



# Needs Assessment Report

Bosnia and Herzegovina

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**BOSNIA & HERZEGOVINA**

**NEEDS ASSESSMENT REPORT**

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The views expressed in this publication do not  
necessarily reflect the views of the EU.

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## INTRODUCTION

This study is one of eight country needs assessments of civil society capacities conducted as a preliminary activity within the EC-funded project Technical Assistance to Civil Society Organisations (TACSO) in the IPA Countries and Territories (EuropeAid/127427/C/SER/Multi – additional services), implemented by SIPU International, during the period August 2011 – August 2013. The aim of the study is to provide an update of the comprehensive assessment of civil society in Bosnia and Herzegovina that was conducted in 2009. This updated study also contains new developments of the environment in which the civil society operates. The study provides insight into strengths and weaknesses of the civil society, and its impacts to date and the challenges it faces to its further development.

The study is based upon a combination of desk research embracing all relevant documentation, including legal and financial legislation applicable to civil society, previous civil society mappings and evaluations, situation analyses, policy documents and country-specific academic literature, and a consultative stakeholder analysis carried out by means of interviews and questionnaire surveys with civil society organisations (CSOs), government actors, donor organisations and other institutional players. The study is an integral part of the project inception and it provides the premise for the majority of other project activities by serving as the basis of the development of the regional as well as national work plans to be implemented during the project's duration.

In line with the project's Terms of Reference and SIPU's technical proposal, the study understands civil society in the following two complementary ways:

1. All organisational structures whose members have objectives and responsibilities that are of general interest and who also act as mediators between the public authorities and citizens. This definition clearly emphasises the associational character of civil society, while also accentuating its representational role. Civil society would include a variety of organisational types, including, NGOs, mass movements, cooperatives, professional associations, cultural and religious groups, trades unions and grassroots community groups (CBOs), etc.
2. A space for views, policies and actions supportive of alternatives to those promoted by government and the private sector. This definition places the emphasis on social inclusion, social and political pluralism and the rights of expression in developing a participatory democracy.

The paper is composed of four sections:

- Section one provides an analysis of the civil society environment, including the legal framework governing CSOs and their work, the current donor opportunities and other sources of civil society funding, the government mechanisms for cooperation with and support of civil society and the policy framework determining government-civil society relations and public perceptions and support for civil society and its activities.
- Section two gives an overview of the main features of civil society: the types of organisations represented and their key organisational characteristics, the types of activities they carry out and their main sectoral interests, their geographical distribution and way they are structured within the overall civil society architecture. CSOs are assessed according to their technical, organisational and institutional capacities, including human resources and technical skills,

strategic strengths, analytical capabilities, external relations with other actors including other CSOs, government and the community, and material and financial stability and resilience.

- Section three summarises the main achievements of civil society to date, noting key milestone achievements and broader social impacts, and also identifies shortfalls in civil society performance in need of strengthening and further development.
- Section four sums up the most important institutional and organisational capacity needs of civil society in the country and identifies key strategic issues for the implementation of the project. By way of conclusion, recommendations are made for both the project's regional work plan and country-specific work plan.

## **1. THE CIVIL SOCIETY ENVIRONMENT**

### ***1.1 Legal framework – an analysis of relevant law and financial regulations***

Bosnia and Herzegovina's (BiH) complex political and administrative structure shapes the legal and financial environment in which civil society operates. The governance structure of Bosnia and Herzegovina consists of: nine ministries at the state level, 32 ministries at the entity level (16 in the Federation of Bosnia and Herzegovina (FBiH) and 16 in Republika Srpska (RS)), 130 ministries at the cantonal level in FBiH, while there are 142 municipalities (79 municipalities and two cities in FBiH and 63 in RS) with their legislative and executive structure. There is a total of 13 Assemblies. A third unit is a small multi-ethnic area, Brcko, designated as a District, with an administrative and legislative apparatus independent from the entities. This system is complex and struggles with efficiency and decision making bottlenecks. This is especially vivid in the process of fiscal transfers from the Entity level to the lower tiers of government. While in the RS the situation is slightly straight forward as the Entity Government deals with municipalities directly, in FBiH the three-tier government is creating allocation and expenditure of funds from the entity, canton and municipal level.

Consequently, while there is a body of law established at the state level governing civil society, which provides the basic legal framework; separate regulations exist at the level of both of the entities, the Brcko District, cantons and municipalities. By and large, the overall body of law and financial regulations concerning civil society at the state and entity levels is harmonised, but subtle differences between the two sets of regulations within the entities create differing operating conditions for CSOs, depending on where they are registered and where they are working.

The legal framework is broadly encouraging and is in accordance with general international standards and practice. There are however, a number of obstacles to its full implementation, particularly in regard to registration at the state level. The registration procedure is very complicated and long.

Financial incentives provided by the state, tax exemptions to CSOs and incentives for charitable giving to the non-profit sectors are considered insufficient.

## Laws on Associations and Foundations

The current framework was established in 2001, when the state Law on Associations and Foundations<sup>1</sup> was adopted, which was then followed by the adoption of complementary laws within both entities.<sup>2</sup> The law effectively defines civil society as a fairly restricted category comprising just citizens associations and foundations, which are; however, free to pursue a wide range of undetermined not-for-profit activities. Formally, trades unions and CSO umbrella organisations are able to register under the three laws on associations and foundations, but at the state level, these two categories are often not recognised. An amendment to the state-level law in 2008 was enacted in order to clarify the situation and ease registration (and also simplify the registration process for all CSOs). However, both national-level trade unions and umbrellas continue to be impeded in trying to gain recognition by the seemingly obscure and arbitrary working of the state-level registration authority, the Ministry of Justice.<sup>3</sup>

**Associations.** The Law defines an association as a not-for-profit membership organisation established by a minimum of three natural (citizens or those with residence in BiH) or legal persons (in any combination) to further a common interest or public interest.

**Foundations.** The Law defines a foundation as a not-for-profit organisation without members, intended to manage specific property for the public benefit or for charitable purposes. A single person or legal entity is sufficient to establish a foundation, but its governing board must consist of a minimum of three members.

Neither an association nor a foundation may support or fundraise for a political party or candidates, or engage in political electioneering.

Associations and foundations are free to carry out economic activities whose purpose is the pursuit of its stated goals. An association and a foundation may undertake economic activities which are not directly related to the achievement of its goals only by establishing a separate commercial legal entity; in such a case, the total profit from unrelated activities must not exceed one third of the organisations total annual budget, or 10,000 KM (approx. 5,000 EUR), whichever amount is higher. In addition, profit generated from unrelated economic activities can only be used for furthering the stated purpose of the organisation.

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<sup>1</sup> The state law received certain amendments in both 2003 and 2008.

<sup>2</sup> Law of Associations and Foundations of Republika Srpska, October 2001; Law of Associations and Foundations of the Federation of BiH, 2002.

<sup>3</sup> During 2008 and 2009 there have been two high-profile cases of the Ministry of Justice's unwillingness to register state-level trade unions and CSO umbrellas. 1. In 2008 the Roma Council, a national representative body registered in the FBiH came under informal political pressure to limit its mandate to the Federation only, as there is also a similar body, the Savez Roma RS, representing Roma in the RS. Accordingly, members of both these bodies have formed a state-level umbrella or Savez. Roma BiH to combine the strengths and interests of both entity-level bodies. The state Ministry of Justice has however, made a number of obscure objections to the registration of the new national Roma council and progress is currently blocked, after more than a year (Sterland 2009).

2. The national trade union confederation in BiH (SSSBIH) has been blocked from registering at the state level since 2002. Regardless of the 2008 amendments, the SSSBIH remains unregistered in BiH, leaving it in a position where any formal agreements it might enter into with employers may be challenged as legally not binding.

## Registration

Any CSO in BiH can choose to register at the state level, which gives it the authority to operate anywhere in the country, regardless of where the registered office of the organisation is located.<sup>4</sup> Equally, a CSO may register solely within its own entity. Formally, registration at the entity level can hinder activities in the other entity, particularly if the CSO is involved in employing people in the other entity (owing to problems with different tax authorities). A CSO can also register at both the state and entity level.<sup>5</sup>

Registration carries with it the right to receive public funding from the administration where the CSO registers. State budgets for funding CSOs are much lower than those of the entities, so for this reason, but also because the entities officially do not recognise the state-level registration process, CSOs will generally register only within their own entity.

Registration is conducted in different ways in the two entities, but in both cases it appears a relatively straightforward and quick process. In FBiH, registration of associations takes place in either the cantons at the entity Ministry of Justice, while foundations can register only at the Ministry. In both cases registration takes no more than 30 days. In the RS both associations and foundations register at one of the four district courts, depending on where the organisation is located. Here registration is completed within 15 days.

At the state level, however, registration continues to be a frustratingly complicated, drawn-out process, lacking transparency and redress against the occasional negative decision. Officially, registration lasts 30 days, but the Ministry of Justice officials admit that 50-60 days is more usual. However, other assessments have noted that in reality the process is much more likely to take from between six months to one year (USAID 2008). CSOs also encounter similar delays if they have to make minor changes to their statute (such as, registering a change of address, or membership of governing bodies), which appear to be the result of low staff capacity and inefficiency rather than flaws in the administrative procedure itself (USAID 2009). There were some changes in the registration process introduced at the end of 2010 aiming to simplify the process of registration on the state level by reducing the number of forms required for registration. Nevertheless, this process remains complicated and time-consuming. Besides, the registration has become more expensive due to an increased registration tax from 50KM to 200KM; a sum that is also charged for each, even the smallest, change in the Statute of an organisation.

The Ministry of Justice proposed a law for establishing an aggregate register of non-governmental organisations in BiH, and introduced it to the parliamentary procedure in September 2011. Given that this law did not undergo the consultation process yet, its contents cannot be discussed at the moment of the finalisation of this Report.

## Institutions

Under the laws on associations and foundations, public-private partnership organisations cannot be registered as CSOs. However, a Law on Institutions (from 1995) allows for the operation of

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<sup>4</sup> It is in theory possible to get this status without registering at the state level, but on occasion the entity administrations in which the CSO is not registered have put up barriers to this kind of thing.

<sup>5</sup> A CSO can also register in both entities if it has premises in both which can serve as the organisation's registered offices.

these kinds of organisation, which can in effect operate as CSOs. Few “NGOs” are registered in this way, but a notable example of an institute, which is an active member of the BiH civil society, is the human rights institution “Independent” from Zenica.

### **Public Benefit status**

The state Law on Associations and Foundations of BiH, as well as entity laws, provide the opportunity for a registered CSO to gain the status of a Public Benefit organisation if its activities are in the public interest and do not serve only the purposes of its membership. Public benefit relates to activities in a wide range of social fields including, health, education, science, social protection, civil society, human rights and minority rights, assistance to the poor and socially endangered, assistance to invalids, children and older persons, environmental protection, tolerance, culture, amateur sports, religious freedoms, assistance to the victims of natural disasters and other similar aims. Confirming public benefit status for a CSO is not carried out according to clear criteria and transparent procedures. In theory, public benefit status qualifies an organisation for certain tax exemptions and financial incentives from the state, but these concessions are not defined in law and in practice it is not clear how the status provides tangible benefits to the organisation.

At the level of the state, only three organisations out of over 1,000 registered, have been awarded the status of public interest, while in the RS, 13 organisations have had such status since 2010. In addition, in 2010, eight more organisations were awarded the status of public interest for a three-year period, during which there will be no awards of this status to any new organisations<sup>6</sup>. There is still room for improvement of procedures regarding the status award, financial assistance that accompanies the award, as well as defining the clear obligations of the organisations that have the public interest status.

### **Voluntarism**

There is still no legal framework defining the respective rights and responsibilities of volunteer and volunteer-involving organisations at the state level. In 2009, the BiH Ministry of Justice in cooperation with the CSOs prepared a draft law and introduced it into parliamentary procedure. From the very beginning of the draft law development, it included CSOs such as OKC, Red Cross BiH and other expert organisations working in the area of volunteering. This law is still in the adoption procedure.

In 2008, the Assembly of Republika Srpska did adopt a Law on Volunteering, after considerable lobbying from a CSO coalition led by the RS Youth Volunteer Centre, which sets down the basic parameters for regulating voluntary work which will entitle the volunteer to work-related social entitlements.<sup>7</sup>

The Institute for youth development KULT has been an initiator of the adoption of the Law on Youth in FBiH and District Brcko. Together with other CSOs and the cooperation of the Federal

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<sup>6</sup> The list of organisations awarded public interest status in 2010 was published in the RS Official Gazette no. 117/10

<sup>7</sup> Article 4 of the RS Law on Volunteer stipulates that the organiser of volunteering, amongst others, can be any legally registered organisation in accordance to the Law on Associations and Foundations, which is working in RS. According to this law, long-term volunteering means volunteer activities, which last for at least 20 hours per week for a continuous period of at least three months.

Commission for youth issues, a draft law was made and forwarded to the parliamentary procedure. The law was adopted in 2010.

### **Tax incentives**

CSOs are exempt from paying tax on donations, grants, membership fees and also any profits from economic activities directly related to the achievement of the organisations' goals. For all other economic activities, CSOs are treated the same as any profit-making enterprise and revenue from all activities not related to the organisation's goals or not, are liable to tax on profits at the standard rate.

### **Deductibility of Charitable Contributions**

Concessions available for charitable giving are different in the two entities, with the Law on Income in the RS offering individuals and businesses considerably more encouragement to support charitable and non-profit organisations, including CSOs. In FBiH, charitable donations from both individuals and registered businesses may be deducted against tax up to a limit of only 0.5 percent of individual earnings and corporate profit. In the case of the RS, the limit is raised to two percent of earnings and profit. CSOs complain that these concessions are too low to stimulate a culture of giving in BiH, and also that, as far as individual giving is concerned, as the scheme is only available to individuals who submit annual tax returns (in effect the self-employed), it is far too restricted in scope to generate significant revenues for CSOs.

### **Value added tax**

CSOs are exempt from charging VAT (payable at the standard rate of 17 percent) on goods and services directly related to the achievement of their statutory objectives, which they offer to their members as a means of paying membership, so long as the exemption does not cause unfair advantage within the wider market. In effect, this allows CSOs to provide its core services free of VAT to the general public.

Otherwise, CSOs pay VAT on goods and services they themselves receive. The threshold for registering for VAT is an annual turnover of 50,000 KM (approx. 25,000 EUR). As the majority of CSOs have revenues lower than this amount, they are not in the VAT system and are therefore not able to claim VAT refunds.

### ***1.2 Donors and funding opportunities (local and international) today and as predicted in the future***

Notionally, there are considerable sums of money available to fund CSO activities in Bosnia and Herzegovina from the public purse, including financial resources of the municipalities, cantons, the entities and the state. The recent study conducted by the Social Inclusion Fund and CSPC on financial allocations for civil society<sup>8</sup> by governments at all levels in Bosnia and Herzegovina states that total funds by the government for the non-governmental sector in 2010 were as high as 114,078,193.73 BAM, or 0,48 percent of GDP for 2009. At the moment of the finalization of the SIF/CSPC study, a total of 107,500,558.50 BAM or 94,2 percent of total funds was already

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<sup>8</sup> SIF in BiH and CSPC (2011); "Halfway There: Government Allocations for the Non-governmental Sector in Bosnia and Herzegovina in 2010" (Sarajevo: SIF in BiH and CSPC, February 2011), p. 12.

disbursed to civil society. The Study concludes that the governments have allocated as much as 3,955,197.70 BAM less in 2010 in comparison to 2008 allocations. A large proportion of the CSO community and a broad range of civil society activities are in effect excluded from meaningful support from public funds in BiH, on account of extremely selective funding preferences of the government institutions, which privilege sporting activities and services to disabled veterans of the war in BiH over and above all other interests, and a failure on the part of the government generally to recognise the importance of civil society for the public good. This determines that governments tend to disburse very small amounts of funding to the greater majority of CSOs, more as a means of regulating the distribution of public funds and relieving pressure from CSOs for governmental funding (Žeravčić 2008).

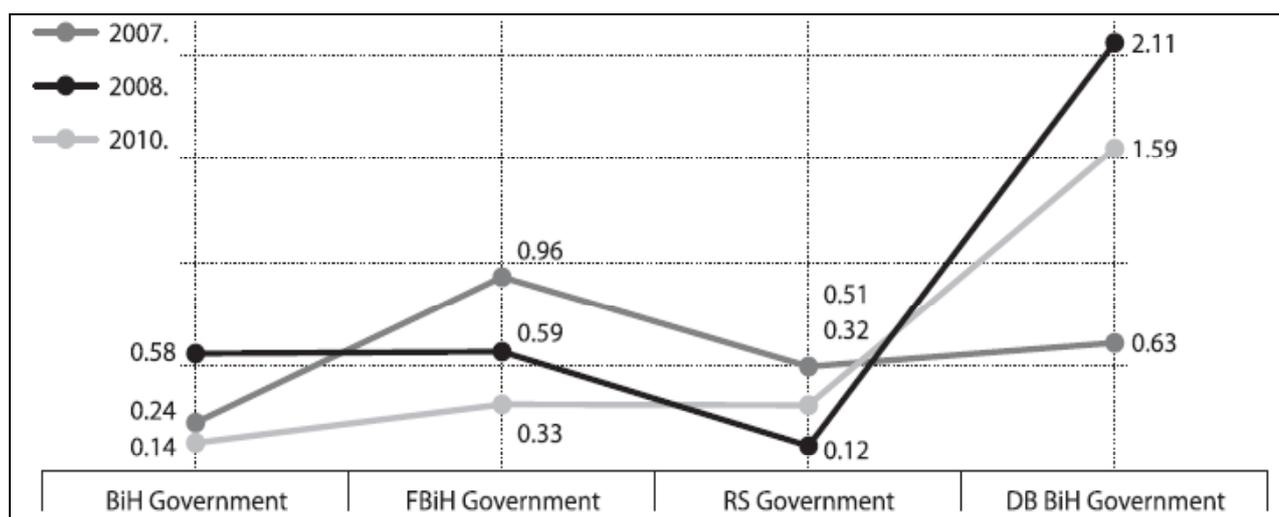
The total planned allocation amounts at the state and entity level and Brcko District are outlined below in Table 1.

Table 1. Planned allocations of the governments at the state, entity and Brcko District levels.

Government level	Budget for 2010	Planned funds for civil society
BiH Government	1.365.889.000,00	1.919.000,00
FBiH Government	1.747.272.490,00	75,269,352.73
RS Government	1.600.000.000,00	33,647,941.00
Brcko District Government	203.547.638,30	3.241.900,00

As shown in the Diagram below, the FBiH budget allocations shows trends of a decrease of planned funds for civil society, while the RS shows trends of an increase of funds. The funds by the state level government are significantly decreased. Brcko District had the highest allocations in 2008, and there is a slight decrease in 2010.

Diagram 1. Planned funds of the governments at the state, entity and Brcko District levels – comparative analysis of values for 2007, 2008 and 2010.



Source: SIF and CSPC: *Halfway There: Government Allocations for the Non-governmental Sector in Bosnia and Herzegovina in 2010*

The study finds that the 34.3 percent of total funding for civil society went to sports associations, 16 percent of the funds went to disabled veterans' associations; 21.5 percent aimed at CAs/CSOs providing social services and 28.2 percent of funds are planned for other types of associations. The study points towards changes in the allocation of funds in terms of thematic areas of work of organisations, whereby the funds for sports associations and disabled veterans' associations have been changed in two years.

There are three main ways in which the government institutions in the country organise the process of distribution of funds to civil society. These are tendering procedures, calls for proposals and inclusion of organisations in annual budgets. The last one is the most problematic procedure, by which favourite or traditionally supported NGOs are simply included in the budgets without application or tendering procedure. The SIF/CSPC research of government institutions shows that 43.7 percent of government institutions allocate funds by applying the procedure of simply including the favourable organisations in annual budgets. Out of the institutions, 37.7 percent allocate funds based on public calls, and the remaining 18.6 percent of institutions use tender procedures. On a positive note, the study shows that the vast majority (76.9 percent) of institutions do demand submission of both financial and narrative reports by organisations they fund.

### **Municipalities and cantons**

The SIF/CSPC study shows that the cantonal institutions allocated the highest amount of funds to civil society in the FBiH in 2009-2010. The Una-Sana Canton allocates 33 percent, and Sarajevo Canton 27.7 percent for civil society out of the total budgets. It is an important finding that the Una-Sana Canton increased its allocations for civil society six times since 2008, and today the allocation amounts to 12,3 million BAM. The Tuzla Canton allocates 9,8 percent and Central Bosnia 7,3 percent. The study registers the lowest funds for civil society in Canton 10 (1.1 percent) and Herzegovina-Neretva Canton (two percent). The remaining cantons have approximately five percent of allocated funds for civil society from the total budgets<sup>9</sup>.

The total allocation by municipalities in both entities is almost equal with 28.7 percent in FBiH and 25.4 percent in the RS. The study indicates that the maximum amount that a municipality in FBiH allocates is 17.4 percent, while it is 16.3 percent of the budget of a municipality in the RS.

Municipalities represent the single largest source of civil society funding in BiH. In general, these funds are provided to support the delivery of services in the community and activities carried out by and for CSO members. The previous needs assessment document recorded that in 2007, 41 percent of municipal support went to sports clubs, 15 percent to veterans associations,<sup>10</sup> a little more than nine percent to CSOs providing social protection services and nine percent for art and cultural activities. The least amount of funds were allocated to human rights organisations (0.02 percent) and those promoting environmental protection (0.28 percent).

In 2010, these trends changed. The sport associations are funded by 35,9 percent of total funds for civil society in the FBiH municipalities, and with 48,1 percent in the RS municipalities. The veteran's associations are funded with 20 percent in the FBiH municipalities and with 11,2 percent

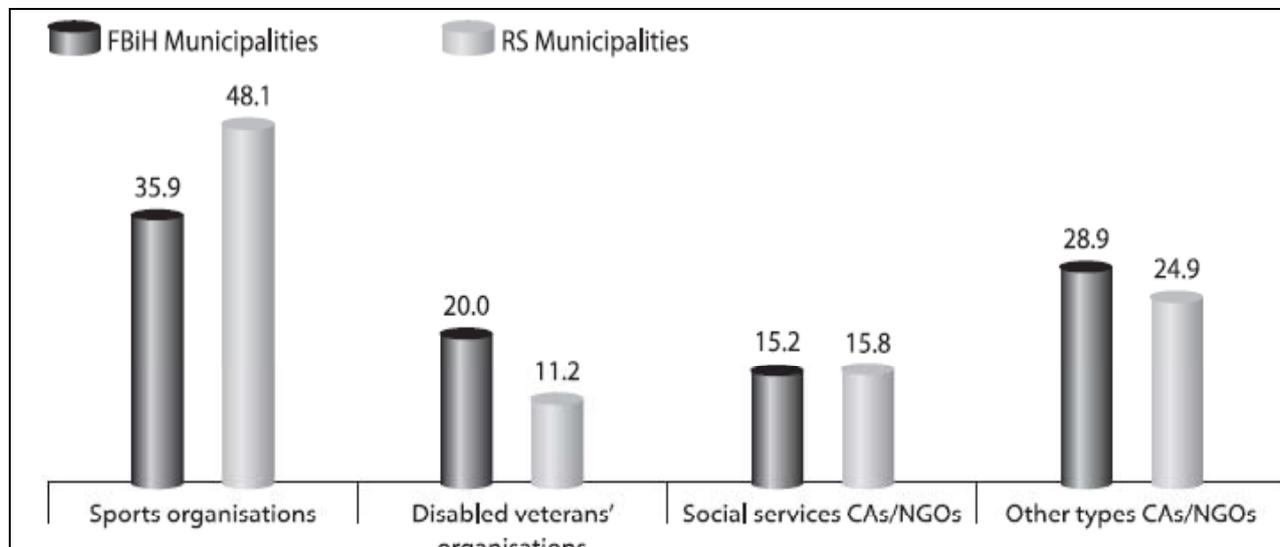
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<sup>9</sup> Ibid.

<sup>10</sup> Veterans associations provide services and welfare support to ex-combatants of the conflict in BiH with disability as a result of their wounds.

in the RS. Around 15 percent of funds go to associations that provide social services in both entities. Finally, 28,9 percent and 24,9 percent of municipal allocations for civil society goes to organisations that provide other activities (See Graph 1 below).

Graph 1: Municipal allocations by category of organisation



Source: SIF and CSPC: *Halfway There: Government Allocations for the Non-governmental Sector in Bosnia and Herzegovina in 2010*

### Donor aid to civil society

The development fund support is generally decreasing. The report on donor assistance for 2009-2010, shows that the total funds for development decreased for 33,90 million EUR in 2009 in comparison to 2008. The grants have increased for 23,70 million EUR, while loans decreased for 57,61 million EUR.<sup>11</sup> Many bilateral donors phase out their involvement in the country in favour of the EC playing a bigger role.

According to the Ministry of Finance, which is responsible for coordinating foreign aid, allocations of foreign aid to civil society amounted to 15 percent in 2009, and nine percent in 2010 of total funds for good governance and institutional building sectors. The total amount for these sectors was 49,47 million EUR in 2009, and 52,20 million EUR in 2010.<sup>12</sup> The donors that have supported the civil society sector in 2009 and 2010 are the Canadian CIDA, EC, Italy, Norway, the Netherlands, Swiss SDC/SECO, Sweden, USA/USAID and Hungary. The reports on coordination of foreign aid show that the donors are increasingly incorporating civil society and human rights-related issues into other projects. In addition to this, civil society often benefits from internationally funded projects in all sectors that are the subject to donor assistance (Min. of Finance and Treasury 2011).

<sup>11</sup> BIH Ministry of Finance – CFCU (2011); Overview of donor activities 2009-2010; <http://www.mft.gov.ba/bos/images/stories/medjunarodnapercent20saradnja/DMRpercent20Reportpercent20Cropercent202010.pdf>

<sup>12</sup> Ibid

## EU IPA and other funds

BiH signed a Stabilisation and Association Agreement (SAA) with the EU in June 2008, committing the country to undertake institutional and economic reforms on the path to European integration. The EC considers civil society organisations (CSOs) as key partners, vital as multipliers in disseminating information about EU policies, but also in terms of advocacy for reforms that constitute the core of the SAA. For the EU Delegation in BiH, a strong civil society is priority for building democracy from the grassroots level, to eradicate discrimination, reconcile ethnic tensions and improve human and civil rights. Different EU strategy documents, such as the European Commission Communication on the Enlargement Strategy and Main Challenges 2007-2008 and the last Strategy Documents (2008, 2009 and 2010) underline the role of civil society in a participatory democracy. To support CSOs to better take this role, the "Civil Society Facility" (CSF) was established, with financial support from both the IPA Multi-beneficiary and the IPA national programmes. The CSF includes actions to strengthen freedom of expression, as it represents a basic precondition for a functioning democracy. An adequate legal framework allowing media to operate freely needs to be put in place.

In the current BiH EU Multi-annual Indicative Planning Document (MIPD) for the period of 2011-2013, high importance is placed on providing financial and capacity-building assistance to civil society to develop watchdog and advisory capacities. Also, civil society remains the cross-cutting issue and all sectoral interventions include support to and consultation with civil society. This is with the aim to assist with the creation of a genuine partnership between authorities and civil society in the democratic stabilisation and the economic and social development of the country.

EU support to civil society in BiH is primarily administered through the country IPA programme and the EIDHR. Considerable IPA funding is allocated to civil society development, in particular to build the capacities of civil society to actively take part in policy dialogue, reinforce local democracy and strengthen civil society organisations to fight corruption and protect the environment. Current EU funding opportunities include:

- 1. IPA 2007 BiH – “Reinforcement of Local Democracy (LOD) Implementing Agency 2”** follow-up to the 2007, LOD 2 project has started in 2011, implemented by UNDP to facilitate permanent partnerships between CSOs and local authorities, to generate unified and transparent mechanisms for disbursing municipal funds for CSO project-based activities, and to encourage CSOs to specialize activities and adopt a longer-term planning perspective more responsive to local needs. The Project is worth 2,000,000 EUR.
- 2. IPA 2009 BiH – Strengthening Civil Society Dialogue, Encouragement of partnerships and dialogue between the Government of BiH and the civil society on the BiH reform agenda through structured sectoral CSO networks, and increased readiness of civil society to fight against corruption in BiH.** The Grant Scheme for the Component I “Support to Networks of CSOs” amounts to 2 million EUR. The beneficiaries of the grant scheme under this Component will be CSO networks gathered along the same issue/interest. The Grant Scheme under Component II. “Grant Scheme to CSOs on Anti-Corruption” amounts to 750 000 EUR.
- 3. IPA 2008 BiH - Environment and Natural resources.** Encouragement of the partnership between the governmental and non-governmental sectors with the aim of effective implementation of EU standards in environment. Grants to CSOs of between 50,000 – 100,000 to a maximum of 1 million EUR, for “watch-dog” activities and monitoring of implementation of strategies and laws, public participation in the decision-making process, and networking of

NGOs and formation of regional initiatives. Funding is from the IPA allocation to the Environment, not civil society.

4. **IPA 2009 BiH** – 3,000,000 EUR planned for projects to strengthen civil society dialogue.
5. **EIDHR - “Strengthening the role of civil society in promoting human rights and democratic reform, in supporting conflict prevention and in consolidating political participation and representation**, for grants of between 50,000 and 150,000 to a maximum 1,200,000 EUR.
6. **Cross-Border Cooperation (IPA 2)** Small grants to CSOs and municipalities for a range of socio-economic two-country partnership projects, with all EU and potential EU member countries. Tenders in 2009: Croatia (2-country total 3,600,000 EUR), Montenegro (total 1,980,000 EUR), Serbia (3,240,000 EUR)
7. **Other EU-funded programs.** CSOs may apply to EU Community programmes: Youth in Action and 7<sup>th</sup> Research Framework Programme.

### **Other international donors**

**USAID** remains to be the most important bi-lateral donor for civil society development in the country. The highlights of the projects supported by USAID are the following:

1. *Youth Building Futures in the Brčko District.* Since April 2011 USAID supports a two-year, 899,129 USD project entitled Youth Building Futures in the Brčko District. The goal of this project is to increase social trust between Bosniak, Serb, and Croat youth through shared efforts to improve communities in the Brčko District. A U.S based NGO, YouthBuild International, implements the project in partnership with two local partners, the PRONI Centre for Youth Development and the Centre for Sustainable Development (CSD). The District Government of Brčko, the Brčko District Employers Association, and the German Marshall Fund will provide additional resources. This project will engage 300 unemployed, out-of-school, disadvantaged, women and men ranging in age from 16-28.

2. *Civic Advocacy Partnership Program (CAPP) II*, August 2008 – August 2013. Managed by the national NGO, CCI, the programme provides direct sub-grants to local NGOs to conduct advocacy campaigns, watch-dog activities on key political and socio-economic processes essential to EU integration; training and TA to local CSO partners and monitoring the performance of the government. 9.6 million USD.

3. *The Sustainable Development of the NGO Sector project* works towards creating an enabling framework for sustainable development of the NGO sector through partnership with the government at all levels and full local ownership. The four program components include: improving the legal and regulatory framework for NGOs, increasing the financial sustainability of NGOs, increasing public support for civil society, and strengthening capacity of CCSP as an intermediary service organisation. The year 2010 for the project’s implementation was the year of NGOs networking. The total funding of the project amounts to one million USD.

4. USAID’s support to Mozaik’s *Youth Banks program* will provide young people (ages 15-30) in 10 municipalities with real opportunities for meaningful joint activities to access and manage resources. At the same time, they will build their skills for management of youth-led initiatives, and gain confidence in themselves as leaders and agents of social change. Through community-based reconciliation activities and building bridges among youth in multi-ethnic communities, the project will strengthen social cohesion and increase social capital. The Youth Banks program will

launch between 100 and 120 youth-led projects through 10 Youth Banks that will reach at least 12,000 young people of all ethnic backgrounds. Total funding is 600,000 USD with a duration from February 2010 to February 2012.

5. *The Srebrenica Dialogue Centre (SDC) Project* will increase inter-ethnic communication, mutual trust and understanding, among citizens of all ethnic groups living in Srebrenica and the surrounding region. The project will serve as a forum for inter-ethnic community initiatives for students, parents, women, business leaders, municipal officials, and others. This project is implemented by the Nansen Dialogue Centre and runs until September 2011.

Two separate initiatives address the challenges in the BiH media sector:

**1. Support to Media Sector (SMS) Project** encourages the public to demand professional standards in public communication, builds pressure within the media to provide objective and balanced information, and strengthens the mechanisms for protection of freedom of speech and journalists' rights. The project is funded with 300,000 USD and it is running from September 2009 – September 2011.

**2. Strengthening Independent Media (SIM) Project** improves state regulatory bodies and self-regulation of traditional media, strengthens media industry associations, supports the quality and growth of in-line media outlets and sources, and builds quality investigative reporting. This project is funded with 5,7 million USD for period of October 2010-October 2015.

Sweden/SIDA continues to support BiH CSOs through its national NGO implementing partners, Kvinna till Kvinna (institutional and programme funding for long-term women's NGO partners), Olof Palme (which works with a range of human rights-oriented CSOs, trades unions and also political parties) and the Swedish Helsinki Committee.

#### Open Society Fund Bosnia and Herzegovina

**1. East-East: Partnership Beyond Borders Programme (EE:PBBP)** is a regional program supporting international collaboration within civil society and between CSOs with the aim of exchanging experience, expertise, knowledge on how to advance the principles of an open society.

World Bank CSOs can apply to the World Bank Small Grants Program through the local country office for support to activities related to civic engagement that empower and enable citizens to take initiatives to influence development outcomes.

#### **Community support and business contributions**

Voluntary contributions from both the community and the business sector are relatively insignificant sources of CSO funding. Around 17 percent of CSOs report receiving some support from the local community, most of which are those working on the protection of women and rural development and cultural and hobby associations (Kronauer, 2009). There are no figures indicating the size of community contributions, but almost certainly that the sums are insignificant.

Just over 12 percent of associations receive support from the business sector. Mostly this is support from local businesses to sports activities, youth and children's issues (Kronauer, 2009). Corporate philanthropy from large commercial enterprises is still the exception. The Raffeisen Bank and Telecom RS appear to be the only large companies supporting CSOs through limited calls for proposals. On a positive note, Sparkasse bank and Mozaik foundation launched a pioneer private–public partnership initiative towards creating enterprises. This project may be an important trendsetter for further initiatives of this kind.

### **1.3 Government mechanisms for civil society – government cooperation and the policy framework determining government – civil society relations**

#### **State-level cooperation**

BiH lacks formal institutions and a legal framework for mediating relations between government and civil society, both in terms of providing support to civic initiatives and for providing the means of effective dialogue. In April 2007, the Council of Ministers of Bosnia and Herzegovina adopted an '**Agreement on Cooperation between the Council of Ministers of BiH and the Non-Governmental Sector in Bosnia and Herzegovina**'. This was achieved thanks to concerted pressure applied by the CSO community through a country-wide CSO coalition, "To Work and Succeed Together," coordinated by the Civil Society Promotion Centre (CSPC). The Agreement provides a potential framework for policy dialogue through the following instruments:

- *Office for Cooperation with the Non-governmental Sector*: a state level office that would coordinate cooperation with civil society. Such an office has not yet been established. For the time being, the government has established a *Department for Cooperation with Civil Society* within the Ministry of Justice (MoJ). Due to a lack of political support within the MoJ and with an administrative and legal agenda totalling 11 extensive tasks in the fields of strategy, policy making, monitoring, proposal development, civil society consultation, and preparation and implementation of laws, the department charged with relations with CSOs is clearly unable to provide civil society with adequate support and coordination.
- *Civil Society Council* composed of government and civil society representatives to act as a steering committee. No progress on establishing this Council has yet been made.
- *Civil Society Board*, composed of 31 CSO representatives from corresponding sub-sectors was also envisaged as an NGO consultative body and means of coordination with wider civil society. However, the Civil Society board last time met in mid 2009 and has not been operational since.
- *Strategy for Creation of an Enabling Environment for the Development of Civil Society and an Operation Plan to implement the Strategy*: The process for the design of this Strategy has only started by the establishment of the working group for the development of the strategy document (May 2011). The working group includes five representatives of government institutions and five representatives of civil society organisations' networks. The included networks are: Justice Network, Sporazum Plus Network, NGO Council, Network for Building Peace and the Volontiram! Network. The first constituting meeting was held in mid September 2011. The responsibility for the Strategy development lies with the BiH Ministry of Justice – the Sector for Civil Society. Given that this is a strategic document at the national level, it is required to ensure political support before its adoption.

- *Code of Conduct and Good Practice*. This Code regulates the basic standards and principles of practice in state administrative bodies in the procedure of allocating grants from the state budget funds to organisations for the implementation of their programmes and projects. This document has not yet been developed.

### **Entity-level cooperation**

Neither has the entity government entered into an agreement with civil society, which regulates and provides for cooperation between the two sectors. There are no institutional mechanisms in either entity for coordinating this cooperation. In 2010, there was an initiative of the coalition/association of 43 civil society organisations in RS to develop the Agreement for cooperation with NGOs and introduce it into parliamentary procedure with the RS Government; however, there has been no progress in this respect.

Within the RS Ministry of Public Administration and Local Self-Governance, the Unit for Political Parties and National Minorities has been reformed and assigned competencies of cooperation and communication with the citizens' associations and foundations. At the Federation BiH level there is an on-going process of appointing a coordinator for the civil society within the Government of the FBiH.

### **Municipal-level cooperation**

In parallel to the process, which led to the signing of the Agreement with the state government, the CSPC also ran a campaign to establish countrywide cooperation between municipalities and CSOs. Mainly as a result of this campaign, 75 municipalities have signed protocols to establish cooperation with local civil society until February 2011. Research conducted by a BiH consulting house in 2008 (Žeravčić 2008) suggests that these agreements are viewed by the participating parties as relating primarily to the system of regulating the distribution of public funds to CSOs.

In general, the MIPD document rightly states that the civil society organisations are excluded from the decision-making processes, although cooperation agreements with civil society organisations exist at the state and entity level as well as in the municipalities, while the funding mechanisms are not transparent (MIPD 2011-2013).

#### ***1.4 Government (local and national) institutional capacities for engaging civil society***

The legal framework for the citizens' participation in decision-making processes and its application varies depending on the level of the government in question. At the national/country level, the Rules on Consultations in Legislative Drafting Processes were adopted in 2006.

The Rules establish three practical measures to be carried out by all ministries and state institutions:

- Designate a civil servant with responsibility for consultation with the public and also for coordinating that consultation;
- Compile and update a list of interested parties with which the ministry will communicate regularly about proposed legislation;

- Carry out basis steps to inform the public about legislative proposals. This is to include posting draft laws on ministry Web sites and invite comments and suggestions from the public and the list of interested parties.

Practical application of these Rules is not satisfactory. The 2009 assessment of the implementation of the Rules<sup>13</sup> by the think-tank, ACIPS (Association Alumni of the Centre for Interdisciplinary Postgraduate Studies), observed that these measures are being carried out in only one of the state's nine ministries, the Ministry of Justice.<sup>14</sup> The ACIPS asserts that the Rule on Consultations is no more than "a dead letter" due to a lack of its full implementation.

In addition, *the Ministry of Justice of BiH published a Report on the implementation of the Rules on consultation during the development of legislation by BiH institutions*<sup>15</sup> in 2010 and the findings of the report differed very little from those of the ACIPS research.<sup>16</sup> Based on that Report, at the end of the year, the BiH Council of Ministers adopted the Conclusion that: *National-level ministries are bound to fulfil the obligations set by the Rules.*

The General Secretariat of the BiH Council of Ministers is obliged to prescribe details of the implementation of the Rules in 2011, through amendments on the BiH Council of Ministers Rules of Procedures.

- The Ministry of Justice of BiH is to submit an annual report on the implementation of the Rules to the BiH Council of Ministers.
- The Ministry of Justice of BiH is entrusted with the development of a methodology for delivering/submitting comments that would be applied in all BiH institutions.

In May 2011, the Ministry of Justice of BiH developed the methodology for delivering/submitting comments that would be used by all BiH institutions.<sup>17</sup> More specifically, the following forms were developed:

- A form for submitting comments to the preliminary draft of a regulation with instructions for filling in the form.
- A form for consolidation of comments and suggestions for the preliminary regulation and instructions for filling in the form.
- A form for distributing feedback information to a commenter in the consultation process.

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<sup>13</sup> "Application of the Rules on Consultation in Legislative Drafting - dead words on paper", ACIPS, Zehra Kacapor and Selma Osmangic Agovic, Sarajevo, Jun 2009.

Available at: [http://www.acips.ba/bos/uploads/istrazivanja/acips\\_primjena\\_pravilapercent20opercent20konsultacijama\\_bos.pdf](http://www.acips.ba/bos/uploads/istrazivanja/acips_primjena_pravilapercent20opercent20konsultacijama_bos.pdf).

<sup>14</sup> The MoJ was the only ministry to have appointed a Coordinator for consultation and to have a database of CSOs and experts. The database was only recently constructed an NGO with funding from USAID as part of its project for the Development of the Justice Sector.

<sup>15</sup> Report available at:

[http://mpr.gov.ba/userfiles/file/Javnepercent20konsultacije/05\\_1percent20Izvjestajpercent20opercent20primjenipercent20Jedinstvenihpercent20pravilapercent20-percent20BJ.pdf](http://mpr.gov.ba/userfiles/file/Javnepercent20konsultacije/05_1percent20Izvjestajpercent20opercent20primjenipercent20Jedinstvenihpercent20pravilapercent20-percent20BJ.pdf)

<sup>16</sup> The appointment of the consultation coordinator, for instance, was completed in only one Ministry (MJ), five ministries have still not appointed the coordinator, while the two ministries only partially meet this requirement by appointing an ad hoc coordinator for specific regulations (MCT and MCA).<sup>16</sup> There is a similar situation with the other obligations such as lists of CSOs and individuals interested for consultations, development of internal procedures for consultations and publishing a list of legal, regulatory and administrative tasks on their Web site, as well as its distribution to the interested organisations and individuals who request it in writing etc.

<sup>17</sup> Technical support to the ministry for methodology development was provided by the Cidi project

- Short summary related to the identification and selection of organisations, database maintenance and stakeholder analysis.

These forms have already been incorporated into the *Amendments to the Regulation on implementation of the Rules on Consultation in Legislative Drafting in the BiH Ministry of Justice*<sup>18</sup>, and submitted for implementation to the higher-level civil servants in other state ministries.

The RS **adopted the Guidelines for the public bodies on citizens' participation and consultations for drafting legislation** in 2008.<sup>19</sup> These Guidelines regulate the process of consultation with the public for the ministries, administration units and others in the RS in legislative drafting. They stipulate almost identical obligations for the government institutions, as do the Rules on Consultations, such as the appointment of coordinators, keeping a list of stakeholders, etc. The data for 2010 show that out of the total of 31 adopted laws, 21 did not undergo the consultation process as per the Guidelines. Furthermore, out of these 21, 14 have been adopted through an urgent procedure and therefore did not have to apply to the consultations process. There is no clear data on whether the remaining seven preliminary draft laws have been returned to the sponsor of legislation to undergo the consultation process, but it is so assumed.<sup>20</sup> There is no data on the exact number of ministries who fulfil the obligation of keeping a list of interested organisations and individuals, or the ministries that appointed the consultation coordinators, or appoint them on an ad hoc basis for each specific legal document.

The Federation BiH still has no legal framework that would standardize the consultation process, even though there are examples of citizens' participation in decision-making processes. So far, there is only a decision on the process of consultations with the public that should be adopted by the new government. In addition, the amendments to the government rules of procedures have been prepared and adopted to allow for the consultation with citizens in the decision-making process, which further validates the aforementioned decision.

The aggravating circumstance for citizens' participation in decision-making processes is that the government institutions are not familiar with the existing legal framework and the advantages of including the citizens in the decision-making processes, even though there is a good quality framework in place. Within the government sector generally at all levels in BiH there is no clear understanding of the importance of participatory democracy and civil society's role in facilitating it. Accordingly, there is a huge space for civil society organisations to fulfil the social policy area with their initiatives and activities and make it open for public debate.

Despite the examples of the good practice of engaging citizens and CSOs at all government levels, that have resulted in awareness raising of few ministries' employees, the general conclusion is that the government institutions very rarely regard civil society organisations as equal partners or the experts in development fields who can significantly improve the quality of regulations.

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<sup>18</sup> Amendments on the Rulebook with the incorporated forms can found at:

<http://mpr.gov.ba/userfiles/file/Javnepercent20konsultacije/10percent201percent20Obrascippercent20zapercent20dostavljanjepercent20komentarapercent20napercent20prednacrtpercent20propisapercent20-percent20BJ.pdf>

<sup>19</sup> Guidelines for actions of the Republic bodies of management on participation of public and consultations in drafting law, Official Gazette of the RS no. 123, year XVII.

<sup>20</sup> Overview of the legal mechanisms Cidi 2011 available at [www.cidi.ba](http://www.cidi.ba)

On the other hand, CSOs have very limited knowledge of the possibilities to engage in decision-making processes and have no capacities to submit good-quality proposals for the amendments to the regulations.

In general, there is an absence of systems for government cooperation with CSOs in drafting laws, strategy or policy statements at all levels, and public participation in the decision-making process, even on an *ad hoc* basis, is rare. However, as a result of robust encouragement from international donors and development agencies by means of capacity-building and funding initiatives, positive government-civil society cooperation has been achieved in selected policy areas.

A sample of a project supportive to the improvement of citizens' interest in participation in decision making process at the local level is Citizens' Academy, a pilot project launched in July 2011 by the OSCE Mission in BiH with seven local self-governments taking part in the implementation. The aim of the project is to increase transparency and foster citizens' engagement in municipalities.

### ***1.5 Public perceptions and support of civil society and its various segments***

The notions of civil society and civil society organisations are not generally clear to the majority of BiH citizens. Civil society is generally reduced to non-governmental organisations, while religious organisations, unions, chambers, etc. are not recognised as civil society actors. Such an understanding on both the side of the government and general public, places obstacles to including all civil society actors in the policy and development processes in the country. The inability of CSOs to organise successfully as a sector, to publicise a unity of purpose and inform people of the role of civil society, is a contributory factor to civil society's low public recognition in BiH. Another relevant contributing factor to low trust in CSOs is the fact that CSOs do not invest significant efforts in their governance and accountability structures, such as Boards and Assemblies. Such bodies are in many cases only formal bodies, which do not meet regularly and do not govern the work of the organisations, but exist only to fulfil the requirement of the law (Jonsson, 2011: 41). There are still an insufficient number of organisations which organise the Assembly meetings regularly (at least once a year). The failure of organisations to enable governance structures to meet, gain insight and make decisions on important issues, achievements and strategic directions that an organisation desires to take are directly reciprocal to the level of transparency and accountability of organisations towards their own beneficiaries, members and public. In many cases, the lack of such governance mechanisms is due to a lack of knowledge and understanding of some organisations on the purpose of such bodies and their role in the work of a CSO. Another important factor that contributes to the low trust of citizens in civil society is the fact that CSOs do not practice conducting independent financial audits of their work. The Kronauer Study shows that only 18 percent of organisations undertake financial audits, and less than five percent publicize their yearly accounts (Kronauer 2009).

While active mistrust of CSOs exists in some quarters, the predominant attitude to civil society in BiH, however, is one of indifference and disengagement. The key factor behind this is the low level of trust within BiH. A study conducted on Civil Society in BiH shows that there is a deep distrust in politicians and the parliamentary system, while deep mistrust also exists in alternative political

arenas, such as CSOs.<sup>21</sup> The study of social attitudes undertaken in 2007 (Oxford Research International) assesses that low levels of trust are perhaps to be expected in a country with a history of recent conflict, but the survey concluded that trust in BiH has been eroded to an exaggerated extent. A corollary of low trust is low social capital or the total mass of horizontal ties between people in society. Social capital usually finds expression in group behaviours, such as participation in clubs and associations and all forms of CSOs. While there are plenty of CSOs in BiH, many of which are indeed membership-based, real participation and active membership in civil society is in fact very low. CSOs in BiH are poorly supported by their constituencies and enjoy little legitimacy in the community. The reasons for such a situation may be found in three factors. First, CSOs struggle to secure long-term funding and the constant pressure to ensure funds for activities disconnects the CSOs from their beneficiaries and members in order to comply with donor requirements and interests. Second – and directly linked to the first factor is the general lack of clarity of the management and governance structures within organisations, which affects the level of accountability of organisations to their stakeholders and beneficiaries. Finally, organisations are pressed with project frameworks, results to be achieved and a strict selection of target groups which affects their ability and availability to maintain active dialogue with different stakeholders and base their work on participatory project cycle management and active inclusion of members.

On a positive note, the research conducted by Freedom House shows that the “civil society in BiH was more energetic and effective in 2010, especially in FBiH, where organisations managed to refocus the pre-election debate from ugly nationalist rhetoric to socioeconomic issues”. The Freedom House rating, however, did not change since 2007, when it slightly improved from 2006 and previous years.<sup>22</sup> The NGO sustainability index has slightly improved in 2010 to 3.6 from 3.7 in 2009.

The Civil society ratings by Freedom House since 2002 are presented in below in Table 2. The ratings are based on a scale of 1 to 7, with 1 representing the highest level of democratic progress and 7 the lowest.

*Table 2. Freedom House rating of civil society in BiH*

	2002	2003	2004	2005	2006	2007	2008	2009	2010
Civil society	4.25	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50

Also, the increase of citizen activism was recorded in 2009, with an increase of five percent in the number of citizens who became members of an NGO (of 16,9 percent in 2009 to 22 percent in 2010)<sup>23</sup>.

### **Civil society and media**

In the Media, civil society increasingly enjoys relatively frequent and positive coverage, particularly in the larger urban areas, and the pre-election campaign period for 2010 general elections was

<sup>21</sup> Jonsson, Emma (2011); Democratisation through Civil Society: A qualitative Study of Accountability Structures within NGOs in Bosnia and Herzegovina; Lund University; p. 6

<sup>22</sup> Freedom House (2011); Nations in Transit 2011; [http://www.freedomhouse.org/images/File/nit/2011/NIT-2011-Release\\_Booklet.pdf](http://www.freedomhouse.org/images/File/nit/2011/NIT-2011-Release_Booklet.pdf)

<sup>23</sup> CCI (2011); Izvjestaj o stanju ucesca gradjana u odlucivanju u BiH za 2010; www.ccibh.org

marked with increased media appearance by CSOs. This was particularly the case with large CSOs, which monitor the government and political party activities, such as CCI and ACIPS. However, there is still a tendency for the press to either sensationalise CSO activities (USAID 2009) or to merely report on activities without further comments or criticism on the activities or achievements. Such an approach may be rooted in two factors: 1) still low understanding and knowledge of media on the meaning and values of CSOs' work; and 2) lack of recognition of CSOs as an important and relevant actor in the social and political spheres of society. Journalists generally struggle with knowledge and understanding of the approaches, methodologies and values of civil society's work in communities. Another important factor is the political influence over media outlets in the country, whereby political interests and news often take precedence over CSO activities and achievements, especially those that directly relate to or counter the political interests of some political elites in the country.

While the media coverage in urban and developed areas is assessed as positive, smaller and rural communities and regions struggle to gain media support, especially in terms of on-going media coverage. In cases where media coverage in rural areas is present, the media reports do not contain analytical insight into the achievements and activities. Also, civil society activities in thematic areas, which are not high on policy agendas (such as confidence and peace building, children, youth, women's rights, social services, etc.) do not enjoy as much media attention or critical approach of media to their work. The political scientist, prof. Nerzuk Curak called this challenge of civil society to attract and keep the interest of the media the "*scream of silence*", meaning that majority of (positive) activities civil society actors undertake are done in media silence, as there is no interest from the media for news other than news that is sensational and politically attractive.

CSO representatives consulted for this needs assessment identified that the most relevant priority for visibility and work with media is to build capacities of CSOs in terms of enhancing media visibility of CSO actions, achievements, and impacts at all levels of government but also with beneficiaries.

## **2. CSO ORGANISATIONAL CAPACITIES**

### ***2.1 Overview of civil society community in Bosnia and Herzegovina***

#### **Structure of civil society**

At the end of 2008, there were a little over 12,000 registered CSOs in Bosnia and Herzegovina. Owing to the lack of a single register coordinating registrations from the entities, cantons and the state, this figure almost certainly includes a number of double registrations (for example, of CSOs registering at both the canton and entity levels), although the error in the total figure is probably no more than one percent. More importantly, the total figure does not take into account those organisations, which are moribund or otherwise inactive. The Law on Associations and Foundations at the state level provides for the elimination from the register of those organisations, which have not been pursuing their stated objectives for a period of two years or more (that is, inactive organisations). However, so far, this law has never been applied. On the basis of responses to questionnaires by CSOs in a recent mapping of civil society in BiH (HTSPE /

Kronauer 2009<sup>24</sup>), it is estimated that approximately only 55 percent of registered CSOs (around 6,600) are currently active.<sup>25</sup> The number of full time employees in NGOs is estimated to be around 26,000 and it has become a significant job sector standing for 4,5 percent of the total GDP (Papić et. al. 2011:79).

The fragmented politico-administrative system in BiH determines that few CSOs operate at either the state level or operate across the whole country. Only 6.4 percent of all CSOs are registered at the state level, the majority of which are unions of various membership-based organisations operating at the grassroots level including, federations of non-registered informal community-based organisations. These include CSOs promoting the sustainable return of those displaced in the war, federations of CSOs representing those with specific disabilities, parent-teacher associations, or practitioners of civic education (Civitas), and the scouts, etc. In most cases, these representative organisations are formed from two entity-level unions, and it is at this level rather than the national level that grassroots activity is effectively coordinated.

Civil society activity is reasonably well distributed across the country, with over half of all registered CSOs (51.1 percent) operating from smaller towns in more-or-less rural municipalities. Only a little fewer than one in six CSOs work in the capital, Sarajevo, and a further 23 percent are located in the larger towns (Banja Luka, Mostar and Tuzla). As might be expected, CSOs operating only in rural parts, away from areas of significant population density are few in number (7.7 percent).

The majority of associations in BiH have registered since the end of the war in 1995, and while humanitarian activities during the war (1992-95) established the basis for a sizeable group of today's CSOs, only 9.4 percent of all CSOs operating now were registered prior to the democratic changes that took place in 1991. Predominant among these "older" CSOs are hunting and mountaineering clubs, volunteer fire departments, cultural and artistic societies and Red Cross organisations.

CSOs in BiH may be classified according to two broad categories: Mutual or member benefit organisations (MBOs) which are established to work exclusively in the interests of their members, and so-called public benefit organisations (PBOs); that is, those associations whose purpose is to act in the general public interest.

MBOs comprise a large majority (71.8 percent) of all the CSOs in BiH and cover a wide range of activities and organisational types, such as sports, hobbies and other recreational interests, culture, veterans' associations, refugee returnees, and women's and youth clubs, etc. Typically, MBOs are small, semi-voluntary organisations, with, at most, a handful of part-time paid employees, providing services or opportunities for participation in activities to their members. Over 85 percent of CSOs have less than 10 staff members and /or under 100 members.

Most MBOs are poorly financed and dependent on local authorities for what little funding they can access. An assessment of CSO budgets in 2008 made by the HTSPE / Kronauer mapping exercise concluded that in BiH almost 60 percent of all CSOs had annual budgets of under 15,000

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<sup>24</sup> This section (2) covering CSO Organisational Capacities makes extensive use of the data provided by this study: HTSPE / Kronauer Consulting (2009) Civil Society: Contributions to the Development of the Strategy for Establishing an Enabling Environment of Civil Society in Bosnia and Herzegovina; Sarajevo

<sup>25</sup> There are a number of online databases of CSOs in BiH, but the largest covers only around 1,200 organisations. See Annex 3.

EUR, while 19 percent of the total subsisted on less than 1,500 EUR a year. Only around 10 percent of all CSOs had budgets in excess of 250,000 EUR.

**Table 3. Annual revenues of surveyed CSOs, 2008**

<b>Annual budget – Euro</b>	<b>percent of NGOs</b>
Under 1,500	19.0
1,500 – 15,000	39.3
15,000 – 50,000	13.5
50,000 – 250,000	19.02
250,000 – 500,000	6.12
Over 500,000	3.06
<b>TOTAL</b>	<b>100</b>

*Source: HTSPE / Kronauer Consulting (2009)*

Within the broad, diverse MBO category there are two identifiable sub-groups of organisations. First, there are those CSOs, which trace their roots to the ex-communist era. These “traditional” organisations (even when they have registered as completely new entities in the post-war period) represent a continuity with previous state-controlled and collectivist forms of social organisation in that units of local self-government, the municipalities, retain a high level of influence in their organisation, funding and networking. These CSOs include sports societies, local cultural and art societies, local radio amateur associations, scouts and local humanitarian organisations. They are highly dependent on government sources of finance, and they receive up to 60 percent of all CSO funding supplied by municipal administrations. Despite this, “traditional” CSOs are usually resource-poor and do not possess the technical and organisational capacities to undertake effective fundraising and appropriate project and programme development. In accordance with the tradition in the ex-communist state of incorporating social and political structures at the community level into higher-level structures through pyramidal federations, these CSOs are well organised within unions and networks corresponding to the governments’ structures within the state (from municipal, cantonal and entity to the state-level).

A second type of grassroots MBO are those, which have emerged in direct response to newly perceived social challenges. These organisations cover a wide range of issues and cater to a variety of memberships; they include returnee and refugee associations, associations gathering persons with disabilities or special needs, to local youth initiatives, agricultural cooperatives and associations established for the purpose of promotion of agriculture and rural development, and different local and community development initiatives. Although these organisations concentrate on providing services to members, they are rarely able to gain wholehearted political support from local institutions of government, most often because their social agendas are an implicit challenge to the continuing obscurity and lack of responsiveness of local governments in BiH. Local authorities poorly fund these CSOs and the organisations are usually low on technical and organisational capacities.

CSOs which are oriented towards the interests of the general public (PBOs) are in most cases devoted to providing specialist forms of non-institutionalised service delivery, such as social

protection (children, vulnerable women and victims of domestic violence, unemployed, etc.), psycho-social assistance or education and assistance to assist citizens generally or specific social groups participate more fully in society (“empowerment”). These organisations comprise fewer than 30 percent of all CSOs in BiH. In general they are oriented towards international donors and promote rights-based agendas, in place of an emphasis on specific needs or interests. Many of these CSOs have been established by international NGOs as instruments for project delivery, or later as means of leaving something behind when facilitating their exit. While these CSOs are administered and managed along more-or-less professional lines, they have little or no membership base and often poorly functioning governing boards; decision-making powers are very often concentrated in one or two key staff members upon whom the organisation is over-dependent for leadership, technical skills and the ability to attract adequate project funding.

The larger and “elite” PBOs are usually located in the country’s urban centres and are well-developed, sophisticated, fully professional CSOs. Numbering from possibly as few as 50 or 60 organisations up to around 200 (HTSPE / Kronauer 2009), these CSOs count their number of specialists in human rights advocacy groups, but most often they remain service providers that are only engaged in advocacy, lobbying and policy development as a secondary activity.

### **Field of operation / activities**

Of the 998 CSOs included in the HTSPE / Kronauer study, the greatest number (18.45 percent) indicated sport as their primary scope of activity, followed by “interest organisations” (12.02 percent) covering a range of recreational and special economic interests, such as beekeeping. Women’s organisations (7.3 percent) and associations dealing with the problems of children and youth (6.01 percent) are also common fields of CSO operation. Among those least represented are workers’ rights or unions (1.29 percent), human rights (2.58 percent), animal rights (0.86 percent) and peace initiatives.<sup>26</sup>

The most frequent activities undertaken by CSOs in BiH are education, activities in local communities, providing advice and information, as well as lobbying for members’ interests, while the least represented activities are oversight of public policies and work of state institutions and mediation. There is an almost total absence of CSOs dealing with issues of corruption and transitional justice.

Despite the member-based character of civil society in BiH, on average, almost 50 percent of all organisations state that their main target group, or final direct beneficiaries, is the general public (and almost 49 percent of MBOs identified the general public as the end user of their projects). A large proportion of CSOs work with the youth (15.9 percent), followed by children (6.4 percent) and women (5.6 percent).<sup>27</sup>

## **2.2 Human resources and technical skills**

Funding limitations determine that CSOs in BiH can rarely employ suitably qualified staff on a permanent professional basis. It is estimated that around 50 percent of active CSOs do not have a single paid employee, being dependent almost entirely on the voluntary services of key founder members and part-time voluntary contributions of members, friends and family. Only around 20

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<sup>26</sup> See Annex 4 for a full classification of CSOs according to their primary field of work

<sup>27</sup> See Annex 5 for a complete list of final beneficiaries of CSO projects.

percent of all CSOs have paid staff with more than five members.<sup>28</sup> In these CSOs, and indeed all organisations, many employees work part-time or on a temporary basis dependent on short-term project funding. Permanent full-time employment in the sector is the exception. Overall, the sector is highly reliant on volunteer labour, with three of every four organisations engaging volunteers. Although volunteers are rarely employed within a formal framework setting out conditions of work and regulating the relationship between volunteer and volunteer-involving organisation, the use of volunteer labour is a key element of the funding strategies of many BiH CSOs.

CSOs report that even when they are in a position to employ staff, they face considerable challenges in recruiting suitable people and then retaining their services. Very often employees terminate their contracts early or at short notice, owing to dissatisfaction with low wages or the prospect of better or more stable employment elsewhere. Lack of experience and low qualifications of those applying to work in the civil sector is a common complaint of CSOs. It is noticeable that overall, only around 30 percent of those with paid employment in civil society have some form of tertiary education. CSOs very often have insufficient management capacity to employ full-time staff.

The CSO workforce in BiH is predominantly female, with only one in three workers being male. Regarding those who are in a position of authority or power in CSOs, the reverse is the case, with three men in the position of director to every single woman. However, among professional NGOs of all sorts, women still maintain their dominance in positions of authority and it is only in the less capacitated “traditional” grassroots organisations, in particular the numerous sports clubs, where it can still be said that civil society is a man’s world.

Smaller organisations, especially those working at the grassroots level and those located in smaller towns and rural areas are often lacking in many of the basic technical skills necessary for running an efficient CSO, including all areas of PCM, general management and financial administration. Among the CSOs participating in the HTSPE / Kronauer study, 25.1 percent of associations had never had any trainings organised for their staff. Of those which had organised staff training or been included in capacity-building projects, around half indicated that trainings had been organised for all their members of staff, but 41.8 percent of organisations said that trainings had been for leaders and key staff members. A key finding of the study is that the greater majority of trainings that CSOs received (68.5 percent) have been restricted to the subjects of writing project proposals and/or fundraising, as well as strategic planning.

### ***2.3 Monitoring and Evaluation (M&E) capacities of CSOs in Bosnia and Herzegovina***

In 2011, TACSO BiH conducted an M&E Needs Assessment of 12 CSOs in BiH who either applied or were partners in projects funded by EU IPA 2008. This M&E Needs Assessment focused on assessing capacities and needs of CSOs in terms of establishing internal M&E Systems as continuous effort to help anticipate the probability of success and measure the changes the organisation will contribute to. The Needs Assessment reveals that the organisations may be roughly divided into two groups:

1. Organisations that have already developed structures and standards for M&E, but these

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<sup>28</sup> In BiH no CSO has a workforce of over 40, and staff numbers of more than 10 indicate a “large” organisation.

systems are still predominantly ad-hoc and underdeveloped. As such, the M&E systems do not reflect the complex needs for comprehensive M&E of the organisational work. Existing M&E systems have mainly been adopted from international organisations that supported the work of these organisations, or developed based on recognized needs and upon trainings on M&E.

2. Organisations that have no capacities, knowledge and/or M&E structures adopted. The Needs Assessment found that even more developed and experienced organisations do not have any systems or capacities for comprehensive M&E. Such organisations do collect data for reporting, but this data is not systematically collected and analysed.

Generally, organisations have succeeded in attracting EU funds, but the majority of organisations (especially partners in projects or sub-grantees) still struggle with a good definition of the results framework, especially in terms of defining suitable Objectively Verifiable Indicators (OVIs). None of the visited organisations have developed baseline studies for the EU funded project. Organisations do not have the tradition to develop baselines for other projects either. The review of project proposals shows that none of the organisations discuss internal Monitoring procedures, while only a small number of organisations mention evaluation measures to be undertaken.

Organisations in general do not collect and analyse data to track progress and achievements within their strategic goals. Organisations in many cases do not have true participatory planning and monitoring in terms of ensuring active participation, input and feedback from stakeholders, and primarily beneficiaries do not help in performance management.

Organisations are generally pretty strong in their areas of expertise, but their organisational capacities may at times be an obstacle to organising the M&E work in the best possible manner. The lack of an adequate M&E system also places an additional burden to the management staff members, who need to collect data and analyse it besides other duties. Building capacities and sharing responsibilities and roles with other members of the organisation is crucial in order to enhance governance, accountability and manage the structures of organisations.

#### ***2.4 Strategic strengths of CSOs in Bosnia and Herzegovina***

Very few CSOs in BiH are strategically oriented. The findings of the previous TACSO Needs Assessment show that half of CSOs consulted had a strategic plan in place, but most of them did not use it as a tool to guide their long-term programming and organisational development, as well as shorter-term project identification. Most of them also said that they did not update their strategic plans periodically. These answers from the TACSO Needs Assessment are similar to those of the HTSPE / Kronauer survey, which found that 42 percent of all types of CSOs have strategic plans. The study posed similar doubts as to whether strategic planning represented much more than a formal exercise for the greater majority of organisations. In support of this suggestion was the finding that “almost half of the associations in BiH were ready to admit that their chief orientation and scope of work are rather or entirely dependent on desires and interests of their donors.” Only 22.70 percent of those participating in the survey thought that donors do not influence their purpose (mission) and their overall strategic direction.

The key strategic issue for civil society is how to address itself in the ongoing process of European integration and the political, institutional and economic reforms demanded of the country by the SAA. Civil society organisations are taking active part in the strategic processes related to the EU,

particularly in terms of providing inputs to the EU Progress reports for BiH and in the process of defining the Multi-indicative planning document (MIPD) and IPA programming in the country. During 2010, the EU adjusted its approach in the process of strategic planning towards organising the participatory planning through sectoral working groups. Each sectoral working group includes civil society representatives, who are leaders and/or experts in a given sector. This has been an important step forward also in terms of changing the approach and perspective of the EU, the BiH government and civil society to think more in sectoral terms and drawing on sectoral expertise of working group members. Importantly, the civil society actors gained a momentum to start organising sectoral networks in order to prepare and better provide input in this process. However, while these sectoral networks and links have been established in many cases, they need further sectoral linking, capacity building opportunities and opportunities to meet, exchange views, experiences and information and discuss and agree on a joint stand and input on sectoral matters discussed in the working groups.

## **2.5 Analytical capacities**

Analytical capacities within BiH's civil society are generally poorly developed. The low level of social and economic research undertaken by CSOs of all sorts is a key factor in the paucity of civil society advocacy and the low level of policy dialogue between CSOs and government bodies.

At the sharp end of specialist policy research, there are only a handful of clearly recognisable NGO think tanks, including IBHI (Initiative for Better and Human Inclusion) for general social policy and gender issues, the CSPC, dealing with civil society development, Vanjsko-politicka inicijativa, dealing with issues linked to governance, constitutional debate and EU integration; ACIPS focusing on policy analyses in different sectors; etc.

Organisations are still not taking a more significant role as watchdogs of the government. Two organisations that are leaders in this area of civil society work are the Centre for Civic Initiatives (CCI) and Transparency International (TI). The CCI has already established a recognized role as an organisation that monitors the work of different bodies at the state, entity and canton level<sup>29</sup>. The TI has been involved in monitoring the implementation of anti-corruption reforms in BiH. Particularly, the organisation worked on corruption-related problems in the higher education sector involving stakeholders from civil society, responsible ministries, universities, entity inspection commissions and others.

A number of organisations are active and take increasingly important roles in policy dialogue as partners to government within their areas of expertise. Women's organisations, often by way of effective networking, are able to play a substantive role in policy dialogue on the basis of research and gender analysis (good example is Zenska mreza, led by Fondacija CURE). Organisations such as Viktorija and UG PROI work as important government and international community partners in the area of drug abuse and vulnerable populations in the country, as well as on the issues linked to HIV and prevention of sexually transmitted diseases. Strong organisations are gathered around the network RING, working on the prevention of trafficking and securing safe houses and shelters for

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<sup>29</sup> The Organisation has produced a number of Monitoring reports for all levels of governance, except municipal level, such as the Monitoring report of the Council of Ministries, period 01.11.2006-31.08.2010, Monitoring Report of the Government of the Federation BiH, period 01.01.2009-31.12.2009, Monitoring Report of the Government of the Republic of Srpska, period 01.01.2009-31.12.2009, Monitoring reports relating work of Tuzla Canton Assembly, Government of Tuzla Canton, Sarajevo Canton Assembly, Sarajevo Canton Government, for the period of 01.11.2006-31.08.2010, etc)

victims of trafficking, sexual abuse and domestic violence. Other sectoral organisations in the sector of justice, rule of law, agriculture and rural development, energy efficiency, human rights, security, environment, etc., are also providing significant inputs to policy processes in the country in their respective areas of expertise. Nevertheless, most of these organisations in different sectors are predominantly based in urban centres and have better access to policy makers and to donors and supporters. Capacity of civil society organisations from rural and smaller communities in BiH to analyse and contribute to the definition of public policy is almost negligible (HTSPE / Kronauer). In addition, there are no CSOs capable of undertaking permanent monitoring and analysis of the effects of public policy.

## **2.6 Relationships with other actors – networking and partnerships**

### **CSO networks**

There are many formal and informal NGO networks in BiH, organised on the basis of sub-sector interests (e.g. Environment, youth, and women) or geographical location. Many of these have been in existence for a number of years. Earlier research has shown that a large majority of BiH NGOs are members of one or more networks and that this experience is seen by NGOs to be beneficial.<sup>30</sup> According to the HTSPE / Kronauer study, 52 percent of CSOs are members of a local BiH network, while 27 percent participate in at least one international network.<sup>31</sup> The research conducted for the purpose of this Study shows that a vast number of networks are being formed around thematic and public benefit issues in different areas of life of the society. Annex 6 of this document contains an overview of networks in the country. The list is not exhaustive and will continue to be updated during the life of the Project.

Despite this, the sector is poorly coordinated; there are many instances of duplication of activities, or of organisations struggling in isolation. Exchange of information between CSOs is regarded as being poor, and there is a high level of mutual mistrust among CSOs surrounding competition for resources. Some CSOs complain that CSO network leaders use the network structures as a means for promoting their own, or their organisation's aims. Low levels of experience in policy dialogue as well as advocacy coupled with poor communication and planning skills, leave networks and coalitions without agreed-upon objectives, a clear agenda of work and the requisite capacities to interact with government effectively.

All this clearly demonstrates the need for building capacities of CSO networks and improving network members' skills and techniques in communication, leadership challenges, planning, advocacy, monitoring and evaluation, and in many other areas. An example of a project that aimed at capacity building and improvement of work of issue-based networks is the "*Capacity Building of Civil Society to Take Part in Policy Dialogue in Bosnia and Herzegovina*" (Cidi project.) The two-year Cidi project committed to strengthening and improving civil society organisations and civil servants skills in order to take part in policy dialogue. Within the civil society component, 12 thematic issue-based networks, particularly those covering the issues of youth policy, protection of the victims of trafficking, children from high-risk families, women victims of war, and networks working on the prevention of discrimination (sight and hearing impaired people, and other people with disabilities) were included. Education provided for the members of the

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<sup>30</sup> Barnes, et al (2004), Civil Society Assessment in Bosnia and Herzegovina, USAID

<sup>31</sup> See Annex 6 for a list of the main CSO coalitions and networks in BiH

networks included topics linked to the concept of civil society and policy dialogue, research methodology, advocacy, M&E of the policy dialogue, internal and external communication, key aspects of the sustainable network dialogue, EU funds, how to successfully educate others to take part in the policy dialogue, etc.<sup>32</sup> Using and maintaining the momentum that the Cidi project has brought to networks in BiH is crucial. Cidi supported networks should be extended by including other thematic and sectoral networks, especially those dealing with sectors of importance for BiH, such as rural development, agriculture and organic production aiming at the harmonisation of domestic legislation in this particular field with EU legislation.

### **CSO – government relationships**

Relationships between the government and civil society have to a large extent been dealt with in detail under sections 1.2, 1.3 and 1.4.

An interesting observation regarding CSOs working at the grassroots level is that CSOs frequently claim to have excellent relations with their local authorities. In many cases this is rather a description of the extent to which they have access to the local mayor, as a potential facilitator of financial or material support to the CSO. In reality, CSO relations with municipalities, or other levels of government, have rarely developed into more substantive forms of cooperation or partnership, whether for policy dialogue, the provision of services or the implementation of some form of joint activity (such as mutual education or capacity building).

However, awareness of the government institutions' representatives improved notably in relation to the civil society, its role and the means of cooperation with the CSOs, as well as the advantages it brings. This was considerably a result of different projects aimed at making the government institutions more receptive to policy dialogue. Nevertheless, this process is in its very beginning stages and leaves room for additional improvement at the government institution levels and their work with civil society.

While local governments may still consider CSOs as competitors, or perhaps even as politically irrelevant, CSOs themselves are invariably lacking in the capacities necessary to engage local authorities and establish lasting relationships of mutual benefit. A serious shortfall in CSOs' approaches to working with potential government partners, but applying equally to their target groups (beneficiaries) and wider constituencies in the community, is the absence of stakeholder analysis for identifying areas of mutual interest and practical measures around which to develop cooperation.

### **CSO – business relationships**

Civil society's cooperation with business is vestigial, and in most cases CSOs approach business from a purely instrumental standpoint, understanding it solely as a potential source of revenue. For its part, business is generally indifferent to civil society, restricting its support usually to sporting clubs and cultural associations. However, that being said, the HTPSE / Kronauer study suggests that contacts between the two sectors are perhaps increasing. Of those CSOs that were surveyed, 61 percent reported having cooperated with business on at least one occasion.

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<sup>32</sup> More information on activities is available at: <http://cidi.ba/bs/>

## **2.7 Material and financial stability and resilience**

Achieving financial viability is the biggest single challenge for CSOs in Bosnia and Herzegovina. A majority of CSOs do not have sufficient annual revenues to undertake a meaningful programme of work. Over 50 percent of organisations assess that their financial situation is quite bad or very bad (HTSPE / Kronauaer 2009) and a majority of organisations at any one time have not secured funds for the coming 12 months.

Financial security has probably only been attained by the most efficient of the fully professional NGOs which may still enjoy long-term institutional support from bilateral donors or international NGO partners, and which have the technical abilities to develop a large quantity of high-quality project proposals each year and also have sufficient financial reserves to contribute to co-financing when competing for EC tenders. At the grassroots level some of the larger sports associations will also have achieved financial security as they can pretty much count on generous support from the local authorities and / or the canton and entity administrations.

The single most important factor in the financial weakness of BiH CSOs is their almost uniform dependency on opportunities for project funding which inevitably militates against long-term planning and renders them financially unstable. At the grassroots level, project funding is provided by the local government, which, as already shown (in section 1.2) is allocated in an inequitable and non-transparent way, very often according to narrow politically partisan interests. The majority of PBOs including civil initiatives, human rights organisations, those providing social services and many women's and youth groups, are dependent on dwindling international donor funds. Poorly developed project development skills and low absorption capacity reduces the ability of many CSOs to compete effectively for these foreign funds. The HTSPE / Kronauaer survey found that 31.14 percent of associations applying for project funding in 2008 had not had a single proposal approved.

Most CSOs do receive some funding from other sources. Over 40 percent collect membership fees, and over one quarter (26.2 percent) receive voluntary support from members of the community. A similar number engage in self-financing activities, usually by charging for provided services. These sources provide a CSO an element of financial stability, but in most cases the revenue accrued in this manner is insufficient to fund activities or pay wages, and is no more than a marginal top-up to the annual budget. CSOs are extremely reluctant to charge more than nominal fees for CSO membership, and tend to feel that they have a social or moral duty to keep charges for services to a minimum, as their members and their wider constituencies, particularly those in smaller towns and rural areas, are very often from among the poorer or more disadvantaged social categories.

Nearly a quarter of all organisations surveyed have received funding at some time or other from an EC grant scheme, but the vast majority of these organisations are PBOs (80 percent), most often those dealing with women's and gender issues, youth and children, human rights and the environment.

The practice among CSOs for long-term financial planning and creating a coherent fundraising strategy in order to secure predictable revenue from a diversity of funding sources is exceptional. Seventy-six percent of all CSOs in 2008 reported that they did not have a donor strategy in place and in effect react to project opportunities when and if they appear (HTSPE / Kronauer 2009).

### 3. CIVIL SOCIETY MILESTONE ACHIEVEMENTS, IMPACTS AND CHALLENGES

#### 3.1 Milestone achievements and impacts in the country

##### Progress towards government-civil society cooperation

- The **“Agreement on Cooperation between the Council of Ministers of BiH and the Non-Governmental Sector in Bosnia and Herzegovina,”** is an important milestone for civil society in BiH. The Agreement, ratified by all three parliaments (state and entity), not only established a basis for a future institutional framework for coordinating government-civil society relations, it generated a formal political acceptance for the first time of the legitimate role of civil society in the democratic policy-making process. This acceptance was reaffirmed at the follow-up conference organised by CSPC in March 2009.

The Agreement also marks an important achievement in terms of rare civil society coordination in BiH. It was brought about as a result of sustained advocacy and lobbying by the NGO coalition **“To Work and Succeed Together”** under the leadership of CSPC. The Coalition was formed as early as 2001 and numbered over 300 member organisations which were structured according to 14 regional Reference Groups, based on the successful model of local networking, the Tuzla Reference Group.

- Another important momentum in the start process is the creation of the Strategy for *the Creation of an Enabling Environment for the Development of Civil Society*, described under 1.3.

##### Monitoring of government performance

The last couple of years have seen an increase in the number of initiatives and models for monitoring the performance of government institutions and implementation of strategic documents. The following are a few examples of performance monitoring:

- Transparency International is monitoring the implementation of the Anti-Corruption Strategy (2009 – 2014) and anti-corruption reforms in Bosnia and Herzegovina. The objective of the project is to provide detailed analysis of the implementation levels of the anti-corruption strategy and anti-corruption reforms in key areas in BiH, which will serve as a basis for defining measures and planning future advocacy activities with the aim for an efficient and successful implementation of anti-corruption reforms in BiH and an increase in the capacities of state institutions and the society in general in curbing corruption.
- In February 2010, five partner CSOs signed a *Memorandum on the establishment of monitoring and evaluation mechanisms for the implementation of the Action Plan of the Justice Sector Reform Strategy in Bosnia and Herzegovina (JSRS)* with the Chairman of the Conference of the Ministers of Justice of BiH, President of the High Judicial and Prosecutorial Council of BiH and the Judicial Commission of Brčko District of BiH. The five CSOs’ signatories to the Memorandum that committed to the implementation of systematic monitoring, evaluation and reporting on the implementation of reform measures and activities under the Action Plan

of the Justice Sector Reform Strategy in BiH are: the Association for Democratic Initiatives (ADI), the Helsinki Committee for Human Rights in Bosnia and Herzegovina (HC BiH), Association Vaša Prava in Bosnia and Herzegovina, Human Rights Office Tuzla and the Centre for Civil Initiatives (CCI). The monitoring reports are reviewed and discussed at the Conferences of Ministers of Justice of BiH and the Presidents of the High Judicial and Prosecutorial Council of BiH and the Judicial Commission of Brčko District of BiH.

- Centri civilnih inicijativa - CCI has been monitoring the work of legislative and executive bodies at the national/state, entity, cantonal and local level for years. As a part of the government's performance monitoring, CCI is conducting monitoring of institutions fulfilling their obligations regarding drafting and adopting laws as schedule by certain ministry work plans.

### **3.2 Shortfalls in CSO performance**

#### **Programme approach to development**

Civil society has yet to adopt a programme approach as a means for achieving sustainable systemic social and economic development objectives. Project-orientation, determined to a large extent by donor funding policies, low levels of long-term strategic thinking, competition between CSOs and inadequate networking and cooperation between CSOs – within and across specific fields of operation –, an unstable political environment and an inadequate institutional framework for cooperation with government, are all factors encouraging the continuing trend for short-term, discrete and uncoordinated CSO-led development initiatives. Social change has been at best partial and very often superficial and short-lived. The measurement of impact in the community is rare, and low standards of monitoring and project evaluation mean that positive results and lessons learnt cannot be verified. Finally, the CSOs do not devote time and space for inclusion, feedback and participation of their members and beneficiaries. This challenge, together with weak M&E and impact measurement are strong factors that negatively affect the ability of organisations to achieve stronger and more sustainable impact in the society but also to gain the trust and support from the citizens and public.

#### **Holding government to account**

Very few CSOs are active in overseeing government performance, in particular in providing a means for the public to scrutinise standards of democratic governance and to ensure the open and proper use of public funds. Apart from TI, CCI and a few other organisations, BiH CSOs lack the watchdog expertise. A larger number of organisations that monitor and act as watchdog organisations are required in order to increase the accountability of decision makers and those who implement them.

At the moment, there is a Watchdog Initiatives project of the OSCE Mission in BiH being implemented with about 20 CSOs gathering in issue-specific watchdog coalitions who apply long-term sustained pressure on decision makers to implement necessary reforms and improve public service in diverse areas.

## Policy Dialogue

Regardless of limited opportunities that are provided to CSOs for engaging governments owing to low government capacities and the rudimentary institutional framework, CSOs are insufficient in researching social policy, promoting new solutions to policy problems, acting as a bridge between the grassroots and government agencies and representing the interests of their constituencies to the government and, in general, in introducing a participative, inclusive rights-based approach to governance and policy dialogue. In particular, little is being attempted in this field by CSOs at the entity level.

## 4. CONCLUSIONS

### *4.1 Summary of strategic issues of relevance to the project*

- Cooperation between the government and civil society remains largely declarative and the institutional measures agreed upon by the Council of Ministers in the 2007 Agreement on Cooperation have not been implemented.
- Complex division of political and administrative powers between the state, entities and cantons in BiH creates a number of arenas in which civil society can operate. Many organisations are active at different levels of government and in different sectors, taking an increasingly stronger role in reform-oriented advocacy or policy dialogue. At the same time, many organisations gather around similar goals and technical expertise, creating ad-hoc or long term networks with either sector focus or networking for public benefit. Further support to enhancing expertise of organisations, facilitating the work of networks and investment in government-civil society relations at all levels of public administration but also with EU platforms is therefore essential. In particular, the project should take care to complement and integrate initiatives at the state level with those within the entities. The prospect of working at multiple levels will necessitate careful targeting of project activities involving government-civil society coordination (according to priority issues or sector, or on the basis of existing civil society and government capacity) in order not to overstretch limited project resources (time, money and personnel).
- Organisations struggle with ensuring strong governance and accountability mechanisms in their structures, and especially in the inclusion of their constituency and beneficiaries in each step of the organisation, project planning and management. These challenges are consequences of multiple factors, such as donor-orientation, lack of understanding and knowledge on governance and accountability requirements and participatory planning and inclusion. The project should continue supporting organisations to enhance these structures through capacity building activities (such as trainings), Technical Assistance (e.g. facilitation, Trainings of Trainers, events with ensured participation of a higher number of participants from the country, region and the EU), but also through innovative techniques such as mentorship and advisory by connecting grass-roots and small organisations with more developed and experienced ones. Measures like corporate volunteering should also be explored, to enable organisations (especially more developed ones) to learn from colleagues from EU based organisations or the private sector.
- Organisations generally have very low or non-existent knowledge and understanding of the need and values of M&E and impact measurement as tools. The Project should continue in building the capacities of CSOs in these areas, as an integral part of the work towards enhanced governance and accountability of CSOs.

- The CSOs still struggle with the vocabulary of objective oriented project planning and management with a participatory approach. Strengthening aspects of understanding of concepts such as M&E, impacts assessment, inclusion of constituency, baselines, PCM, etc. will be beneficial.
- The low sustainability, as well as inadequate financial and organisational capacities of the greater majority of CSOs, allied to the generally low level of CSO networking, and the short-term, project-oriented outlook of the sector generally places strong emphasis on the need to invest in developing capacities of networks, especially those based on sectoral and thematic expertise. Supporting such networks through facilitation of their work, enabling exchanges of knowledge, expertise and information within such networks and externally, with other similar networks in the country, region and in the EU would bring significant benefits to network members. Such an investment would bring added value to all members through opportunities to learn from peers in other organisations, but also from those in the region and in the EU. At the same time, connecting different organisations will create stronger ties and potential partnerships for future joint projects. Finally, such an approach would also contribute to harmonising the level of knowledge, standards and approaches to solving important sectoral and policy issues.

#### **4.2 Needs assessment conclusions**

##### **Civil society environment**

- BiH's complex political and administrative structure impedes the development of a fully integrated civil society. The legal framework governing civil society is broadly encouraging and is in accordance with international standards and practice.
- CSOs are discouraged for registering at the state level owing largely to delays in the process owing to inefficiency and low staff capacity in the registration body, the Ministry of Justice.
- Tax incentives provided to companies and individuals to support CSOs are different in the two entities. Those in the FBiH are considerably lower than those in the RS.
- Confirming public benefit status of a CSO is not carried out according to clear criteria and transparent procedures
- At the entity level, the legal and institutional framework for cooperation with civil society has been improved. At the RS level the legal framework for including citizens in the decision-making processes has been created and focal point for cooperation and communication with CSOs has been set up within the Ministry of Administration and Local Self-Government. At the Federation BiH level, appointing a CSO coordinator within the Ministry of Justice is in process as well as is the adoption of the Decision for including citizens in the decision-making processes. However, the state level still lacks a formal institutional framework for cooperation with civil society while the legal framework or conducting consultation process is not being fully. Municipalities are the single largest source of civil society funding in BiH. Municipalities still struggle to provide CSOs with a transparent and fair means of competing for financial support
- The state government is the least significant source of public funds, with trends of further decrease. The FBiH budget allocations show trends of a decrease of planned funds for civil society, while the RS shows trends of an increase of funds. The Brcko District had the highest allocations in 2008, and there is a slight decrease in 2010.

- Still, the highest percent of funds (34.3 percent) go to sports associations, 16 percent of the funds went to disabled veterans' associations; 21.5 percent aimed at CSOs providing social services and 28.2 percent of funds are planned for other types of associations.
- International funding sources continue to reduce in scale, leaving the EC and USAID as the most important international supporters of civil society.

Cooperation between civil society and the government on specific policy issues and sector strategy is at a very low level of development and carried out infrequently in a haphazard manner. Within the government sector generally, at all levels, there is no clear understanding of the importance of participatory democracy and civil society's role in it. Government tends not to recognise civil society as a representative of legitimate, alternative and independent voices.

- The space for civil society to engage in policy dialogue is constrained by the continued dominance of political elites in the process. At the same time, organisations struggle with finding their niche in the advocacy and policy arena, due to an often weak sector and thematic focus and project-oriented approach.
- Social trust in BiH is very low, and there is generally low public recognition of the work of the civil society. Contributing factors to such a situation are the weak investment of CSOs in including their constituency (members and beneficiaries) in their governance and management processes, through mechanisms such as Boards and Assemblies, and participatory (objective oriented) planning. Organisations do not invest in measuring the progress and impact of their achievements, which also contributes to low visibility of the organisations, and their impacts in society. Finally, organisations do not have sustainable sources of funding which demands constant fundraising, which reverts the focus of organisations from their beneficiaries to donors (either domestic: business and government and international) and their interests.

### **CSO organisational capacities**

- Civil society in BiH is largely composed of a wide range of membership-based organisations working at the grassroots level. Typically, these MBOs are small, semi-voluntary organisations, with very limited technical and organisational capacities. A majority of them are financially unstable and do not receive sufficient financial support to undertake a significant programme of work.
- Approximately one third of CSOs have missions to provide benefits to the general public. In most cases these public benefit organisations are devoted to providing specialist forms of non-institutionalised service delivery. Organisations promoting human rights and rights-based development agendas are underrepresented. These interests are largely restricted to a small elite of well-developed professional NGOs, working across the country in the four or five main urban centres, which undertake a range of advocacy and capacity building activities for citizens' empowerment, although rarely engaging in policy dialogue.
- The sector is highly reliant on voluntary labour, and most organisations are insufficiently funded to maintain full-time professional staff.
- CSOs, and civil society generally, are strategically weak. Project dependency and low organisational capacities determine that long-term planning rarely takes place. CSO missions are routinely adapted to prevailing donor priorities.
- Although there are many informal CSO networks based on geographical or sector interests, the sector is poorly coordinated. Networks rarely function effectively and most are established without agreed-upon objectives and a clear agenda of work. Generally, there is a high level of

mutual mistrust among CSOs concerning competition for resources, and exchange of information between CSOs is poor. Networks struggle with understanding what network leadership means, but also with understanding the concepts of cooperation, coordination and collaboration (meaning sharing information, human and financial resources, sharing best practices and lessons learned).

- Despite the high proportion of membership-based organisations among CSOs, those working at the community level are often poorly supported by their constituencies. CSOs generally struggle with methodologies and mechanisms for M&E, impact measurement and accountability and governance. Absence of these mechanisms militates against effective CSO-community relations.
- Overcoming financial weakness is the biggest single challenge facing CSOs in BiH. Fundraising skills are poorly developed, and CSOs pay insufficient attention to exploring non-project-based forms of income generation. Only a small proportion of more developed CSOs have the financial capacity and the technical know-how to make serious applications for IPA and other EC funds.
- Organisations are increasingly finding their niche in the societal arena. However, organisations do not have extensive opportunities to cooperate and exchange with other organisations in the country, the region or the EU with similar expertise or area of work.

### **Priorities identified by CSOs**

CSO representatives consulted for this needs assessment identified the following as priorities for organisational capacity building:

- Networking at all levels – local, cantonal, entity, state, regional and EU;
- Involvement of CSOs in the implementation of EC instruments for pre-accession;
- Providing capacity building for CSOs and CSO networks with topics related to methodology and techniques enabling qualitative proactive participation at the events with a bigger number of participants;
- Providing capacity building to the networks based on a Needs Assessment of the current CSO networks in the country. The capacity building activities should include technical assistance in terms of developing communication plans, action monitoring plans with indicators, work evaluation plans
- Providing capacity building to improve CSOs' communication with the media (presenting achievements, impacts, preparing information for the media and public)

Providing capacity building for specific target groups (rural CSOs, professional associations, smaller CSOs), improving stakeholders' analysis, objective oriented project planning, other PCM phases- project identification, formulation, monitoring, evaluation, impact assessment, partnership and network building.

In order to enhance cooperation between governmental institutions and CSOs, organisations need the following assistance:

## State level

- Facilitate the establishment of channels of dialogue between the Directorate for European Integration and sector based CSOs (networks) in regards to the involvement of CSOs in the IPA programming process;
- Facilitate the process of promoting the Strategy for sustainable environment for CSOs to be created (Sector for Civil Society and Working Group appointed by CoM); e.g. through the organisation of info days, study visits for CSO representatives of the Working group and LAG representatives connected to the issue of the Strategy to countries with a similar phase of development of Sector for civil society; other facilitation options.
- Provide technical assistance to CSOs and CSO Resource Centres in order to serve the needs of newly established organisations (to connect them to CSOs with a similar mission, PADOR registration) and to provide sector specific expertise to the interested organisations;
- Facilitate enhancement of transparency of the process of allocation of funds from the state and entity levels to CSOs;
- Facilitate CSO/ CSO networks/coalitions in advocacy efforts related to policy dialogue and campaigns
- Facilitate the process of promotion of EU programmes (e.g. Europe for citizens programme through info events, workshop sessions for completing an EU application..., other programs)

## Local (Municipal) level

- Promote CSOs' achievements among municipal authorities;
- Organisation of various promotion activities in rural municipalities in cooperation with national IPA funded projects like LOD; increasing visibility of CSOs' work
- Provide both CSOs and municipal representatives lectures and discussions on the history of CSO development, its role and importance in the process of democracy building, building social capital, building confidence in the power of citizens and domestic institutions, importance of principles of subsidiary and solidarity.

### ***4.3 Recommendations for the regional project work plan***

- Connecting regional and country networks on policy issues, EU platforms, memberships, information sharing, etc.
- Creating opportunities for mutual experience exchange and learning, but also joint project activities either bilaterally (between two countries) or multilaterally among sector CSO/sector CSO networks. Publicise these networks among local CSOs in the project countries, and facilitate contacts with them.
- Promote further regional networking and collaboration between CSOs in the project countries; facilitate partnerships among like-minded CSOs.
- Facilitate the exchange of experience, lessons learnt and good practice between CSOs on projects for cross-border cooperation between neighbouring countries.
- Facilitate an exchange of information between CSOs and relevant government agencies from the project countries on anti-corruption measures and programmes. Project partner and SIPU consortium member, FPDL, has pioneered an innovative approach, PAP (Program for Anti-Corruption Practitioners) in Romania. FPDL should be encouraged to share the

lessons learnt from this programme and to develop materials and tools for application in settings of the TACSO project implementation through e-learning.

- Organise regional conferences on the subject of policy dialogue – best practice and developing effective methodology.
- Establish a publicly accessible database of sector CSO networks working in the region.

#### **4.4 Recommendations for the country specific work plan-TACSO BiH<sup>33</sup>**

##### **Civil society environment**

- Provide an open information resource and disseminate information to CSOs on the EU, EU legislation and standards, the process of European integration, BiH's progress towards fulfilling the conditions of the SAA, the proposed role of civil society and opportunities for inclusion in policy dialogue, as well as EC funding opportunities.
- Create a database of CSOs interested in being consulted by the government on the legislative and policy dialogue process (in accordance with the Rules on Consultations), ordered according to sector interest (line ministry) for use by state government ministries.
- Establish channels (regular mechanisms) for the involvement of CSOs in the IPA programming process
- Facilitate CSOs/CSO networks/coalitions in efforts of advocating for better legislation reflecting CSOs efficiency of work ( e.g. fiscal policy)
- Establish close cooperation with the current IPA-funded projects, such as the LOD project, for the synergetic effects, etc.
- Facilitate the promotion of the Strategy for the Creation of an Enabling Environment for the Development of Civil Society among the civil society organisations
- Facilitate the process of communication and cooperation of entity's focal points for cooperation with CSOs
- Facilitate the process of an allocation of funds from the state and entity levels to CSOs to be more transparent (e.g. Organisation of state level conference/partnership events with a range of topics important for both CSOs and government like status of organisations of public interest, monitoring, evaluation and reporting from those CSOs who got grants from those institutions...)

##### **CSO organisational capacities**

- Provide capacity building workshops for CSOs/CSO networks interested in contributing to the consultation process for the drafting of laws and other legal regulations – policy research, drafting process, negotiation, etc.
- Provide extensive capacity building of CSOs/CSO networks in the areas of governance and accountability, with special focus on the values of inclusion of constituency in governance and management of the organisations. Exchanges, mentoring and advisory between organisations of similar size and thematic focus in the country, region and EU would be beneficial to enable organisations to learn and apply governance and accountability mechanisms.

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<sup>33</sup> In order for project results to be reached, activities to be undertaken will be subject to assessment of the TACSO BiH staff (both resources available and underlying assumptions) and consideration and confirmation of LAG members.

- Provide comprehensive capacity building of CSOs/CSO networks in the area of media relations, PR and internal/external communication to contribute to increased visibility of the CS sector
- Provide technical assistance for the improved capacity of CSOs/CSO networks in the area of development of an internal Monitoring and Evaluation system, with special focus on development indicators, impact measurement, baselines and reporting. Mentoring to CSOs in developing and implementing their M&E plans would be beneficial.
- Provide support to sector networks in areas of network communication, leadership challenges, and concepts of cooperation, coordination and collaboration.
- Provide technical assistance to existing active networks to assist them in developing a programme of work, with action plans, based on strategic planning by the networks.
- Support to CSO networks with on-going mentoring, technical assistance and facilitation of partnerships with other networks in the region and the EU.
- Make research/assessment on the existing CSO networks in the country to be a base for further project interventions
- Provide tailored made training and consultancy to CSOs in the areas such as: EC application procedures, partnerships and networking, public advocacy and lobbying.

## **Annex 1 Acronyms and abbreviations used in the text**

ACIPS	Association Alumni of the Centre for Interdisciplinary Postgraduate Studies
BiH	Bosnia and Herzegovina
CAPP	Civic Advocacy Partnership Program
CCI	Centres for Civic Initiatives
CCSP	Sustainable Development of the Non-Profit Sector in BiH
CEDAW	Convention to Eliminate Discrimination against Women
CSPC	Civil Society Promotion Centre
CSO	Civil Society Organisation
DEI	Directorate for European Integration
DfID	Department for International Development
EC	European Commission
EE PBBP	East-East: Partnership Beyond Borders Programme
EIDHR	European Instrument for Democracy and Human Rights
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
FPDL	Partners Foundation for Local Development
IBHI	International Bureau for Humanitarian Issues
ICVA	Initiatives and Civil Action
IPA	Instrument for Pre-accession Assistance
LOD	Reinforcement of Local Democracy
MBO	Mutual / Member Benefit Organisation
MHRR	Ministry for Human Rights and Refugees
MoJ	Ministry of Justice
NGO	Non-Governmental Organisation
ODA	Official Development Aid
OSCE	Organisation for Security and Co-operation in Europe
PAP	Program for Anti-Corruption Practitioners
PSO	Public Benefit Organisation
RS	Republika Srpska
SAA	Stabilisation and Association Agreement
SDC	Swiss Agency for Development and Cooperation
SIPU	Swedish Institute for Public Administration
SSSBIH	National Trades Union Confederation in BiH
TA	Technical Assistance
TACSO	Technical Assistance to Civil Society Organisations
TI	Transparency International
UNSCR	United Nations Security Council Resolution
USAID	United States Agency for International Development

## **Annex 2 Research methodology**

The Needs Assessment for Bosnia and Herzegovina started with a comprehensive desk research of all the relevant legislation, legal and financial, defining the environment in which civil society works, as well as all available recent civil society assessments and mappings, backed up with reference to relevant governmental and CSO Web sites.

The main research data was provided by a series of in-depth interviews with representatives of CSOs and CSO networks. Interviews were also conducted with donor representatives, civil society experts and project partners. In addition, meetings were arranged with representatives of the state and entity government institutions, EC Delegation Task Managers and various international organisations.

TACSO BiH invited all CSOs on the TACSO BiH list (approximately 1400 addresses) to provide their recommendations and inputs on defined priorities in relation to the needs of BiH civil society and capacity building of CSOs. Information was also disseminated through six resource centres and five networks of CSOs, to which 11 organisations responded in written with their arguments for the improved capacity of civil society in the country. This was an extremely satisfactory response, as time limitations dictated that surveyed CSOs were allowed only four days in which to reply.

In addition, TACSO BiH organised a consultation meeting where initial findings from the draft Needs Assessment Report were presented to 63 participants (CSOs and government institutions) who were given the opportunity to provide additional inputs. Among those organisations there was a dominant number of membership based organisations. Civil society organisations were organised in five groups according to their missions and in a facilitated and self-regulated approach they have expressed their recommendations to be included in the NA.

These results were used to support the recommendations of this needs assessment regarding CSO/CSO networks capacity building and the identification of areas in which the TACSO project could usefully intervene.

In some cases, clarification of findings, as well as discussion of questions not covered during the interview, was carried out through informal one-to-one meetings and telephone interviews.

Some of the inputs for the NA were gained through observation (participation) at the events organised by CSOs ( Unija za održivi povratak i integracije, Institut za razvoj mladih KULT) or some of the projects (e.g. Cidi), P2P event held in BiH (The role of civil society in strengthening the political dialogue in Bosnia and Herzegovina, July 2011).

In total about 100 CSOs provided direct inputs for the NA for the period 2011-2013.

As well, notions of the TACSO BiH team collected from recommendations from CSOs who participated at different events organised by the project have been incorporated into the NA (e.g. Report on the event: Achievements of the Civil Society Organisations in BiH, event CSO-The Power of the Citizens of BiH in the European Integration process , pages 31-38.)

### **Annex 3. CSOs databases in BiH**

There are several active online CSOs databases in BiH providing information on selected organisations.

CSPC Resource Centre hosts the largest database of CSOs active in BiH, currently containing 1222 entries. The database is relatively sophisticated, allowing searching by a number of fields and also enables CSOs to enlist in the database online. It is updated a few times every year. <http://www.civilnodrustvo.ba/index.php?opcija=nvo>

In addition, the CSPC Resource Centre is a valuable online web resource for CSOs, proving a variety of information on CSO registration, legal matters, donors, capacity building publications, addresses and web links, etc.

NDI The Bosnia office holds a small, simple to use CSO database of just 290 organisations and 120 projects, which allows the export of data in word or excel documents. Data searching is very simple, by entering the name of the organisation, sector, contact persons, address, phone, fax, e-mail, etc.) <http://ngobase.ndi.ba/>.

OIA (Youth Information Agency) has a database of youth organisations in BiH on its “youth web portal.” The database lists 329 organisations, but it is considerably out-of-date.

In addition to a number of other sector-based databases, there are a number of CSO online lists or directories, including those held by the NGO Council - <http://www.bihngocouncil.ba> - and ICVA - <http://www.icva-bh.org/>.

Cidi project developed a database of all civil society organisations that contains around 900 records, 500 of which are complete; they contain the required information about the name of the organisation, contacts (address, e-mail or fax number), point of contact at the organisation and the key work areas. Other records are missing some of the required information and cannot therefore be regarded as complete, but are useful for future work. Database is organised by the work areas, making the search easier, and ensuring quick and successful use of the database.

The database and accompanying instructions for use sent electronically and per post to cca. 200 contacts from the state, entity and Brcko district government institutions and distribution was done at all Cidi events. It will be available at: <http://www.cidi.ba>

#### Annex 4. Classification of CSOs according to their field of work

**Table 1. Percentage of CSOs according to their primary field of work**

<b>Associations</b>	<b>percent</b>
Sport associations	18.45
Interest associations	12.02
Associations for the protection of women	7.30
Cultural associations	6.87
Associations dealing with problems of children and youth	6.01
Other activities	5.15
Associations arising from the last war	4.72
Associations dealing with environmental protection	4.29
Associations for psychosocial help and social protection	3.86
Educational associations	3.43
Associations for rural and agricultural development	3.43
Hobbyist associations	3.00
Associations for local economic development	3.00
Civil initiatives	2.58
Humanitarian associations	2.58
Associations for human rights protection	2.58
Associations for civil society promotion and development	1.72
Vocational associations	1.72
Associations for ethnic minorities	1.29
Unions	1.29
Associations for technological advancement	1.29
Spiritual associations	0.86
Returnee and refugee	0.86
Associations for animal protection	0.86
Association for protection of tourism and catering	0.86
<b>TOTAL</b>	<b>100</b>

Source: HTSPE / Kronauer Consulting (2009)

## Annex 5. Final beneficiaries of CSO projects

**Table 1. Final / direct beneficiaries of CSO projects**

<b>Beneficiary / target group</b>	<b>Percent</b>
All citizens / general public	49.40
Children	2.60
Youth	15.90
Elderly persons	3.40
Women	5.60
Unemployed	2.10
Refugees and displaced persons	3.00
People with disabilities	6.40
Members of minority groups	0.90
People with substance dependency	1.50
Victims of domestic violence	0.90
Decision makers	1.70
Institutions	0.90
Business sector	2.60
Particular groups of professionals	2.10
<b>TOTAL</b>	<b>99</b>

*Source: HTSPE / Kronauer Consulting (2009)*

## Annex 6. CSO Networks in BiH

*Mreza Sporazum Plus* gathers 444 CSOs from all parts of BiH. The purpose of Sporazum Plus is to promote and advocate solutions to key questions important for the future development of civil society, inter-sector cooperation and good governance in BiH. Its main focus will be to pursue the full implementation of the 2007 Agreement on Cooperation between the Council of Ministers of BiH and the Non-Governmental Sector in Bosnia and Herzegovina via topical public forums, advocacy campaigns and other forms of coordinated democratic lobbying.

The *NGO Council* has around 100 members in its network of international and national non-governmental organisations (NGOs) working to support the stabilisation and development of Bosnia-Herzegovina. As humanitarian organisations, we are implementing programmes that promote reconstruction, resettlement, return, economic regeneration, justice, human rights, the development of civil society, and the alleviation of suffering.

*Justice Network* in Bosnia and Herzegovina is a newly formed informal network of 57 non-governmental organisations, operating in the field of rule of law and human rights protection to support efficiency, independence, and accountability of the judiciary system of Bosnia and Herzegovina, as well as quality information, education, and advocating citizens' interests in the justice sector. Members of the Justice Network are professional associations and NGOs and they operate within four strategic areas:

- Human rights and legal security of citizens;
- Access to justice;
- Collaboration of the Network with governmental institutions;
- Development of relations and capacities within the Network.<sup>34</sup>

*Peace development network* was formed in February 2010 and focuses on improving the quality of the social and economic environment in BiH. The peace development network works on building and improving capacities of BiH society to deal with conflicts in a rather constructive and peaceful way. The network consists of 64 members and its main is to influence and propose public policies in the following areas: education, security, regional development, gender equality, dealing with the past and transitional justice, etc.<sup>35</sup>

*Network Volontiram!* is an informal network of local volunteering services in BiH / association of NGOs dealing with development and promotion of voluntarism. Some of the strategic goals of the Volontiram! Network includes development and implementation of the legal framework concerning voluntarism, establishment of a unique system of volunteering management in BiH, etc.<sup>36</sup>

*Union of associations of organic producers in FBiH* gathers 34 associations with over 300 members. Members of this network work together towards the promotion and standardization of organic production in BiH.

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<sup>34</sup> More on the Justice network see: <http://www.mrezapravde.ba/mpbh/english/index.php>

<sup>35</sup> More on the Peace development network see: <http://www.volontiram.ba/>

<sup>36</sup> More on the Volontiram! Network see: <http://www.volontiram.ba/>

*Rural development Network* is in the process of establishment. This network is led by CSO UGGRIZ and will gather CSOs and other stakeholders working towards rural development and applying EU standards to rural development in BiH.

*Ring* network brings together 12 CSOs working in the field of protecting victims of trafficking. This network is active in analysing the legal framework for the prevention of trafficking and influencing public policies accordingly.

*Mono* is a network of seven youth CSOs working towards development and implementation of youth policy in Brcko district.

*Alliance of blind people of Republika Srpska* was established in 1992 with the aim of promotion and improvement of rights and status of blind people and their integration in the society. The alliance was confirmed the status of public interest in the RS.

*Zenska mreza* (Women's network) of Bosnia and Herzegovina is composed of CSOs, women's groups, and individuals who represent feminist principles in their work.

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#### **Useful Web sites**

- BiH Ministry of justice: <http://www.mpr.gov.ba/en/>
- International Centre for Non-for-Profit-Law (ICNL) [www.icnl.org](http://www.icnl.org)
- RS government Web site: <http://www.vladars.net>
- Youth association Kult project: [www.zakon.mladi.org](http://www.zakon.mladi.org)
- NGO Council: [www.bihngocouncil.ba](http://www.bihngocouncil.ba)
- Youth Information Agency: <http://mladi.info/>
- CSPC Resource centre: <http://www.civilnodrustvo.ba/>
- Transparency international: [www.ti-bih.org](http://www.ti-bih.org)
- USAID BiH: [www.usaid.gov/ba](http://www.usaid.gov/ba)
- Delegation of European Union to BiH: [www.europa.ba](http://www.europa.ba)

## Annex 8. Lists of interviewed and consulted organisations/ institutions

### List of government institution representatives

Name	Institution
Niko Grubescic	BiH Ministry of Justice - Sector for strategic planning and aid coordination
Sadeta Skaljic	BiH Ministry of Justice - Sector for Civil Society - LAG Member
Mirjana Nikolic	BiH Ministry for Civil Affairs
Zara Halilovic	Directorate for EU Integration
Angelina Pudar	Directorate for EU Integration
Milanka Sopin	Ministry of Government and Local self-government of RS
Entoni Seperic	Ministry of Justice of FBiH - LAG Member
Darko Vucenovic	Ministry of Government and Local self-government of RS - LAG Member

### List of international/donor organisation representatives

Name	Institution
Dzemal Hodzic	EU Delegation to BiH - LAG Member
Sabina Djapo	British Embassy
Mirjana Popovic Valjevac	U.S. Agency for International Development (USAID)-LAG member
Slavenka Separic	Swedish International Development Cooperation Agency SIDA
Samir Omerefendic	United Nations Development Fund (UNDP)- Sarajevo
Namik Hadzalic	United Nations Development Fund (UNDP)- Sarajevo
Goran Vukmir	United Nations Development Fund (UNDP)- Banja Luka
Stefania Koskova	Organisation for Security and Co-operation in Europe (OSCE)

### List of CSO representatives

Name	Institution
Vesna B. Agic	Fondacija Mozaik
Zoran Puljic	Fondacija Mozaik – LAG Member
Goran Bubalo	Peace Building Network
Slavisa Prorok	CPCD
Amra Seleskovic	VESTA- LAG Member
Snjezana Ivandic Ninkovic	Association for Democratic Initiatives (ADI)- LAG Member
Ljiljana Zurovac	Press Council of BiH - LAG Member
Alija Remzo Baksic	Association of Employers of BiH - LAG Member
Vladislav Jakovljevic	NGO GEA

Miodrag Dakic	Centre for Environment
Sanja Stanic	UG VIKTORIJA - LAG Member
Jugoslav Jevdjic	Youth Communication Centre- (OKC)
Igor Stojanovic	Centri civilnih inicijativa (CCI)
Ranka Ninkovic Papic	Social Inclusion Foundation in BiH - LAG Member
Milan Miric	ICVA
Vesna Vukmanovic	ICVA
Suzana Bozic	Caritas Sarajevo
Linda Gutman	La Benevolencija
Belma Panjeta	Centre for education and research "NAHLA"
Dejan Cocic	Youth Initiative Sarajevo

**List of CSOs/government institutions representatives who participated in the Consultation meeting held on October 3, 2011**

<b>Name</b>	<b>Organisation/institution</b>
Goran Bubalo	Mreza za izgradnju mira
Hasan Kovacevic	Udruzenje osoba sa tjelesnim nedostatkom- Amputirci Buzim
Muharem Lipovaca	Udruzenje roditelja u borbi protiv zloupotrebe droga "Ruka ruci"
Enisa Rakovic	Organizacija Glas zene
Jasmin Osmankic	Kantonalni Savez udruzenja udruga pripadnika Armije BiH i HVO-a lijecenih od PTSP-a
Nermin Poric	Udruženje pčelara PROPOLIS
Sabina Mujezinovic	Udruzenje gradjana za razvoj ruralne i informaticke zajednice u BiH
Milisav Garic	Udruzenje gradjana poljoprivrednika "Agrorazvoj" Gojcin
Borko Babalj	Udruzenje inovatora Istocne Hercegovine
Samir Pojskic	Udruzenje logorasa iz Zenice
Indira Kliko	Drustvo za zastitu kulturno-povijesnih i prirodnih vrijednosti grada Jajca
Semina Alekic	OPS ZiNO "Vrbanja" Kotor Varos – Travnik
Sekib Makic	Omladinski klub "Dijamant" Jajce
Azra Novkinic	NHO OC "Hambarine"
Neira Rakovic Celebic	Komitet "Grad ljudskih prava "
Zdenko Simonovic	Udruzenje oboljelih od hronicnih virusnih hepatitisa "B 18"
Hatidza Rudic	UHO Ruhama
Salem Rudic	UHO Ruhama
Svetlanu Vukovic	Centar za odgovornu demokratiju - COD Luna
Mirsad Slakic	Udruzenje oboljelih od secerne bolesti općine Buzim
Mario Brekalo	Drustvo EKO-ZH
Samir Djulic	Udruzenje distroficara Buzim
Teo Balic	UG Agencija za zaposljavanje mladih

Murisa Maric	UG "DON"
Boro Medic	Savez logorasa RS
Salmir Kahrmanovic	NVO- udruzenje za kulturu, umjetnost, knjizevnost, muziku i sport BiH
Semsudin Bajric	Udruzenje gljivara BLAGVA
Radmilo Goljanin	Liga za zastitu ljutskih prava i privatne svojine
Osman Bajrektarevic	Udruzenje " Penzionera i invalida rada " opcine Buzim
Emina Becirovic	Centar za razvoj civilnog drustva – CRCDBiH
Faketa Avdic	NVO "Merhamet" Doboje
Melika H. Ibrahimbegovic	BOSPO Tuzla
Hasan Grebic	Udruzenje za odrzivi povratak Podrinja Zvornik
Zijahudin Smailagic	Udruzenje logorasi Banja Luka
Irma Baralija	La Strada BiH
Mirjana Simanic	Republicka organizacija porodica zarobljenih i poginulih boraca i nestalih civila RS
Mirsada Hodzic	Udruzenje „Radosti druzenja“
Sead Halilovic	UG Ceterum Censeo
Ermin Hamzic	OKC "Bosna Art"
Krsto Mijanovic	Medjunarodni forum Bosna - Regionalni centar Tuzla
Zoran Telalbasic	Nansen Dialogue Center
Amina Ducanovic	Eko pokret zelenih Kljuc
Muradif Kurtovic	Udruzenje raseljenih osoba iz Mostara „MOJ DOM“
Besima Catic Suljevic	UHD "Priateljice"
Ivan Klasnic	UG "Viktorija"
Borislav Karanovic	UG Dobri Medo
Radmilo Mihajlovic	Udruzenje poljoprivrednika "Zavicaj"
Emir Topuz	MK "HERCEG" Mostar
Magdalena Schildknecht	Narko- NE
Aleksandra Gojic	Medjuopstinska organizacija slijepih i slabovidih Doboje
Jelena Dundic	Aurora
Mirsad Cukle	Volonteri i prijatelji Konjica
Azra Hasanbegovic	Zena BiH
Bilka Zeric	Udruzenje gradjana ostecenog sluha i govora Unsko Sanski Kanton
Dzemil Vejzovic	UG "Primanatura - Centar za zastitu prava i interesa zena"
Slavko Inic	Udruzenje poljoprivrednika u Republici Srpskoj
Aziza Skoko	Iskra znanja
Amer Homorac	Fondacija lokalne demokratije
Selma Kranjic	Omladinska informativna agencija BiH
Sead Jeles	Udruzenje poljoprivrednika Kantona Sarajevo
Denija Hidic	Fondacija Cure
Emsuda Mujagic	Srcem do mira
Sadeta Skaljc	BiH Ministry of Justice

**Participation at the events of the following organisations:**

<b>Organisation/Project</b>	<b>Event</b>
Institute for Youth Development Kult/ Institut za razvoj mladih KULT	Presentation of Guide on the Law on Youth in Federation of BiH
Union for Sustainable Return/ Unija za održivi povratak	Assembly Meeting
CIDI	Presentation of the Cidi Manual on Policy Dialogue and final presentation of the results of the Cidi project

**Interview with independent consultancy organisation**

<b>Name</b>	<b>Consultancy agency</b>
Fadil Šero	Refam Creativa Solution

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