marketing?

Posters, banners, pamphlets, programs—you can get them all at **Action for Civil Transparency (ACT)**, an NGO in Međimurska County focused on youth activism. ACT has opened a print lab providing publishing services for small marketing products, the only one in the county.



Rent a Bike

With no other bike rental shops in Baranja, the **Association for Peace and Human Rights Baranja** is hoping to corner the market of tourists looking to pedal around the county, or down the newly opened Pannonian Road of Peace (a bike path connecting Hungary, Croatia, and Serbia). People who live in Baranja can take advantage of the Association's bike storage and maintenance services for a small fee.



Parents with Diapers

Diapers—if you have a newborn, you can never have too many. **Parents In Action (RODA)** is counting on a constant demand, paying women who are unemployed or home for maternity leave to make cotton diapers and baby slings. RODA collects, markets, and sells the final products.



Pick up the Parks

Funding its organization and its programs, **Prevention of Cruelty to Animals and Plants International (PCAP)** set up Citizens of Karlovac for the City of Parks, a community fund. In exchange for donations—from businesses, the local government, and everyday people—PCAP maintains the city parks.



Programming

More and more, businesses need high-tech software specific to their needs. **Sabirnica**, an NGO promoting computer literacy, can develop customized software for Croatian businesses. They also offer the first high-quality education programs for Systems Administrators and Application Developers in Croatia.

Vaš Dio Kolača: Getting your Piece of the Pie, without Writing Proposals

For three days (29 November – 1 December 2006), 140 people from 80 Croatian NGOs whisked busily from workshop to workshop at Croatia's first fundraising conference for NGOs, *How to Get your Piece of the Pie Without Writing Proposals*. International and Croatian fundraisers led 12 workshops to help introduce participants to innovative fundraising approaches:

- Fundraising Strategy
- Corporate Fundraising
- Relationship Building
- Income Generation
- Public Relations and Fundraising
- Face-to-Face Fundraising
- Branding
- Direct Marketing

- Fundraising Events
- The Role of Boards in Fundraising
- New Technologies
- Working with Fundraisers and Fundraising Professionals

These are not widespread practices in Croatia, but we got the feeling that we can change the usual way of thinking and try something new.

-Conference Participant



During the conference, the NGOs got a chance to practice their new fundraising skills. Each participant received three coupons at registration, and gave them to the NGOs they thought made the best public plea. Udruga Pokretač pitched the best fundraising spiel, winning first place, and HRK 8000.



Results

- 1st place (HRK 8000) goes to Udruga Pokretač (Korenica)
- 2nd place (HRK 4000) to Udruga Zvonimir (Knin)
- 3rd place (services from BESTIAS design agency) to Udruga Sanus (Split)
- 4th place (HRK 1250) to Udruga za rad s mladima Breza (Osijek)



Guide Dogs Raise Kuna, Can You?

The “Audience Award” for CEE Fundraising Achievement at the 10th Annual Central and Eastern European Fundraising Workshop in Budapest, Hungary went to CroNGO grantee Croatian Guide Dog and Mobility Association. Their campaign—*Without a Guide Dog All Streets are Blind*—raised money to start building a new center for training guide dogs.

Seven other CroNGO grantees or trainees—SMART, Krila, CPO, GONG, Association MI, Green Action, and CESI—also traveled to Hungary to attend the 4-day, hands-on workshop, organized by the Civil Society Development Foundation Hungary in November 2005.



Imaš siće za vodiče?

Ovo je Ami. Bez njega sve su ulice slijepe.

 **HRVATSKA UDRUGA ZA ŠKOLOVANJE PASA VODIČA I MOBILITET**
Trg bana Josipa Jelačića 3, Zagreb, Hrvatska, tel./fax: 4810 155
<http://www.pasovodici.hr/>

Pomoćte gradnju Centra za pse vodiče slijepih!
Uplatnicu možete naći u svim poslovnicama
Zagrebačke banke, partnerske sekcije **Hvalat!**
Ljubav za sretan. Čigrovci i sretne osobe su sretan rezultat.

Strong Organizations, Strong Internal Systems

As a result of working with the CroNGO Program, our NGO has grown considerably. On the basis of education and team-building activities, Sabirnica has 9 new project managers.

-- Sabirnica, Zagreb

The CroNGO Program team offered a supportive openness and flexibility, which allowed us to work on what we thought was necessary, get advice when we needed it, adjust the project when necessary, learn a lot about project and program management and work on our organizational development!

--Željana Buntić Pejaković, Domine, Split

Because of the high criteria that AED had set for writing of project proposals and reports and implementation of the project that was new in this area at the time, I myself learned a lot. This experience helped me in my future work and cooperation with other donors and sponsors.

--Tatjana Varga, Krila, Zagreb

Quality Assured

How do you build the capacity of your NGO?
Hire a trainer?

Sure, or you could sit down with the *Croatian Quality Assurance System for Non-Profit Organizations (SOKNO)* and become your own trainer. Nascent and well-established, small or large, all NGOs can use SOKNO: the standards and recommendations are differentiated by NGO size and maturity.

Developed over two years by a working group of 5 NGO leaders headed by CroNGO, in collaboration with the UK's Charities Evaluation Services (CES), SOKNO allows NGOs to conduct self-assessments and improve internal processes in 12 essential areas.

SOKNO'S 12 QUALITY AREAS

- Planning for Quality
- Governance
- Management
- User-oriented Services
- Staff and Volunteers
- Training and Development
- Managing Finances
- Managing Resources
- Managing Activities
- Networking and Partnership
- Monitoring and Evaluation
- Results



SOKNO Mentors

- Đordana Barbarić, Most
- Zvezdana Batković, CARE International Zagreb
- Milan Bijelić, Association Mi
- Bojana Čulum, SMART
- Ivet Čurlin, Independent Consultant
- Gordana Drakulić Ramač, Spona
- Gordana Forčić, SMART
- Branka Kaselj, Center for Peace Osijek
- Duška Milinković, Association Mi
- Rasti Nikolić, Independent Consultant
- Slađana Novota, SMART
- Nikoleta Poljak, Center for Peace Osijek
- Milan Ristić, EOS
- Zvezdana Schulz Vugrin, SMART
- Sonja Stanić, Center for Peace Osijek
- Martina Stažnik, DIM
- Lejla Šehić Relić, Volunteer Center Osijek
- Ranka Šepić, Independent Consultant
- Nataša Škrbić, Independent Consultant
- Slavko Tušek, Slap
- Silvia Žufić, CGI Poreč

56 NGOs already have used SOKNO and instituted new systems to ensure the quality of their work. 21 “system mentors,” trained and licensed, are available to guide NGOs through the SOKNO process—assistance which is particularly useful the first time an NGO uses SOKNO.

The necessity for SOKNO evolved naturally with our organization's growth. As our programs expanded, ... we needed an objective view of our strengths and weaknesses to help us plan for functional improvements. Working through the SOKNO process was not simply a matter of bringing our organization into compliance with the law and being transparent. As we worked together to address quality in each of our service areas, the contributions of our staff and volunteers were affirmed. Ultimately, everyone felt valued. We hadn't necessarily expected the “SOKNO side effect” of higher morale and better performance resulting from the process.

–Tatjana Reić, President, Hepatos





SOKNO Mentors Promotion

Good Governance?

Good Governance

Working Group Members

- Aida Bagić
- Željana Buntić-Pejaković
- Lidija Burić
- Bojana Čulum
- Srđan Dvornik
- Gordana Forčić
- Đurđica Ivković
- Aleksandra Janjić
- Branka Kaselj
- Borjanka Metikoš
- Gordana Obradović-Dragišić
- Gordana Stojanović
- Marina Škrabalo
- Nataša Škrbić
- Andreja Tonč
- Tatjana Varga



Some questions (by Croatian NGO leaders):

“Why do we need to have a board? We are making good, ethical decisions for our organization already!” “Why can’t members of our staff be on the board? They are the ones who know the most about our organization!” “What is the difference between ‘governance’ and ‘management’?” “What’s the point of a board? The members never come anyway, especially if they don’t get paid!”

An answer (by Croatian NGO leaders):

CroNGO’s Good Governance Working Group (GGWG): a group of 16 leaders of Croatian NGOs and leading NGO trainers, convened in April 2005.

In its first year, the GGWG identified what needs to be changed in NGO governance and how to institutionalize good governance principles throughout the sector with the guidance of Marilyn Wyatt, a specialist in NGO governance issues. In the second year, the group developed standards and guidelines for effective NGO governance in Croatia and devised a strategy to promote implementation more broadly.

Most GGWG members' NGOs have brought their organizational structures in line with GG principles, including separating governing and management functions—a primary focus of the GGWG. Ms. Ćulum became committed to the GGWG because of structural problems recognized by her own organization, Universitas, a Rijeka-based association for higher education development. With an expanding scope of work, Universitas—like the Croatian civil sector in general—faces greater public scrutiny and higher expectations for accountability from donors. “We had realized the potential dangers from conflict of interest, and we wanted to avoid perceptions of misuse of power. But it was participation in the Working Group that provided the trigger for us

to actually make changes in our governing structure that ensure transparency in our work and accountability to our members, donors, and the university community.”

To sustain their work after CroNGO ends, CroNGO transferred leadership of the GGWG to the Trainers' Forum (TREF). Through a CroNGO grant, TREF translated and printed *A Handbook of NGO Governance*, originally developed by the Central and Eastern European Working Group on Nonprofit Governance. GGWG adjusted the principles to suit Croatian NGOs in the supplement *Guidelines for Good Governance*, and GGWG/TREF members provided training and held roundtables on good governance principles throughout Croatia in 2006.



This issue of governance is now widely regarded as one of the key ingredients for accountability and transparency in the NGO sector; it's the key to the health and sustainability of civil society as a whole.

—Bojana Ćulum

Building Capacity

Capacity Building Program Quick Stats

- **Program goal:** To improve the organizational and financial management and sustainability of NGOs
- **Grants Awarded:** October 2005 and April 2006
- **Project Duration:** 12 to 16 months
- **Program size:** HRK 625,000 disbursed
Maximum grant amount HRK 60,000
12 grantees

ars publica



Things felt different at **Ars Publica**, after they established procedures for:

- new members admission/membership fee
- partnerships
- new projects
- relationship with contractors
- database maintenance and updating
- financial matters related to contracting.

Staff were happier—clear about who should do what, how they wanted their network to work, and where the organization was going. Member NGOs took on concrete responsibilities. Ars Publica also mapped out its next three years, and developed a detailed plan for the next six months.

The **Association for Civic Education and Social Development (DIM)** sat down and evaluated itself, as an organization—producing a new logo, new name (see above), detailed M&E plans for two current projects, and a strategic plan for the next three years. Since EU funds soon will be the primary international funding available, DIM also learned how to write better proposals for the EU.



Tackling the challenges of the bottom line, **Citizens' Democratic Initiative Project (CDIP)** developed a fundraising plan and organized a fundraising workshop. CDIP also defined staff and volunteer roles. The documents and procedures have become part of the NGO's everyday work and structure all activities. As a result, more people in the community now recognize PGDI, and the NGO's capacity for sustainability has increased.



With a new marketing plan, aimed at sustainability, the **Croatian Youth Hostel Association (HYHA)** developed co-branding with Hostelling International, advertised with EURO<26, and built partnerships with universities. HYHA volunteers became more active, and there were more of them, after the NGO drafted official work documents for volunteers. A series of joint trainings helped HYHA restructure, and develop more camaraderie and cooperation between various branches.



With a strategic plan for 2006 – 2009 in place, and other administrative rules and regulations drawn up, **Eco Zadar** became much more efficient, and able to recruit better staff. The NGO developed 3 new projects, and wrote a proposal for EU funding for each one, after participating in a tailored workshop on project cycle management and application procedure for EU funds.



Once the strategic plan for 2006 – 2008 was developed, **HEPATOS** drafted two plans for working with international organizations, procedures for volunteer management, and a framework for applying to the EU CARDS (Community Assistance for Reconstruction, Development, and Stability in the Balkans) Program.



With one campaign (to encourage teachers to be trained in how to work with special needs children) finished, the **Croatian Association for Professional Help to Children with Special Needs (IDEM)** already has another in the works—to lobby for an Educational Center for special needs children. IDEM also helped its branch and national offices become more professional in financial management, budgets, PR, and fundraising. Adding a Volunteer Coordinator staff position formalized IDEM's volunteer management.



With a strategic and operational plan for 2006 – 2009 in place, **Kulturtreger** determined they needed trainings in fundraising, EU funds, volunteer management, and web maintenance. Kulturtreger's new website—www.books.hr—has increased members' communication and the flow of information. The NGO has new tools for fundraising, a new staff position (Volunteer Coordinator), and newly-drafted volunteer job descriptions and contracts.



Three new employees hired, more proposals submitted, and communication skills improved, and training modules developed on strategic planning, activity management, human resources management, and financial management. **The League Against Drug Addiction** also developed a strategic plan for 2006 – 2009 and a system for administering financial resources that satisfied both Croatian laws and funders' requests. Another result of all this organizational assessment/development? The League Against Drug Addiction decided to change their name, and their target. Now the League for Drug Prevention, the NGO now focuses on prevention, not treatment.



Platform 9,81 studied Institutes for Research in Architecture in Spain and the Netherlands, and took preliminary steps towards establishing their own. The Institute would focus 1) on education and research and 2) on providing consultant services on urban planning to state administration bodies and businesses. Platform 9,81 also developed a 3-year strategic plan, centered on the future Institute, and learned more about financial management practices—their procedures now are more established and their staff can better handle accounting, record keeping, reporting laws, tax system, and budget formulation.



Financial plans, job descriptions for employees and volunteers, award systems, and other internal forms, as well as a strategic plan for 2006 – 2009 and a new mission/vision—**Parents in Action (RODA)** developed them all. As a result, the NGO functions much more efficiently and activities are implemented more smoothly. Training in financial planning and fundraising helped RODA monitor expenditures and manage budget cycles. With M&E training, RODA became able to measure the impact of their various advocacy efforts, and use the results to decide what direction they should go in next.

Volunteers need job descriptions, a supervisor, and a reason for offering their services in the first place. **ZUM (the Organization for the Promotion of Employment and Professional Improvement of Youth)** addressed all these needs in their volunteer management training. Staff needed similar clarification, and trainings helped them define each person's roles and responsibilities, and become more efficient. ZUM also developed a long-term strategic plan, and a financial plan for 2007.



The League Against Drug Addiction

SUPPORTING COMMUNITIES

NGOs support the communities in which they are based, in exchange for support from these communities. CroNGO supported both sides of this equation – making sure community members know about and support NGOs' work and helping NGOs' work in and with their local communities.



I Volunteer, You Volunteer, We All Volunteer!

Volunteerism Program: Quick Stats

- **Program Goal:** To promote the practice of volunteerism on a regional and national level
- **Grants Awarded:** April 2006
- **Project Duration:** 16 months
- **Program size:** 1,805,531 HRK awarded
Maximum grant amount 600,000 HRK (partnership projects)
300,000 HRK (individual projects)
4 projects implemented by 7 grantees

Volunteers provide valuable and needed services to NGOs - for free! But how can NGOs encourage people to volunteer, and then effectively use these volunteers? CroNGO's Volunteerism Grantees tried to answer these questions through their grants.



Volunteerism Grantees

- Association Mi, in partnership with Association MoST
- Center for Peace, Non-Violence and Human Rights – Osijek, in partnership with Ecological Association Green Osijek and PRONI – Center for Social Education
- GONG
- SMART

Where/What/Who are the Volunteers?

What's happening with volunteerism in Croatia? Who's volunteering, to do what, where? Center for Peace Osijek, Association MI and Association MoSt, the Center for Peace Studies, and SMART each interviewed 500 people in their counties, and Moj posao posted the same questionnaire on volunteering on its website. A publication compiling and comparing the data was prepared by Dr. Jasminka Ledic from the University of Rijeka, and published in June 2007.

According to the research:

- In 2005-2006, 45-50 % of respondents did some volunteer work; 81.3% of people who work in an NGO volunteer – not necessarily for the organization in which they work
- The main motivation for volunteering is “personal satisfaction”
- 52% of respondents have a positive attitude about volunteerism; a similar percentage was more likely to volunteer as a result of participating in the survey!

Volunteer Matchmaking

Volunteers need NGOs; NGOs need volunteers. How do you get them together?

CroNGO grantees in Split, Osijek and Rijeka are setting up local databases listing NGOs looking for volunteers and volunteers looking for NGOs to create the perfect match.

The Informal Volunteer Network

CroNGO grantees in Split, Rijeka and Osijek, along with the Volunteer Center Zagreb, have created an informal Volunteer Network to promote volunteering around the country in a coordinated way. As one of their first priorities, the Network has been meeting with key government officials and business people to push for support passage of the Law on Volunteerism (passed on May 18, 2007) and to develop new programs and initiatives to develop the practice of volunteerism in Croatia.



A large crowd of children, many holding purple balloons, is gathered in a city street. The balloons feature a logo and the text "Grad Rijeka". The children are dressed in winter clothing, and the street is lined with buildings, including a McDonald's and a building with the name "DARIO VIŽIĆA".

**International Volunteer Day,
December 5, 2006**

Cities across Croatia were buzzing on December 5, 2006, International Volunteer Day: CroNGO's seven Volunteerism Grantees hosted a slew of events—promoting volunteerism at all levels, honoring volunteers, and showcasing NGOs.

In Rijeka, SMART, with GONG, put on a week-long extravaganza—from a press conference with city government officials and GONG Rijeka, to a public campaign *Nobody can do everything ... but everybody can do something*, to

an “open house” bringing volunteers to the Center for Neglected Children and Turnić (an institution for elderly people). The week culminated in a large celebration on International Volunteer Day, at which 40 CSOs and 75 volunteers presented their work.

The Osijek trio—Center for Peace Osijek, Green Osijek, and PRONI—hosted a public event promoting volunteerism in Tvrdča, the central square in the old part of town. In the evening, three volunteers, one NGO, and one business received awards for their volunteering; the award was designed by Mato Tijardović, a famous Osijek artist. Osijek city council helped sponsor the event and has agreed to make it part of next year's town festival.





Millenium photograph, by Šime Strikoman
Volunteer Days, Split 2006

In Split, Association MI and Association MoST held “People of Split Volunteer”—focusing activities on NGOs (and their volunteers) working with people with special needs. 200 volunteers attended. On December 8, the two organizations put on a huge event—assembling 520 people from 45 NGOs (from Split and Tuzla, in Bosnia and Herzegovina), businesses, local authorities, state institutions, schools and media for an elaborate award ceremony. 131 volunteer awards and 98 acknowledgements for supporters of volunteer work were presented. Association MI and Association MoST also teamed up to host their annual Volunteer Days in May 2006 and May 2007, marking the 10th year in a row that this event was organized. Government officials, represen-

tatives of close to 100 NGOs and approximately 2,000 Split residents participated in events each year.

Across Croatia, GONG launched a PR campaign for volunteerism, culminating in a set of TV and radio clips aired for the week around International Volunteers’ Day (5 December). The clips starred “Goodman”, an average superhero who voluntarily helps out around town – stopping traffic to help an old woman cross the street, finding a little boy’s lost dog, and helping citizens gain access to their local government. The clips were broadcast 2,112 times on 27 radio and 8 TV stations and were seen by most Croatians. A survey conducted after the clips ran showed that 72% of respondents saw the TV

spot, and 21% saw the TV spots and heard the radio jingle. While 16% of respondents were already working as volunteers before the national campaign, 42% began to think about volunteering after seeing the spots.

Over 70,000 citizens volunteered in CroNGO-funded activities





Video clip promoting volunteering produced by GONG

NGOs in the Public Eye



NGOs can't be sustainable without recognition from the general public, businesses and the government of the important role they play in society. Without a good public image and credibility, how can NGOs attract members, volunteers or local donors?

In order to get a more accurate picture of the current public opinion, perception and understanding of NGOs, AED commissioned the Ivo Pilar Institute to conduct a comprehensive survey of these topics. The extensive field survey conducted in July 2005 showed that although a vast majority of Croatian citizens (83.3%) are familiar with the term "non-governmental organization", less than half (43.3%) know its meaning. The general public, it was concluded, still

does not fully understand the valuable role that NGOs play in society. The results of this survey were presented to the wider public at a conference in December and used to stimulate a broader discussion of how to most effectively address remaining problems. Survey results and analytic pieces by three prominent Croatian social scientists—Dražen Lalić, Berto Šalaj, and Suzana Kunac—were published in the anthology *NGOs in the Public Eye*. To compare the results and assess trends, in 2006 AED commissioned a shorter telephone survey that confirmed the original findings. The results of both surveys were presented and analyzed at a series of round tables held in Zagreb, Rijeka, Split and Osijek in 2006.

- March 2005: Panel Discussion to launch the program—*Visibility of NGOs in the Public*
- 2005-2006: Extensive field research (July 2005) and follow-on phone study (June 2006) by Ivo Pilar Institute on public perceptions of NGOs, published in *Public Attitudes Towards Non-governmental Organizations*
- December 2005: Conference to discuss initial Ivo Pilar Research—*NGOs in the Public Eye: Perceptions, Challenges, and Opportunities*
- Fall 2006: Roundtables in Zagreb, Rijeka, and Osijek, and Split to discuss the Ivo Pilar Research

Data helps understand the current picture, but how can the picture be improved? AED awarded grants to local NGOs to work at all levels (from local to national) and through all mediums (TV, Internet, radio, film, and print media) to ensure that average Croatians have the opportunity to learn about the good things NGOs are doing around the country.



NGO Sector Visibility Program: Quick Stats

- **Program goal:** To encourage local NGOs to take initiative and responsibility for improving public awareness of the sector
- **Grants Awarded:** September 2005 and January 2006
- **Project Duration:** 4 – 15 months
- **Program size:** awarded 1,614,154 HRK
Maximum grant amount (partnership projects) 330,000 HRK
(individual projects) 165,000 HRK
7 projects implemented by 13 grantees

Value of Values?

Croatia's President Stjepan Mesić, Vice President Jadranka Kosor, and the US Ambassador Robert Bradtke, along with 200 other people from NGOs, government, media, universities, and international organizations came together for a one-day conference on 26 September 2006, organized by CroNGO grantee **B.a.B.e.** to present their study *The Value of Values: Civil Society and Croatian Democratization*.

B.a.B.e.'s study delved into the five-year history of 90 NGOs promoting democratic values, extracting from financial/program reports and detailed personal interviews the story of how vital civil society has been to Croatia's democratization and government policy—and the data to back that story up.



In the end, B.a.B.e. could tell average Croats exactly how NGOs had impacted their lives, and what Croatia would have looked like without the NGOs.

The results showed that in 2005 alone these 90 NGOs:

- Raised HRK 314,542,077.
- Employed 332 people.
- Received HRK 13,538,139 from the government.
- Paid HRK 13,819,573 in personnel taxes back to the government.
- Gave some form of help or information to 3.5 million people.
- Organized 1,243 press conferences and 11,165 public appearances and issued 10,741 press releases.

- Conducted 50 civil campaigns, including 16 days of activism protesting violence against women, Družba Adria, GONG's pre-election campaign, GRAK, Matija Gubec, Love is Love, Enough with the Wars, Campaign against Trafficking in Humans, 51%, and the Anti Corruption Campaign
- Got support from 5,834 volunteers



Civildreta

Recent winner of *Vidi's* Top 10 Internet News Portals in Croatia in 2006 and PC Chip's Web Portal of the Month—H-alter (www.h-alter.org) publishes articles, broadcasts radio, and hosts discussions dedicated to “civil society themes.”

The article series *Civildreta*, produced by CroNGO grantee **Center for Peace Studies** and its partner Association for Independent Media Culture, boosted the website into the public eye. More than 20,000 people read the *Civildreta* articles, and nearly 300,000 people visited H-alter during the project (an increase of over 600%). Several *Civildreta* articles were republished in Bosnia and Herzegovina, France, Germany, Montenegro, Serbia, and the USA.



Civildreta “articles” first appeared as a bi-monthly series on Radio 101. The 13 shows introduced 77 NGOs and were broadcast to an estimated 9000 listeners.



Look At Me!

On February 15, 2006, over 100 representatives of donors, NGOs, and the media attended the Zagreb screening of CroNGO grantee **CESI's** film *Look At me!*. During the 2006 International Women's Day, over 300 people saw the film on Zagreb's main square. The film was screened in 14 cities across Croatia, to audiences of NGO and government representatives, students, educators, journalists, and others. 600 DVD copies have been distributed to NGOs, local governments, and schools; teachers use the DVD in their classrooms, as part of a curriculum designed to stimulate student interest and engagement in NGOs' work.

Look At Me! chronicles the personal experiences of 8 Croatian civil society activists.

In the 35-minute documentary, these individuals explain why they chose to become engaged in their communities and what changes they are trying to achieve through their organizations. Over 400,000 people either saw or heard about *Look At Me!*, and their reactions were overwhelmingly positive. Viewers spontaneously connected with the people in the film and, captured by them and their stories, came to identify with their ideals and reasons for action.

Look At Me! also was presented in the official documentary section of the 15th annual Days of Croatian Film Festival, held from April 24-26, 2006.

CESI's partners on this project:

- Association for Peace and Human Rights Baranja
- Women's Network Croatia
- Center for Civil Initiatives Poreč
- Women's Association Vukovar



On Air, In Print

Determined to improve NGOs' public image in Dalmatia, CroNGO grantee Domine and partner Censorship launched a flurry of activities—producing TV shows on NGOs' work, teaching nascent NGOs how to get supportive media attention, educating journalists on covering NGOs, and advocating for press coverage.

The 13 one-hour TV shows Domine produced—broadcast on TV Marjan in Split-Dalmatia county, OTV in Zagreb county, and RI Kanal TV in Primorsko-Goranska county—reached a potential viewership of 2,500,000. Over the project, viewers called Domine more and more each month, asking for information.



Close Up

Persistent efforts to establish relationships with journalists (print and broadcast) paid off: several journalists in Split-Dalmatia county now consciously cover the civil society sector, contacting Domine to find out what NGOs are doing. Some newspapers have dedicated a section to covering local NGOs.

Dynamic, ingenious, proficient—people recognize **Fade In**'s distinct style immediately. So does HRT, which regularly broadcasts Fade In programming. Documentary films, political commercials, TV shows, reports on the problems NGOs face/values they are working to promote—Fade In does it all, bringing their own “look”: fresh angles, crisp editing, and a dedication to telling a story through often unnoticed details. Intrigued, people stay and watch—many of whom otherwise don't have anything to do with NGOs.

With their visibility grant, Fade In filmed 22 reports on NGOs—45 in all. HRT broadcast them twice a month on the popular wake-up show “Good Morning, Croatia.” Another



HRT show, “Life Live” broadcast two of the reports, and wants to work with Fade In in the future. Fade In released all 22 reports on a separate DVD.

A competitor, and frequent winner, in film festivals, Fade In also shows their TV reports and documentaries at festivals throughout Croatia and the Balkans.

In the first few years of our cooperation with HRT, we mainly produced reports in which NGOs presented their projects and programs (“we are an NGO dealing with...”, “we founded the NGO because...”, “Our goals are...”). This experience taught us how to present their work in a more interesting and dynamic way, so that today we focus on “activity”.

—Sandra Ražnatović, Fade In

Small but Visible: PRONI Helps Local NGOs Access Media

5 radio shows, 2 rounds of information desks in 4 towns, an NGO fair, a survey, a pamphlet (*Bulletin of Examples of Good Practice*), and 8 months later, CroNGO grantee **PRONI** had helped over 3,500 residents of Vukovar-Srijem County learn what NGOs in their area are doing.

An impressive number of people and institutions were involved in PRONI activities – 42 NGOs, five town and county authorities, and the media. Helping small NGOs establish contacts with the media was one important result of this project, and two journalists worked free of charge to train NGOs how to best present themselves to the public.



E-visible

In January 2006, CroNGO grantee ZaMirNET recorded 15,884 hits on ZaMirZINE, its e-magazine. In December 2006, there were 40,618. The difference? An intensive effort to create an e-community of civil society activists and to attract the interest of people not involved in NGOs.

ZaMirZINE grew to 307,444 “visits” during their grant. Users exchanged nearly 1,000 articles and read/wrote stories on NGOs and civil society issues, covered by media throughout Croatia and neighboring countries. ZaMirNET also linked the web portals of Croatian NGOs and other citizen groups through a Network of Independent Media Initiatives, creating a central place for NGOs to advertise their work, debate, and share information.



The colorful, upbeat website www.zamirzine.net now streams films featuring NGOs and their work, including films produced by CroNGO grantees B.a.B.e. and Fade In, making it even easier for people to learn about the good work of NGOs around the country.

The public image and credibility of NGOs directly affect their ability to recruit members and volunteers, as well as encourage donors to provide support.

—Morana Smodlaka Krajnović, CroNGO Deputy Chief of Party

[NGOs'] significance in addressing invisible or unrecognized social issues remains crucial.

—Josip Kregar, Professor of Law

It is important for NGOs to pay enough attention and time to working with the media and maintaining contact with them, in order to be accepted as essential partners by them and achieve systematic coverage.

—Sandra Pernar, GONG

The GRAK Campaign: Vidim, Djelujem, Mijenjam!

Over two weeks in May 2004, 40 NGOs across Croatia, led by CroNGO Sustainability Partners B.a.B.e. and CESI, got the message out about what NGOs are doing in Croatia, why the issues are important, and how ordinary people can get involved. NGOs participating in the campaign hosted street events in all major cities; distributed leaflets, t-shirts, mugs, mouse-pads, posters; and broadcast radio jingles and a TV cartoon.





CroNGO grantees at a 2-day training by Madison Consulting in media law framework, spin techniques, Croatia's media landscape, and how to get media coverage. Madison provided training on media relations to 36 NGOs through the CroNGO Program.

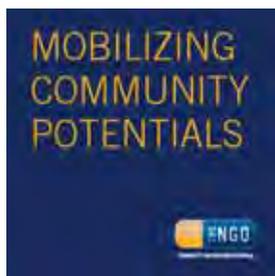
CroNGO in the Public Eye

Without media coverage, the public will not know about the good things CroNGO and its grantees did. Grantees were encouraged to work with the media to increase public support for their initiatives, and benefited from over 3,000 stories in local and national newspapers, radio programs, TV shows, and web portals.

CroNGO and Grantee Media Coverage



A Lot With a Little: Community Partnership Program



50 communities across Croatia found out how much a small grant—average of HRK 56,800—can achieve. The 73 projects funded by CroNGO's Community Partnership Program (CPP) improved the economy (22), tourism (27), or public spaces (24) in villages, towns, and cities throughout Croatia. Local governments provided support to 61 projects, businesses to 55, and other local institutions to 50. 20,000 people joined in project activities or events.

The same three Regional Partners who worked with CroNGO on the Small Grants Program helped implement the CPP outside of the capital, assuming more and more responsibility for grantmaking: SMART (from Rijeka, responsible for Istria, Primorje, Lika,

and Karlovac), OGI (from Osijek, responsible for Slavonia), Association MI (from Split, responsible for Dalmatia).

The projects were featured in 250 newspaper and magazine stories, 165 radio shows, and 53 TV shorts.





Community Partnership Program: Quick Stats

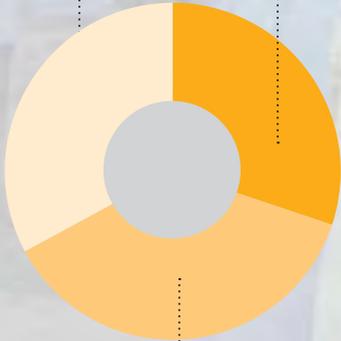
- **Program goal:** Support community-based projects that partnered NGOs with local governments and businesses to bring concrete, sustainable changes
- **Program length:** October 2004 – March 2006
- **Program size:** HRK 2,784,000 disbursed
Maximum grant amount HRK 100,000
66 grantees implemented 73 projects



Community Partnership Program Grants

PUBLIC SPACES 24

ECONOMIC DEVELOPMENT 22



TOURISM PROMOTION 27

Community Partnership: People, Government, NGOs

If you google “Kastav,” the first link tells you “Kastav’s historic center, many parks, and big forest are attractive to foreign visitors and hikers. In summer evenings the Kastav wood is crowded with walkers who come for fresh air in the wood and with athletes on summer break who want stay in good shape.”

The Wikipedia entry is recent. A few short years ago, few people walked in the woods: trails were not marked or developed. Kastav’s Association of Pensioners and Elderly People, with a CroNGO grant, built the paths, made benches, marked the trails—there are many, of varying lengths and difficulty. Volunteers, including several members of the Pensioners’ Association as well as their relatives, did all the work. On



a second CroNGO grant, the Association of Pensioners opened a center for fitness and health education. The exercise classes were a smash hit: younger people wanted to join and an extra class had to be added.

Kastav’s Town Council now maintains the nature trails, and has provided a hall for the fitness classes. In fact, the Council, with the Mayor’s full backing, funds local NGOs at an exceptionally high rate—a combination of supportive government, active NGOs, and involved townspeople that are behind the rave reviews in Wikipedia.

A group of parents, teachers, and students in Kastav’s Milan Brozović Elementary School successfully applied for another CroNGO grant. Their project—“Little and

Big for the Environment of Kastav”—got 70 people together to build a fence around the school playground and clean up a forest path and other places near the school. The teachers and students now clean and maintain the area.

CroNGO grantee the Estavela Speleological Association has turned the tower of an old fort in the center of Kastav into a museum about Croatia’s karst caves. Tourists and Kastavans—especially children, who are offered special education programs—visit the one-of-a-kind Speleogallery. After receiving CroNGO’s start-up funding, Estavela secured support from the Town of Kastav, the Rijeka Museum of Natural Sciences, a church, and other donor associations.

A Rock and Hard Place

On the one hand, fruit farmers in Velika Gorica needed to produce “healthier” fruit—fewer pesticides, cleaner soil, more attractive product. On the other hand, farming with fewer pesticides is tough.

The Bubamara Association of Fruit Producers worked with Zagrebačka county farmers to develop Integrated Fruit Production (IFP)—an organic style farming system (primarily practiced in EU and EU import countries) that replaces pesticides and other pollutants with natural resources/regulating mechanisms.

But Bubamara still needed a modern climate station: IFP requires detailed knowledge about local weather, insect, and disease



Start Up and Improve your Business?

conditions. Purchased with a CroNGO grant, the climate station has allowed Bubamara to send instant phone/email messages to farmers about every weather change, potential disease, insect breeding—and how best to protect their plants. About 1,000 fruit farmers receive daily updates, and the information also is broadcast in teletext on public television.

Leo Komarica was a carpenter, but he wanted to start his own business in creating artificial beehives.

High unemployment plagued Brodsko-posavska County, but Leo Komarica, and many others like him, cherished plans of starting their own businesses—despite few business initiatives. CroNGO grantee the Local Economic Development Agency (LEDA) answered this need, offering three seminars in how to start up a small/medium enterprise. The Croatian Employment Service, the Croatian Chamber of Commerce, the Croatian Chamber of Trades and Crafts for Brodsko-posavska County, and local governments provided additional support.



63 people, mostly unemployed, attended the 7-day seminars, learning how to develop a business idea, use marketing successfully, do basic accounting and payroll, and determine prices. LEDA continued to work individually with the participants and around 30% started and registered their companies.

Leo Komarica's business is booming—he recently hired his brother to help keep up with all the orders for his beehive containers.

This seminar has helped me a lot because they gave me specific instructions and answers on how to register my own company. I recommend it to everybody who is thinking about starting up their own businesses or the ones who have a business idea and want to develop it.

—Leo Komarica

I think that every business man should pass this kind of seminar before starting his business because he could avoid unnecessary administrative problems

—Krešimir Rudec, Secretary,
Croatian Chamber of Commerce
from Slavonski Brod

Preserve Cres: Promote Eco-Tourism

Eat organic food, buy local, do eco-tourism—these trends have swept across many industrialized countries, where there is a popular reaction against the perceived environmental and cultural troubles globalized industry has brought. Places like the Island of Cres—sparsely populated, non-industrialized, blessed with natural beauty and favorable climate—can capitalize on this trend—promoting eco-tourism both to boost the local economy and preserve the local culture.

CroNGO grantee Eco Center Caput Insulae Beli seized this opportunity—launching a campaign to preserve traditional architecture, cuisine, and livelihoods. Eco Center set up a certification system for restaurants—approving and publicizing

those that served local foods—particularly lamb (sheep herding is the traditional Cres livelihood). 17 restaurants in Cres agreed to serve traditionally produced and prepared foods, and to buy their lamb only through the Agricultural Cooperative Cres, which certified it and ensured quality.

The Center also set up a certification system for houses—apartment owners who maintained traditional paint schemes, furniture, and décor were approved and listed in tourist books.

Cres' Tourist Office was delighted with the Eco Center's work, and wants to work with the NGO to promote tourist activities in Cres at domestic and foreign tourist fairs and conferences.



The brochure that Eco center published is exactly what modern tourists want. This is the reason why the Tourist Office has offered cooperation to the association in translating the brochure into several languages.

—Director of Tourist office of the Town Cres, Ms. Daria Vasić

Tabor Film Festival

Since 2004, thousands of people have poured into the Veliki Tabor castle to watch the short films admitted to the Tabor Film Festival. Begun by CroNGO grantees Gokul Association and Zona Kumrovec, the six-day 2006 festival attracted 2,500 people and sponsorships from Tuhelj Spa, the Tourist Office of Krapinsko-zagorska County, the Town of Desinić, Urban Travel, and the Croatian Youth Hostel Association.

The Film Festival has infused new energy into the area—local businesses and governments, and everyday citizens come together to help organize the event. Andreja Arlavi, owner of local restaurant Vinotočija pod Taborom, said “The festival will have an impact on tourists and that they will start

to come to Zagorje all year long, not just during the film festival. We want to be a part of this event because it is important for promotion of whole area. We know that we have a lot of things to offer, but we are also aware that many visitors don't know what's here."



The Tabor Film Festival can only become better and bigger. Our only problem can be to select the best movies out of so many good movies submitted. Right after the Tabor Film Festival 2005 ended, we started to organize this year's festival. With the help of the business sector, local households, county authorities, volunteers and highly motivated members of the Gokul Association, the Tabor Film Festival will become main cultural event in Krapinsko-zagorska County.

—Nenad Borovčak, Director, Tabor Film Festival

Operation: City

Think there's nothing going on in your city? Think again!

CroNGO grantee Local Base for Culture Refreshment (BLOK) organized a 10-day festival featuring Zagreb artists—dancers, actors, directors, musicians, painters, performers of all types. 70 events—theatre, dance, art installations, exhibitions, performance art, film screenings, musical events, workshops and lectures—were showcased in an abandoned industrial complex—Badel (a former factory) and Zagrebacka (the city slaughterhouse).



Called "Operation: City", BLOK was trying to reshape how people in Zagreb saw their city—how public and private spaces were used, and how art can impact urban development. Over 1000 people attended the festival each day, and the Mayor of Zagreb joined the official opening ceremony.

BLOK with the NGO Platform 9,81 mapped both "unused" spaces in Zagreb and the performance needs of the organizations that participated in the festival. BLOK proposed to the City of Zagreb a plan to utilize the spaces and create a multifunctional cultural center.



Small Grants, Big Changes

In 2000, most major foreign donor programs focused on the war-affected parts of Croatia, and on Zagreb. In contrast, CroNGO's Small Grants Program reached every county in Croatia, and 80% of the 221 projects were outside major cities (Osijek, Rijeka, Split, and Zagreb).

How? Local NGOs managed the program outside of Zagreb. With CroNGO assistance, Regional Partners—Association MI for Dalmatia, Organization for Civil Initiatives (OGI) for Slavonia, and SMART for Istria, Lika and Primorje—identified and helped select potential grantees, monitored their implementation, and provided training and other resources.

What did the 221 small grants do? First, there were the projects themselves—addressing decision-making (19), economic development (14), public education (47), public spaces (87), cultural heritage (12), environmental protection (31), and social/health care (61).

But more than that, the projects garnered HRK 7,660,000 in additional local support—CroNGO aimed to get 10% of each grant amount to be contributed by the community; an average of 69% was reached. 51,410 people got involved in projects—transforming also the relationships and civic mindset in their communities.

Another unique aspect of the Small Grants Program was the fact that for the first time in Croatia, informal groups of citizens that wanted to improve their community—known as Local Citizen Initiatives (LCIs)—were also eligible to receive grants. 45 groups of interested citizens received support.





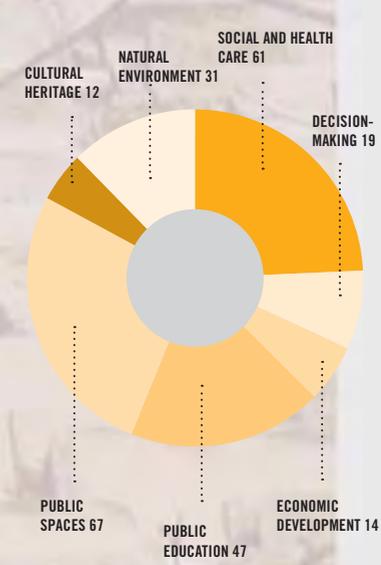
Small Grants Program: Quick Stats

- **Program goal:** Support community-based projects that partnered NGOs with local governments and businesses to bring concrete, sustainable changes.
- **Grants Awarded:** August 2002 – July 2004
- **Project Duration:** 1 – 12 months
- **Program size:** HRK 12,337,380 disbursed
Maximum grant amount HRK 175,000
215 grantees implemented 221 projects





Key Issue Areas Supported by Small Grants



As a member of the review committee, I will remember you after wonderful CroNGO small grants which were given to communities which had never before experienced someone supporting their ideas; which were given the opportunity to activate the whole village, settlement or a part of an island, and together do something important for the children, the elderly or the infirm... and to fill their volunteer work with energy and enthusiasm which, they thought, had been lost long ago.

-- Đordana Barbarić, MoSt, Split



Fathers in the Delivery Room

At the Split maternity hospital, expectant fathers couldn't be with their wives while their children were born—hospital policy kept the fathers out of the delivery room.

CroNGO small grantee Club of Pregnant Women “Baby Eva” took on the challenge of changing the hospital policy. Media coverage, discussions, and a petition with nearly 50,000 signatures (of singers, athletes, and regular people from Split) later, Baby Eva got the attention of several doctors, nurses, and lawyers—and of the hospital. The policy was changed, and Baby Eva went on to continue improving hospital conditions.

Do You Know Your Rights?

When they met for discussions hosted by the Association of Tenants in Rijeka, renters in an apartment building found out that they all had been thinking that their water bills were way too high. When they investigated their water bills more closely, the tenants found out that the municipal water company had made a mistake: they were paying for the water for their building and two other buildings. The tenants approached the water company, and their bills now look much more reasonable.

How did the Association spur this action? The NGO distributed informational materials on tenant rights and responsibilities in mailboxes and neighborhood notice boards throughout Rijeka, and in three radio



Delfin in Pakrac provides support and education to new mothers.

shows. As a result, tenants all over the city were eager to join discussions hosted by the Association and to take part in planning improvements to their apartment buildings.

Got Tourists? Clean up the Island

More and more tourists were coming to Vis Island—but waste and illegal dumping made the island's beaches less attractive, and were causing environmental problems. CroNGO grantee Dega Art launched an information campaign and held workshops on proper waste disposal and environmental stewardship.

Dega Art organized over 100 local students and volunteers to clean up six bays on the island—using boats (provided by the local government) and vans (provided by small businesses) to transport the waste to legal dumping sites.

The Ministry of Environmental Protection (as well as local government and business-



Grandmothers' Trunks

es) now support Dega Art and their efforts to get the community involved in protecting the environment, and their local economy.

What is left after a war that destroys homes and possessions, and the social fabric of a town? Posavina, an NGO in Stara Gradiška, launched a project to help the community rediscover lost traditions—and channel potentially hostile nationalism in a constructive activity.

What Do Grandmothers' Trunks Hide?, Posavina's project, encouraged people to preserve local traditions and culture badly damaged or destroyed during the war. Posavina restored ten vintage folk costumes, repaired antique musical instruments (teaching local youth to play these instruments), and organized several community events.



Bridging Urbanization and Youth Services

Split is Croatia's largest city, after Zagreb. With size came increased prosperity—and increased difficulty providing adequate social services to a growing population.

For youth who “fall through the cracks”—abandoned or abused, addicted to drugs, with various behavioral problems—Split had few services, except those provided by Association Most (Bridge).

With a CroNGO grant, Most expanded their counseling center—a place in Split where kids from 14-18 (and their parents) can find support for the gamut of problems that troubled teens face: neglect/abuse, poor attendance in school, learning problems, drug use, aggression, petty crime.

The project was like opening Pandora's Box. We initiated a process of discovering so many old traditions that had already been forgotten. We are now more aware of the need to preserve our national heritage. The CroNGO project helped us to just scratch the surface. Now we have to continue with our preservation efforts

—Dragan Franješević, President of Posavina



Renovate a Center, Enliven a City

By the end of the project, 60 youth were coming to Most's center—thriving on the openness, trust, and support the NGO's counselors provide—and on the other programs: peer support groups, peer teaching, youth sport festivals, and more.

An abandoned army building (unusable) and a city with not many things for teenagers to do (Koprivnica).

With a CroNGO grant, youth association **HYPER** began to renovate the building, and the Koprivnica Youth Center emerged. With an additional 500,000 kn donated by the city government, support from Podravka (a local food company) and Obrtnička Škola (Entrepreneurship School) to renovate seats in the 1,000 person concert hall, and youth volunteers, the Koprivnica Youth Center was complete.

The Center is buzzing with activity—concerts, youth clubs, sports, a computer room, exhibitions of local artwork and other products,



Keeping Bees, and Delnice

school performances. Within just a few months, around 2,000 city residents were attending Center events and using its services on a monthly basis.

This is the most positive thing that has happened in the past few years for the youth of Koprivnica! This project activated not only association HYPER but also other youth initiatives in the city. Today, they are jointly planning new creative projects!

—**Helena Hećimović, member of Koprivnica Parliament**

Delnice—a small city in the mountains—can retain few of its young people. Not many jobs are available, and kids tend to leave after they finish high school.

Honey is a possible Delnice product. The Association of Beekeepers (Medun) had promoted beekeeping for 30 years, but the town hadn't paid serious attention. With a CroNGO SGP grant, Medun organized a large exhibition—one presentation had an audience of 200—on beekeeping, and its economic potential. Delnice's radio station got behind the exhibition, asking people to get their old beekeeping paraphernalia out of storage—equipment, photos, anything—for the event. Excitement spread, and Medun's phone was ringing off the hook.



The Zagreb Branch of the Association of Volunteers and Veterans of the Homeland War provide computer courses to help their members find jobs.

Medun launched a website on beekeeping—www.medun.hr—in response to requests by several young people, who were attracted by the idea of earning a living with bees. Pliva, one of Croatia’s largest companies, has been exploring partnership possibilities with Medun.

The Delnice area has very good conditions for the production of high-quality honey and related products. We see honey production as a great opportunity for the development of this rural area.

—Josip Juričić, President, Medun

GRANT LIST



Advocacy Program	
Center for Civil Initiatives	Zagreb
CEPOR-Small Business Development Policy Center	Zagreb
Croatian Law Center	Zagreb
GONG	Zagreb
Serbian Democratic Forum	Zagreb
Transparency International Croatia	Zagreb
NGO Sector Visibility Program	
B.a.B.e.	Zagreb
Center for Peace Studies in partnership with Association for Independent Media Culture	Zagreb
CESI in partnership with APHR Baranja, Women's Network of Croatia, Center for Civil Initiatives and Women's Association Vukovar	Zagreb
Dominoes in partnership with Censorship	Split
Fade In	Zagreb
PRONI	Vukovar
ZaMirNET	Zagreb
Capacity Building Program	
Ars Publica	Zagreb
Citizens' Democratic Initiatives Project – C.D.I.P.	Beli Manastir
Croatian Association for Professional Help to Children with Special Needs – IDEM; Association IDEM	Zagreb
Croatian Youth Hostel Association – HYHA	Zagreb
Democratic Youth Initiative	Zagreb
Eco-Zadar	Zadar
Hepatos	Split
Kulturtreger	Zagreb
League Against Drug Addiction	Split
Parents in Action – RODA	Zagreb
Platform 9,81	Zagreb

ZUM – Organization for the Promotion of Employment and Professional Improvement of Youth	Pula
Network Capacity Building Program	
Balkan Ecovillage Network	Čakovec
Clubture	Zagreb
Coalition for Promotion and Protection of Human Rights	Osijek
Coordination for Children in Croatia	Zagreb
Croatian Women's Network	Zagreb
Croatian Youth Network	Zagreb
Green Forum	Split
NGO Coordination of Lika Senj County	Gospić
Platform for Peace Building in the Republic of Croatia	Knin
Regional Forum of NGOs of Slavonija	Osijek
Šibensko-Kninska and Zadarska Counties NGO Forum	Knin
Financial Viability program	
Action for Civil Transparency – ACT	Čakovec
Association for Peace and Human Rights "Baranja", Bilje	Bilje
Computer Science NGO Sabirnica	Zagreb
Parents in Action – RODA	Zagreb
Prevention of Cruelty of Animals and Plants - PCAP International	Karlovac
Volunteerism Program	
Association MI in partnership with Association MoST	Split
Center for Peace, Non-Violence and Human Rights – Osijek in partnership with Ecological Association Green Osijek and PRONI – Center for Social Education	Osijek
GONG	Zagreb
SMART	Rijeka

Special Initiative Grants	
GONG	Zagreb
Transparency International Hrvatska	Zagreb
NGO Infrastructure Grants	
Donacije.Info	Zagreb
European Center for Not-for-Profit Law (ECNL)	Budapest
HRPSOR - Croatian Business Council for Sustainable Development	Zagreb
National Foundation for Civil Society Development	Zagreb
TREF-Association of Trainers and Consultants for Non-Profit Sector in Croatia	Zagreb
Regional Partners	
Association "MI"	Split
Organization for Civil Initiatives (OGI)	Osijek
SMART – Association for Civil Society Development	Rijeka
Sustainability Partners	
B.a.B.e. – Be Active, Be Emancipated	Zagreb
Centre for Peace, Non-violence and Human Rights - Osijek	Osijek
CESI – Centre for Education and Counselling of Women	Zagreb
Children First	Zagreb
Club of Women Suffering from Breast Cancer	Split
Croatian Helsinki Committee for Human Rights	Zagreb
MiRTa	Split
ODRAZ – Sustaining Community Development	Zagreb
RI-CENTAR, Regional Centre for development of non-profit organizations	Rijeka
Community Partnership Program	
Agram Culture Club	Zagreb
Agropadova Kašćerga Association	Pazin

Art Association Knin	Knin
Association for Promoting Quality of Life "Komin"	Rab
Association of Creators in Culture - Days of Milko Keleman	Slatina
Association of Domestic Animal Breeders "St. Juraj"	Supetar
Association of Fruit-Growers "Bubamara"	Velika Gorica
Association of Renovators - Gornji Karin	Karin
Association of Sensor Analytics of Olive Oil (USAMU)	Buje
Association RUTA Cres	Cres
Association UNA	Srb
Center for Assistance in Employment and Education "Lictor"	Osijek
Cultural Association "Zvon" Mala Subotica	Mala Subotica
Cultural-Artistic Association Vranovci - Bukovlje	Vranovci
Daska Theatre	Sisak
Eco-center Caput Insulae - Beli	Rijeka
Environmental Association "Lipa" Gornji Mihaljevac	Čakovec
Environmental Association Green Osijek	Osijek
Environmental Association LEVANAT	Podgora
Environmental Association ŽIR	Šibenik
Environmental NGO "Franjo Koščec"	Varaždin
Federation of Olive Oil Producers of Splitsko-Dalmatinska County	Split
Gokul Citizens' Association for Culture	Zabok
Hiking Club "Zagorske steze" Zabok	Zabok
Kastav Association of Pensioners and Elderly People	Kastav
LEDA - Local Economic Development Agency	Okučani
Local Base for Culture Refreshment [BLOK]	Zagreb
Local Citizens' Initiative "Let's Preserve the Heritage"	Prelog
Local Democracy Agency	Osijek
Local Economic Development Agency (LEDA) - Entrepreneurship Centre	Sisak

Migra Citizens' Association	Donji Miholjac
Regional Association of Goat and Sheep Breeders (RUKA)	Draškovec
Speleological Association "Estavela"	Kastav
Spirit – Association for promotion of extreme sports and environmental protection	Split
Sport and Biking Club "Vibrobeton" Vinkovci	Vinkovci
Sport Association Jadrija	Šibenik
Vinistra - Association of Vineyard Growers and Wine Producer	Poreč
Vrbovec Youth Group (VUM)	Vrbovec
Witches and Wizards Association for Promotion of Folk Customs, Renewing Antiquities, and Preserving Tales and Legends	Sv. Križ Začretje
Youth Organization ATLAS	Kistanje
Youth Organization of Koprivnica	Koprivnica
Zona Kumrovec Association	Kumrovec
Small Grants Program	
A Small Step - Center for Culture of Peace and Nonviolence	Zagreb
Action for Civil Transparency (ACT)	Mursko Središće
Adriatic Skipper Association	Mali Ložinj
Agram Culture Club	Zagreb
ARTeria Delnice Youth Association	Delnice
Association AKTIV - Split	Split
Association for Assistance to Mentally Retarded Persons "Bird of Paradise"	Karlovac
Association for Assistance to Persons with Special Needs "Korak dalje"	Daruvar
Association for Children, Youth and Parents "Tintilinić"	Benkovac

Association for Creative Development "SLAP"	Osijek
Association for Healthy Life and Healthy Nature "TRBUHOVICA" Čabar	Prezid
Association for Stimulating Development and Reconstruction of the Settlement of Nova Drenčina	Nova Drenčina
Association for the Promotion of Amateur Sport	Pula
Association for the Promotion of Citizens' Interests Hrnjanec	Donja Zelina
Association for the Promotion of Computer Use, Culture and Co-Existence (IKS)	Petrinja
Association for the Promotion of Inclusion for the Area of Šibenik	Šibenik
Association for the Protection of Children from Mistreatment and Negligence "Tić"	Rijeka
Association for the Support of Children and Youth "Smile"	Čakovec
Association for Therapeutic Horseback Riding "Pegaz" Rijeka	Rijeka
Association Friend	Zagreb
Association Healthy Life	Osijek
Association Hyper	Koprivnica
Association MoSt	Split
Association New Life	Split
Association of Agricultural Workers of Prnjavor Čuntićki	Prnjavor Čuntićki
Association of Alternative Science Slavonski Brod	Slavonski Brod
Association of Bee-Keepers "Lipa" - Slatina	Voćin
Association of Croatian Pensioners Slavonski Brod	Slavonski Brod
Association of Dystrophy Sufferers, Disabled from Cerebral Paralysis, Polio and other Disabled People Slatina	Slatina

Association of Dystrophy Sufferers, Invalids of Cerebral Paralysis, Polio and other Disabled People of the City of Varaždin	Varaždin
Association of Dystrophy Sufferers, Invalids of Cerebral Paralysis, Polio and other Disabled People Slavonski Brod	Slavonski Brod
Association of Olive Growers Mala Rava	Zadar
Association of Social Work Students	Zagreb
Association of Sport Fishermen "Plaviš"	Osijek
Association of Tenants and Co-Owners of Apartment Buildings of the City of Rijeka	Rijeka
Association of the Rebuilders of Gornji Karin	Karin
Association of Volunteers and Veterans of the Homeland War of Rep. of Croatia -Zagreb Branch	Zagreb
Association Our Children Gruda	Gruda
Association Our Children Mikluševci	Mikluš
Association Our Children Opatija	Opatija
Association Our Children Pula	Pula
Association Our Children Umag	Umag (Umago)
Association Our Children Vojnić	Vojnić
Association Roma for Roma Croatia	Čakovec
Association RUTA Cres	Cres
Association SAN - Center for Youth Požega	Požega
Association Terra Rijeka	Rijeka
Association Žir	Županja
Banica: Society for Revitalization of Cultural and Natural Heritage	Lovinac
Bjelovar Association of Invalids	Bjelovar
Bjelovar Society for Assistance for Mentally Retarded Persons	Bjelovar
Caretakers of the Krasno Hearth	Krasno
Catholic Association "Drop of Kindness"	Zagreb

Center for Civil Initiatives (CCI)	Petrinja
Center for Creative Alternatives	Županja
Center for Creative Work	Sesvete
Center for Ecology and Sustainable Development – Vukovar	Vukovar
Center for Support and Development of Civil Society "Delfin"	Pakrac
Children/Parents Initiative Benkovac	Benkovac
Citizens Group of the Village Brnjavac	Brnjavac
Citizens Group of the Village Podgorje	Podgorje
Citizens' Initiative "Una"	Zadar
City Association of Pensioners - Pazin	Pazin
Club of Pregnant Women "Baby Eva"	Split
Committee for the Renovation and Protection of Sovsko Lake	Čaglin
Compost Center Osijek	Osijek
County League Against Cancer - Split	Split
Croatian Academic Association of Visual Artists Zadar	Zadar
Croatian Association for the Training of Guide Dogs and Mobility	Zagreb
Croatian Association of Deafblind Persons "Dodir" - Zagreb Branch	Zagreb
Croatian Ornithological Society	Biograd na moru
Croatian Reading-room Draga	Draga
Cultural and Art Association "OS Odranski Obrež-Odranski Strmec"	Zagreb-Novi Zagreb
Cultural and Art Society "Posavina" Nova Gradiška	Stara Gradiška
Cultural and Artistic Society "Ante Čefera"	Smokvica
Cultural and Artistic Society "Branimir" Nin	Nin
Cultural and Artistic Society "Milan Begović" Vrljika	Vrljika
Cultural and Artistic Society "Preporod" Dugo Selo	Dugo Selo

Cultural and Artistic Society "Slavonac" (KUD "Slavonac")	Slatina
Cultural and Artistic Society "Zeleni Gaj"	Lipik
Cultural and Artistic Society Mate Balota	Krnica
Čakovec Youth Center (CeZaM)	Čakovec
Daruvar Photo Club	Daruvar
Dega Art Association for the Promotion of Culture, Art, Cultural and Natural Heritage	Vis
Diabetes Association Osijek	Osijek
Domaći – Association for Creative Development (NGO)	Karlovac
DOM'N'X	Karlovac
Drniš Local Community Council	Drniš
Dubrovnik Center for Entrepreneurship	Dubrovnik
DUGA - Daruvar Center for Assistance and Support	Daruvar
Dvor Women's Club	Dvor
Đurđevac City Association of Disabled Persons	Đurđevac
Eco Smilčić - Smilčić	Benkovac
Eco Zadar	Zadar
Eco Zone Lastovo - Save Lastovo	Lastovo
Eco-center Caput Insulae - Beli	Beli
Ecological Society PAN - Karlovac	Karlovac
Environmental Association "Žmergo"	Opatija
Environmental Association Green Osijek	Bilje
Environmental NGO "Franjo Koščec"	Varaždin
Fade In	Zagreb
For Our Happy Children	Slavonski Brod
Gokul Citizens' Association for Culture	Zabok
Group of Parents of the First Elementary School in Varaždin	Varaždin
Gvozd Women's Initiative	Gvozd
HEKI Citizens' Association	Pula
Hepatos Split	Split

HUK - Organization for the Promotion of Humanity and Urban Culture, Knin	Knin
Humanitarian Association "Hands"	Komiža
Humanitarian Women's Association of the Imotski Region for Mammography	Imotski
I Want to Go Home	Ervenik
Initiative for Improvement of the Quality of Social Life in the Town of Maslenjača (Inicijativa za poboljšanje kvalitete društvenog života u selu)	Maslenjača
Initiative for Renovation of Our Space (Trtni)	Matulji
Initiative of Parents of Children from Rupa, Lipa, Šapjane, Pasjak and Brce	Šapjane
Initiative of the People of Garić	Viškovo
International Society for the Prevention of Cruelty to Animals and Plants	Karlovac
Joy Ploče - Association for Mentally Retarded People	Kućište
Kamenjak Mountaineering Association	Tršće
Kastav Association of Pensioners and Elderly People	Kastav
Knin Artists' Association	Knin
Kolinka Hunters' Association	Gračišće
Konavle Youth Association	Dubrovnik
Križevci Women's Forum	Križevci
Krnjak Women's Group	Krnjak
LCI "Eco-flora"	Veliki Grđevac
LCI "Together" Beli Manastir	Branjin Vrh
LCI "Bisernica" Udbina	Udbina
LCI "We have to do it together"	Antunovac
LCI An Improved Environment Improves People	Rijeka
LCI Borova Kosa	Borova Kosa
LCI Children of Mala Subotica	Mala Subotica
LCI Crossroads	Vukovar
LCI Dobrinj is a Beautiful City	Dobrinj
LCI Dragalić Association of Parents	Dragalić

LCI EKO Pregrada	Pregrada
LCI for Better Quality Life in Donji Meljani	Slatina
LCI Garešnica	Garešnica
LCI Happy Childhood	Greda
LCI Healthy School	Zagreb
LCI Igralino	Donji Lapac
LCI IgroKaZ: Initiative of Citizens and Parents of Kaptol, Zagreb	Zagreb
LCI Kalnik	Kalnik
LCI Let's Start off Together	Gračac
LCI Manjadvorci	Pula
LCI Merry-Go-Round	Brinje
LCI Neighborly House	Zagreb
LCI of Parents of Preschool and School Children from Veli Brgud	Jurdani
LCI of the Settlement of Donja Obrijež	Donja Obrijež
LCI Outstretched Hand	Berak
Line Opatija	Opatija
Little and Big for the Environment of Kastav	Kastav
Medun Association of Bee-Keepers	Delnice
Migra Citizens' Association	Donji Miholjac
MOGU - Therapeutic Horseback Riding	Osijek
Mountain Rescue Service - Zadar Station	Zadar
Municipality of Donji Lapac Red Cross	Donji Lapac
Muškovci Citizens' Initiative	Muškovci
New World City Association for the Care of Children and Youth	Sisak
NOA - Association for the Preservation of Croatian Culture and Heritage	Split
Oasis 98 Selnica	Selnica
Omiš Pensioners' Association	Omiš
Orahovica Association for Mentally Retarded Persons - "Jaglac Club"	Orahovica

Orientation Club Bjelovar	Bjelovar
Original Folklore Group "Brčevac"	Vrbovec
Osijek Youth Club	Osijek
Parents in Action – RODA	Zagreb
Parents of Children from Kruševo	Obrovac
Parents' Council POŠ Dubrovčan	Krapina
PET+	Donja Bačuga
Portal Alfa	Belišće
Presence	Zagreb
Psychosocial Support Counseling "Life Spring"	Karlovac
Rangers - Caretakers of Nature	Čepin
Red Cross Beli Manastir	Batina
Red Cross Daruvar	Daruvar
Red Cross Dvor	Dvor
Red Cross Slatina	Slatina
Red Cross Vinkovci	Vinkovci
Roma Association of the Town of Beli Manastir - Baranja	Beli Manastir
Sabirnica Association of Computer Experts	Zagreb
Scout Union Pula	Pula
Serbian Cultural Society "Education" Rijeka Office	Rijeka
Slavonian and Baranian Animal Protection Society "Life"	Osijek
SLOGA - Association of Iž Inhabitants and Friends of Iž	Zadar
SPIRIT	Rijeka
Split Association of Disabled Persons	Split
Step Women's Group Karlovac	Slunj
STIPINOVAC, Association for the Promotion of Water Supply and Ecology	Vrelo
Student Cultural Center "Braća Radić" Karlovac (SKUC)	Karlovac

Sučuraj Volunteer Firefighters' Association (DVD "Sučuraj")	Sučuraj
Sunce - Association of Parents of Developmentally Delayed Children	Makarska
Supetar Volunteer Firefighters' Association (DVD "Supetar")	Supetar
Through Playing to Smiles	Bukovlje
Tuljan Osijek Association for the Protection of Environment and Rural Heritage	Osijek
Viganj Volunteer Firefighters' Association (DVD "Viganj")	Ploče
Vihor - Association for Therapeutic Horseback Riding Zemunik Donji	Zemunik Donji
Vojnić Citizens' Group	Vojnić
Vojnić Women's Association	Vojnić
Vrbnik Cultural Association "Frankopan"	Vrbnik
Vrbovec Youth Group (VUM)	Vrbovec
Vukovar Institute for Peace Research and Education	Vukovar
Wall of Love - Split	Split
We Want To, We Will, and We Can!	Virovitica
Wings Therapeutic Horseback Riding	Zagreb
Woman	Drniš
Women of Doljani	Daruvar
Women's Handball Club "Senia"	Senj
Women's Association Obrovac	Obrovac
Women's Club Varaždin	Varaždin
Youth Association "BUM" Buzet	Buzet
Youth Cultural Alternative - HRAM	Split
Youth Cultural Center (KCM)	Kutina
Youth Peace Group "Danube"	Vukovar
Zona Kumrovec Association	Kumrovec
ZUM – Organization for the Promotion of Employment and Professional Improvement of Youth	Pula

What is the one thing that you will miss the most about CroNGO once the program ends?

We'll miss so much once the CroNGO Program closes down, most of all the support to small NGOs and communities that are geographically and media isolated.

Bajro Bajrić, Roma for Roma, Zagreb

Encouraging cooperation between NGOs, strengthening organizations and cooperation with the CroNGO Program staff.

I Want to Go Home, Knin

I will miss opening your webpage and reading all the announcements, calls for proposals, brochures and surveys, as well as the joy I felt when I found out that the NGOs we cooperate with became your grantees.

Nada Boras, Radost, Ploče

I will most of all miss the comprehensive support to civil society organizations, which was accompanied by excellent and flexible cooperation with the CroNGO Program team, learning possibilities and organizational development simultaneously with the implementation of activities, and by various grants that the CroNGO Program offered.

Željana Buntić Pejaković, Domine, Split

I will miss the most the possibility of further education through the CroNGO Program.

Tatjana Varga, Krila, Zagreb



USAID
FROM THE AMERICAN PEOPLE

AED •
Academy for Educational Development

"Our thanks to AED and USAID for the enthusiasm invested in the development of civil society in Croatia!"

"Through work and cooperation with USAID/AED, I have personally established numerous contacts with NGOs all over Croatia and gained a lot of new knowledge and experiences that I will certainly use to make my work in the future more successful and comprehensive. Thank you!"

"Everything was great! I'm sorry you're leaving. You have left an important mark on the development and structure of non-governmental organizations in Croatia."

"A flexible approach to the financial and professional support to NGOs; recognition of needs "as we go", clear, unambiguous communication based on respect. Congratulations!"

"Who will organize conferences after AED leaves? Thank you for the support and knowledge you have provided over the past years. Conferences and workshops were a great place for CSOs to socialize, exchange experiences, establish new contacts and cooperation. I wish luck to all AED staff in their future work, and hope that we will continue cooperating - personally or professionally. Thank you!"

"Through its varied and well-adjusted grant programs, the CroNGO Program introduced new topics important for the development of civil society in Croatia, increased the capacities of a large number of NGO activists and gave the chance even to small organizations. All in all, I think that the support provided by this program was among the most comprehensive kinds of support to the development of civil society in Croatia. The CroNGO team encouraged partnership relationships, and was always ready to provide a wide range of support, which was immensely important for me as a representative of a partner organization. My sincere thanks!"

"Money comes and goes, the knowledge and experience remains!"

"The program set very high standards for the development of civil society in Croatia, and we can hope that future development will follow the same direction."



USAID
FROM THE AMERICAN PEOPLE



Academy for Educational Development