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TACSO Position with Civil Society Organizations, Media and Government Institutions in Bosnia-Herzegovina

Branding Survey II

December 2011

Media Plan Institute Analytical team

Research abstract

- In December 2011, for the purposes of researching the position of the TACSO project in BiH, Media Plan Institute carried out a second survey of civil society organizations (NGOs), media and state institutions. The survey is a follow up research aimed at establishing changes that took place since the last research in 2010 and at the same time identifying new circumstances related to the current social and economic context in BiH in light of TACSO's sphere of interest. This time the research was expanded with the method of in-depth interviews with representatives of non-governmental organizations.
- The 30 polled non-governmental organizations have 359 regular employees, or on average 12 per organization. In the research that was published a year ago, we had 204 employees. The reason for the increase is that in the latest research we focused on organizations that are capable of applying for more complex projects, which has empirically shown that they have more regular staff. The Center of Civil Initiatives has the most employees – 37, considerably raising the average. The polled CSOs have a bigger number of regular associates, totaling 514, or on average 17 per organization.
- The biggest percentage of polled organizations work on *Development of civil society* – 18 percent, and *Children, youth and students* – 16 percent, followed by the categories *Fighting violence and development of tolerance* – 13 percent, and *Persons with special needs* – 10 percent.
- Forty-seven percent of the polled CSOs answered that the global economic crisis has affected them, with the offered explanation that there is less work, but their staffing composition is the same. Ten percent said they had to dismiss employees. In the total number, there were 17 percent that said the situation is better for them now than before. Twenty-seven percent of organizations believe everything is the same for them as before. With regard to media, all editors-in-chief said their outlets feel the crisis. Sixty percent said the crisis has resulted in a decrease in journalistic and other contents which they produce on their own. This is especially worrisome because media analysts have been warning that quality and professionalism of media contents in Bosnia-Herzegovina has been declining for years.
- During in-depth interviews, we heard the view that the global recession has impacted funds from which the non-governmental sector receives resources. To support this view, some respondents said foreign donors informed them that their funds have been cut, that budgets are in recession, etc. Respondents stated that donor assistance 15 years after the war has not given result and that is why donor interest has decreased. The overwhelming opinion is that foreign donor funds are going to crisis areas, especially pointing out northern Africa, i.e. *Arab Spring* countries, as well as Kosovo.
- More than 70 percent of civil society organizations consider their collaboration with media to be excellent. Twenty-nine percent have such collaboration, but they said they are not satisfied with media reporting on their activities.
- Most of the polled CSOs (43%) have a designated person who along with their regular activities does PR as needed. Thirty-seven percent said “everyone works on it a little bit”. Twenty percent of organizations said they have a person who does the organization’s PR professionally.
- All polled non-governmental organizations have heard of TACSO. Among state organizations and media, the situation for TACSO is less favorable. Representatives of 30 percent of state institutions and 40 percent of media have never heard of TACSO. Among state organizations, we have 10 percent more in the total number of those who

have not heard of TACSO than in the last research, whereas in the case of media the percentage is identical. It is interesting that editors-in-chief of two public services have not heard of TACSO, which may be worrisome considering the importance of these media in promotion of civil society.

- For non-governmental organizations, in both research years the most common way of encountering the TACSO project was attendance in various conferences and seminars. Looking at each research year separately, there are some differences. Unlike the result for 2011 when 68 percent of those polled attended such events, in 2010 the number dropped to 59 percent. Media representatives mostly attended briefings and representatives of state organizations attended conferences and events with partners.
- Two-thirds of those who attended training and seminars believe that they were useful and that they gained a lot of know-how, whereas one-third considers training partly useful. No one said they did not benefit. This is a poorer result than in 2010 when 90 percent of CSO representatives said training activities were exceptionally useful.
- The expertise of TACSO representatives encountered by civil society organizations was given the highest gradation “good” by most of those polled. Of that, the highest mark was given for the point *they are well acquainted with EU project issues* (78%; whereas in 2010 that figure was 72 percent). On the other hand, we have a drop of 14 percent for the point *they have good communication skills*, as well as 3% for *they know how to convey knowledge*. No one chose the mark “poor” on any point. Around 20 percent answered *I don’t know*; these are mostly people who have not met with TACSO representatives.
- Most respondents chose to receive TACSO materials *in English and the local languages*. Among CSOs we also had a big percentage of those who said *only in the local languages* (38%). There were 17% such answers among media, whereas among representatives of state organizations the choice for both languages was 100 percent. No one in any target group said they would like to receive the materials only in English.
- Interviews with civil society representatives confirmed the view from the poll that the TACSO project was a positive novelty in the civil landscape in Bosnia-Herzegovina. According to most interviewees, the TACSO project helped in connecting non-governmental organizations with each other, primarily through conferences and training programs. There was also some criticism by a couple of non-governmental organizations. They believe that the TACSO project gives most help to the strongest organizations, which have many employees who speak English and are able to respond to complex requirements, which TACSO trainings were mostly about. Generally speaking, this view corresponded with suggestions that “small” organizations need concrete things more than strategic and expert suggestions.
- In in-depth interviews, we asked for suggestions on how to improve the efficiency of the TACSO project. Several organizations believe that TACSO’s activities so far have been quite general and that they should be more concrete in the future. Some suggestions are: providing mentoring support to selected, mostly smaller CSOs; during education activities, studying concrete projects that were rejected and finding out what was wrong with them; horizontally linking similar organizations; working on creating clusters so that different organizations can supplement each other with lacking know-how. A couple of organizations asked the TACSO project to reach out to organizations from small local communities because they believe that CSOs from big cities are privileged. Several NGOs asked the TACSO project to involve local organizations in its future work because some of them can contribute with their know-how to the ultimate goal of this kind of project.

- All polled representatives of state institutions have visited the TACSO website. This percentage for non-governmental organizations is 77. It is lowest for media, 67 percent.
- Most surveyed civil society organizations did not register in the CSO database on the website. The most frequent answer is they “did not know”.
- Nearly all respondents expect the website to become a place where tenders are announced, both by the European Union and other donors. Several respondents suggested that the website should offer service information or, to put it better, instructions on how to apply for a project. They explained that this is TACSO's task, but it has been using other channels, primarily training activities, although the website could be used for that purpose. An interesting opinion was that TACSO should develop the website to become a platform for linking civil society organizations and, once the project ends, leave it to local CSOs. A couple of organizations complained that the website was in English.
- Most respondents in the research have not heard of the Local Advisory Group (LAG), which participates in the implementation of TACSO projects. The largest number of them are among non-governmental organizations, as much as one-third.
- When asked if they know that TACSO's support strengthens collaboration between civil society organizations and government institutions, 70 percent of CSO representatives said YES, as did 86 percent of surveyed state organizations. However, during in-depth interviews with non-governmental organizations on the subject of collaboration with the government sector, it was found that most organizations never had any kind of partnership with a government institution. Some respondents maintain that various state structures from different levels of government do not feel that the non-governmental sector can be their partner, either in terms of consultation or in implementation of various activities. Some pointed out that the authorities are even fearful of some civil society organizations, which they consider their critics, even enemies.
- When asked if they would recommend collaboration with TACSO to another CSO/institution/media outlet, 84 percent of civil society organizations answered *yes, with pleasure*, 12 percent would be *undecided* and 4 percent *would not recommend it*. Among state organizations, 17 percent of respondents said they would not recommend it, whereas among media there were 17 percent of those who would be undecided. Compared to 2010, this shows a mild drop in support to recommending TACSO.
- The vast majority of NGOs learn about announced calls for projects through relevant websites – 70 percent of respondents said that is the most common way. Some organizations answered that they often receive direct calls for applications from EU institutions, but their percentage is smaller than last year. There are an increased number of those who find out about potential projects from talking to other representatives of the non-governmental sector.
- We asked the question *how often does your non-governmental organization apply for European Union projects*. The most frequent answer was once a year (55%). This is considerably more than in the previous research when this percentage was 21. Thirty-five percent of organizations apply less than once a year.
- During the last year, 67 percent of polled CSOs applied for at least one European Union project. The percentage of those that got the projects and those that did not get them is the same – 43 percent each. Nearly 70 percent of respondents said collaboration with TACSO did not help them to be better at filling out EU project applications.

- Most interviewees said that EU applications are complicated and should be simplified. Some expressed understanding for such complexity, explaining it by the fact that these are usually big resources and those who are supposed to spend and justify them must be competent to respond to such complex application requirements. Along these lines were two answers which were very critical of the local NGO sector, saying that it expects to get everything served to it and that it must become aware of the importance of procedures, logical frameworks and justifying its work. Nevertheless, most maintain that the high EU project requirements do not always have logical justification and that they serve to maintain the EU administration. Some said the complex procedures prevent small organizations from applying and create an NGO elite with questionable results.
- Most civil society representatives would like TACSO's future assistance to focus on providing consultation support in writing projects. The overwhelming view is that this kind of support should be concrete because it has often been too broad. Therefore, several suggestions were made that organizations should be helped through consultation rather than training. Several respondents said it is important to learn from mistakes, which means if a project is rejected, discussing why that happened and trying to correct mistakes in the future.
- Regarding further education activities with TACSO in the field of boosting capacities of civil society organizations, most of those surveyed are interested in advocacy. Those who are not interested are most numerous with regard to the field of project writing. But there is a slight disharmony related to the in-depth interviews. Answering the hypothetical question on someone paying for a consultant for them, most said they would be most interested in assistance in project writing, followed by advocacy, PR and fundraising.
- Eighty percent of surveyed media editors said they cover European Union issues depending on the section/program in their respective media outlets, through a combination of covering day-to-day events and self-initiated (investigative) journalism. Most frequently, in 60 percent of the cases, these issues are covered in media equally by their own journalistic forces and through agencies (either news or video). Thirty percent answered that they cover these issues exclusively by their own journalistic forces. It is interesting that there is virtually no deviation here compared to last year, indicating a constant in media reporting on issues related to the EU.
- Most non-governmental organizations said they have strategic operational plans on a one-year, three-year and even five-year basis. Although most said they will adhere to these plans, some were reserved, adding "if there are no unforeseen circumstances". This shows that these are so-called program plans, which do not always contain solutions on how to deal with unexpected difficulties. Most organizations believe that project self-sustainability is not possible in the non-governmental sector and they do not plan that in the future, which is why it is essential to seek support from a variety of donors. However, two surveyed representatives said that they are thinking strategically about self-sustainability, but more in terms of the state, even beneficiaries themselves, taking over some things from foreign donors. This mostly regards projects related to social inclusion and drug rehabilitation programs.
- **Looking at the research as a whole, it may be concluded that non-governmental organizations and state institutions are relatively familiar with the TACSO project. Most have a very positive stand on the project and are ready for some forms of collaboration, especially in order to advance their know-how needed for receiving bigger EU grants. The research shows that it is necessary to increase the visibility of LAG, which most respondents have not heard of. The research**

also showed that media, which are important for TACSO as transmitters of information as well as a direct target group, know little about the TACSO project. True, the respondents were editors-in-chief, not field reporters who certainly encounter this subject more, but this finding is indicative. In-depth interviews showed that most organizations are in a grave economic and program situation, to large extent due to the global economic crisis. Many CSOs are committed to continuing to collaborate with TACSO. Most are asking for concrete activities and stronger consultation support on concrete and practical examples, such as analyzing their project successes and failures. Although most assess the website as good, they overwhelmingly asked that its service role be strengthened rather than its informative and promotional function.

Introduction

The TACSO project in Bosnia-Herzegovina is based on intensive cooperation (technical assistance) with civil society organizations (CSOs) and state institutions. During more than two years a series of public activities (events and training programs) were held, aimed at strengthening capacities of organizations, improving familiarity with EU projects and relevant issues, and establishing mutual ties. In December 2011 Media Plan Institute carried out a second research aimed at identifying TACSO's position among its target audiences and assistance beneficiaries and comparing results with a similar research carried out in 2010.

The results of this research can serve as a guideline on the road to developing a long-term strategy tailored to everyday practices. In addition to findings offered by the research regarding TACSO's position and its brand, the structure of questions was made in such a way that the answers offered information on the aspirations and problems of current and potential beneficiaries related to the process of applying for EU projects, which is the appreciable preoccupation of the TACSO project. In addition, the global economic crisis in 2011 had a tremendous impact on BiH. The NGO sector, which relies on international and state donations, as well as funds from powerful commercial companies, was badly shaken in terms of projects and staff. Therefore, the second research insisted on finding out how this situation reflected on civil society organizations and media and how they coped with this problem.

An important novelty in this research is that in addition to the poll method, with civil society representatives we also used the method of in-depth interviews, which enabled us to get answers to the question "why" on some of the issues and thus to go deeper into the issues.

The non-governmental sector in BiH is very large in number, but it is not very active. Estimates based on integrated data from the cantonal, entity and state level of registration point to the number of 3,000 NGOs, which exist at least formally. Figures from the Center for Promotion of Civil Society show that as many as 10,000 organizations have been registered since BiH's independence, although a huge number of them are so-called non-profit foundations and humanitarian organizations which are not considered classical development NGOs. However, civil society experts believe that barely 400 NGOs are active at this moment. Of that, around 20 percent are sports associations and clubs, which were not a subject of this research because they have a different focus of activities from the thematic categories defined in the survey.

The first local non-governmental organizations started operating in 1993, of course in large cities. Many organizations were created as parts of projects of international organizations and the majority focused on issues that were priorities at the time. The term civil society started being used at that same time, referring to activities on development of democratic values, to which international donors largely contributed. Today, non-governmental organizations, especially so-called development organizations, rely largely on European funds which have become easier to access after the signing of the Stabilization and Association Agreement. Precisely these NGOs are TACSO's target group and they for the most part constituted the sample for this survey.

In this analysis in the narrative we mostly used the term civil society organizations, which primarily stands for non-governmental organizations whose activities strengthen democratic values and work on solving numerous social problems in the country. Therefore, in the text civil society organizations and non-governmental organizations are synonymous. The English abbreviation CSO was also used.

Research and sample

The first phase of research was based on a survey that was conducted through a poll. The poll was conducted directly, face to face, as well as via email.

The dominant target group that was questioned was civil society organizations. Thirty active organizations from different parts of BiH were polled. The sample was created using several variables:

1. Thirty CSOs working on socio-political or socio-health issues, which applied for EU projects or related international donor funds and those which heard of or had contact with the TACSO project. Around 80 percent of the polled organizations also participated in the 2010 research.

Regional representation:

21 organizations from the Federation of BiH

8 organizations from the Republika Srpska

1 organization from Brcko District

Size of organisation:

10 large

10 medium

10 small

Location:

20 from larger cities in BiH

10 from smaller communities in BiH

Forming a sample in line with these criteria allowed us to create a relevant indicative sample offering a group of NGOs that match different criteria of relevance to TACSO's target group. However, as this is a small, indicative sample, cross-referencing along all these elements is not possible.

In addition to the main target group for polling, the survey was also conducted on media outlets and state organizations. Media are important for TACSO as mediators in carrying information to organizations and also as organizations which may themselves apply for EU funds. State organizations, either independently or in partnership with non-governmental organizations, also apply for projects and focus on different development components. The research encompassed 10 media organizations and 10 state organizations as some kind of *flash backup* for gaining insight into their perceptions as well as for comparison with results obtained from NGOs.

Among media, we polled editors-in-chief of four channels of the public broadcasting service: BH Radio 1, BiH Federation Radio, BiH Federation RTV and Republika Srpska RTV; two big commercial televisions; two local radio-television stations; as well as the editor of a weekly news magazine. As for polled state organizations, they were selected from different levels of government (municipal, cantonal, entity and state) with different fields of operation.

The second phase of the survey was in-depth interviews. This method will give us deeper insight because it is based on the question WHY and enables clarification of context during the interview. Last year's survey for TACSO showed that some problems and unclear issues from the answers could not be clarified and also that respondents did not have much

opportunity to give suggestions. Twelve interviews were conducted with CSO representatives. The sample was selected strictly, interviewing those whose answers were most interesting or those with the strongest scope of activities. Two organizations that did not take part in the poll were interviewed too because their importance and familiarity with the TACSO project could provide useful information.

All in-depth interviews were conducted using the face to face method by 4 pollsters from different parts of BiH (two from Sarajevo, one from Banja Luka and one from Mostar).

Analitical Report

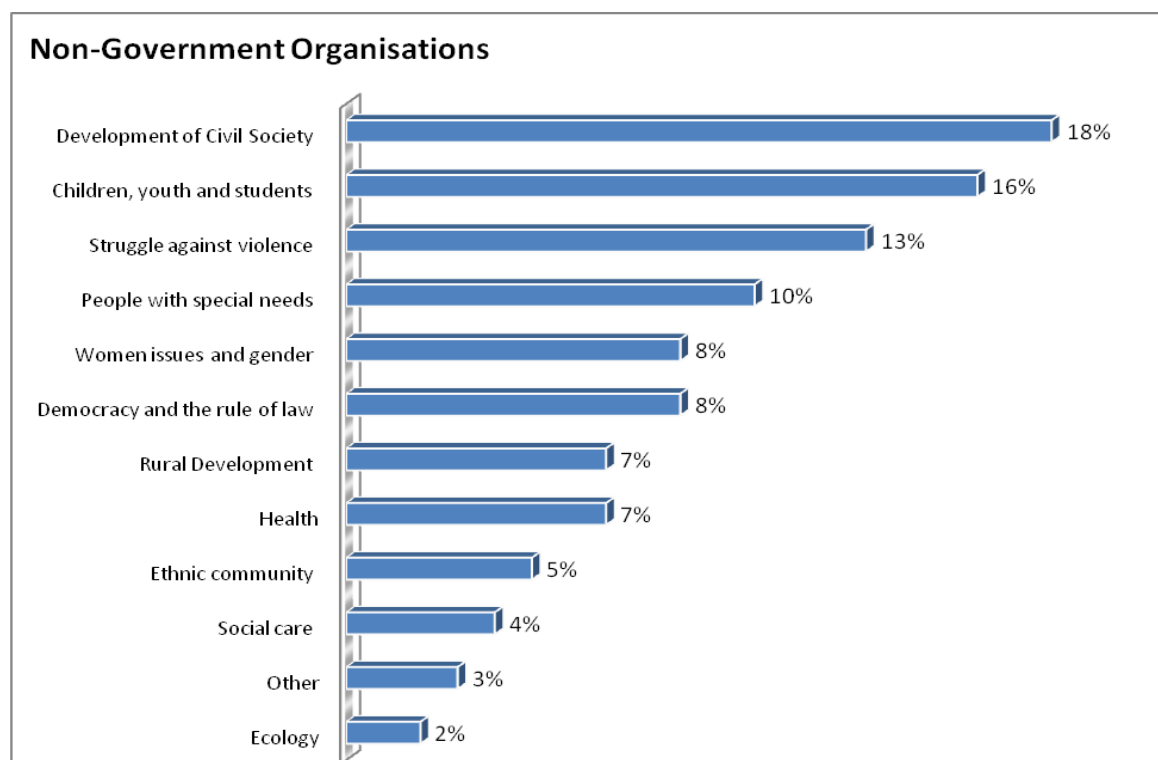
Number of employees and associates: 11 employees on average

The 30 polled organizations have 359 regular employees, or on average 12 per organization. The criterion for regular employment was not just a full-time job, but also a temporary service contract. Regular employment with an NGO, as the pollsters found out in the first and second research, does not mean an office job from 8 to 16 hr., but more or less everyday implementation of projects, as well as lobbying with the goal of raising funds and implementation of projects. In the research that was published a year ago, we had 204 employees. The reason for the increase is that in this year's research we focused on organizations that are capable of applying for more complex projects, which has empirically shown that they have more regular staff. The Center of Civil Initiatives has the most employees – 37 – considerably raising the average.

The polled CSOs have a bigger number of regular associates, totaling 514, or on average 17 per organization. These are people hired by organization for specific projects or purposes, without working full time.

Main field of activity: Most work on development of civil society

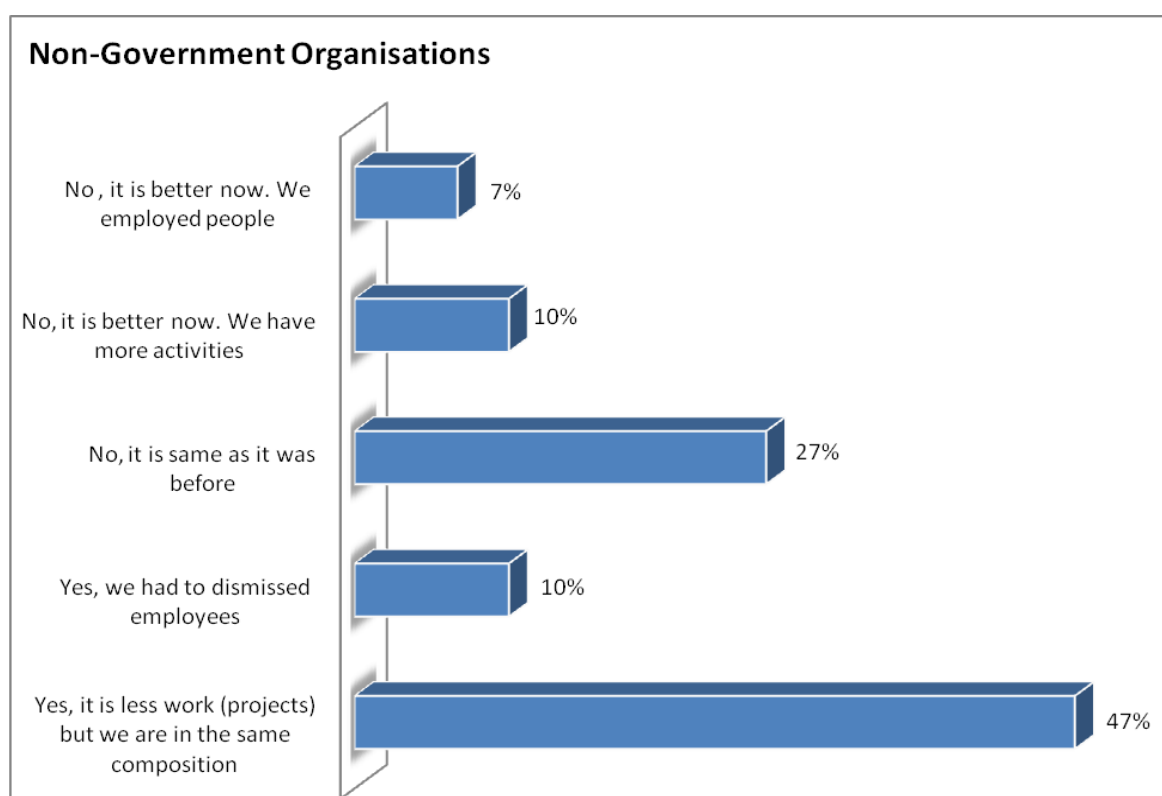
The biggest percentage of polled organizations work on *Development of civil society* – 18 percent, and *Children, youth and students* – 16 percent, followed by the categories *Fighting violence and development of tolerance* – 13 percent, and *Persons with special needs* – 10 percent.



Categories that were not included in the offered choices, but were added by respondents, are: *media and communication; information technologies; refugees and returnees; development of interreligious dialog and battle against corruption.*

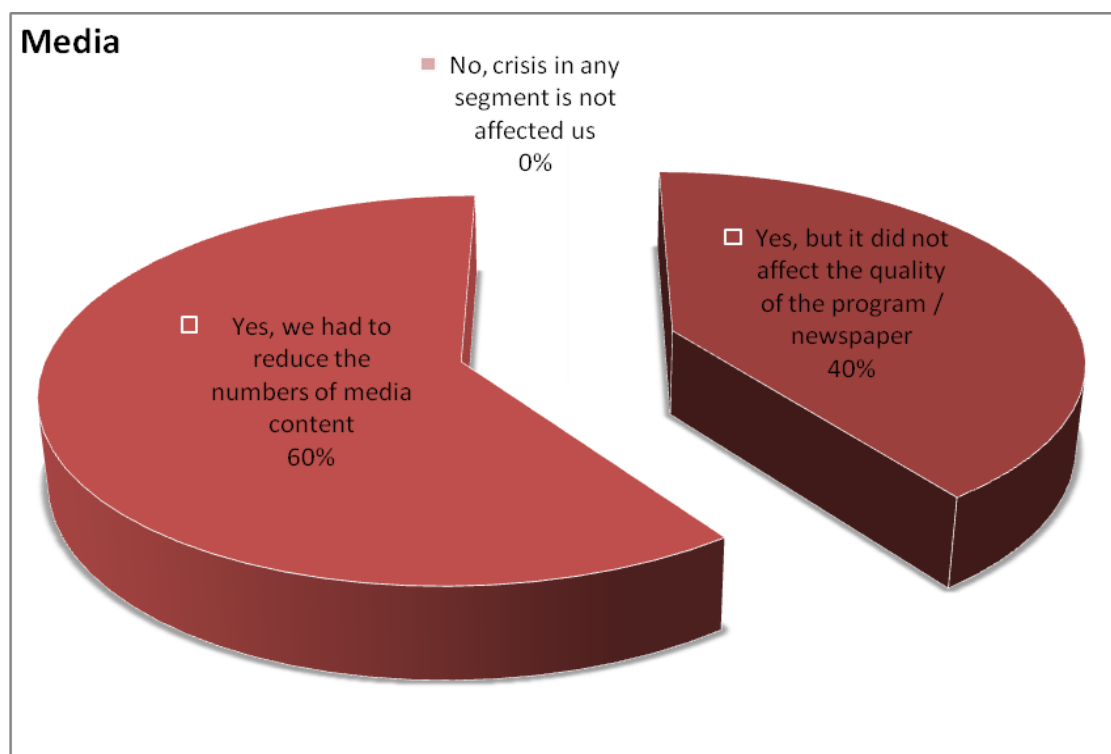
Civil society organizations impacted by economic crisis

For more than two years in Bosnia-Herzegovina, as in the rest of the world, the economic crisis has substantially disrupted numerous economic and social processes, especially reflecting on socially-responsible business operations of wealthy companies, whose beneficiaries to large extent are non-governmental organizations. In addition, in the CSO community there is a feeling that many international donors have shifted their focus from BiH to other parts of the world or that they have cut back their investments as a result of the global economic crisis. Therefore we asked civil society organizations and media – did the global economic crisis reflect on the business of your organization/media outlet? Among the polled CSOs, 47 percent answered YES, with the offered explanation that there is less work, but their staffing composition is the same. Ten percent said they had to dismiss employees. There were also 17 percent that said they are better off now than before, with 7 percent of the total number saying they hired new people. Twenty-seven percent of organizations believe everything is the same for them as before.



With regard to media, all editors-in-chief said their respective outlets feel the crisis. Sixty percent said the crisis has resulted in a decrease in journalistic and other contents which they produce on their own. This is especially worrisome because media analysts have been

warning that quality and professionalism of media contents in Bosnia-Herzegovina has been declining for years.



During in-depth interviews with selected civil society organizations, we talked about their perceptions of the global crisis and reduced interest of foreign donors. Most respondents confirmed that they themselves feel the crisis in the NGO sector. As objective circumstances, they mention the global recession which has impacted in America as well as in the EU the funds from which the non-governmental sector receives resources. To support this view, some respondents said foreign donors had informed them, when CSOs expressed interest in donations or received rejections to applied projects, that their funds have been cut, that budgets are in recession, etc. As, conditionally speaking, an understandable reason, respondents stated that donor assistance 15 years since the war has not given result. However, virtually no one said their organization had any responsibility in that, instead mentioning other organizations which they did not name.

The majority opinion is that foreign donor funds are going to crisis areas, especially pointing out northern Africa, i.e. *Arab Spring* countries, as well as Kosovo as the only still obviously acute problem in Europe. Most believe that BiH is an unregulated country with big problems, but they do not see it as a region susceptible to conflict which they believe leads to international reservation.

A couple of respondents said that despite the evident crisis in donor funds, their organizations succeeded in maintaining the same scope of activities or even increasing it. In their opinions, that is a result of years of strengthening their staffing capacities and the fact that they have increased the number of project applications. As a respondent said, there are more donors, but equal or less funds.

Here are a few characteristic quotes from this area of discussion:

As far as we are concerned, we have several branches in 5-6 European countries and in the United States of America and we cope with these problems together. We help each other in a financial sense and therefore the consequences of the crisis have not impacted our work drastically, although we do feel it. Unfortunately, in programming terms too. (female, intercultural ties, Sarajevo)

I think these respondents are right. It really is harder to get money. I have the feeling that it's not so much the global economic crisis as lack of strategy. Of course, the world's economic problems do have an influence, which final recipients can feel, but generally it's about distribution of money. What I find annoying is that it seems that donors agree to fund one type of projects for two years and then another type for two years. I think diversity of activities should be allowed, because usually the strongest ones get money for the same issue, and I don't even know how we little ones survive. (female, promotion of democratic values, Sarajevo)

How do we cope? With difficulty, because you cannot completely change your goals; you can just adjust them to donors' needs which keep changing, while on the other hand maintaining your fundamental orientation. We follow trends in funding and we try to adjust; we are finding new forms for our activities. For example, we worked for a long time on collaboration with media in terms of education of journalists and training media staff. Now some of these things are outdated because donors are no longer giving so much money for these activities, for classical training for journalists. That is why we try to implement these things in new, more modern ways, in order to satisfy donor requirements and respond to their goals while at the same time producing the desired result. (female, media and communication, Sarajevo)

Certainly the financial crisis has an impact. Yet, according to some parameters that we follow, programs and projects do exist and our organization has not noticed a reduction in the number of tenders for projects as far as international organizations are concerned. We keep following them, applying, and I must say we don't have a reduced number of projects. We have very many of them, with different donors. On the other hand, it is harder to get projects today because there is more competition and some organizations have become profiled. (female, persons with mental disability, Sarajevo)

First of all, I assume that many foreign donors are no longer interested in investing in BiH because a lot of time has passed and not much has been achieved; expectations have not been met. I also think that criteria stipulated by IPA funds are too high. (female, persons with special needs, Mostar)

I also get the impression that the international community is losing interest. That is normal because they have been here a long time, there are so many crisis spots, and third, activities of the non-governmental sector in my opinion are primarily related to building capacity; everything revolves around this fundamental point. I don't even know how many roundtables have been held in this country; not even King Arthur held that many. Our problem is that we are small, but we want to have real activism. We want to go out to the field, which may not be the most popular activity, because many donors are satisfied holding training programs and roundtables. (female, promotion of democratic values, Sarajevo)

Well, I don't think that it has very much to do with global economic developments. The overall amount of money arriving in Bosnia-Herzegovina through donors, especially for civil society, is too meager for such big economic disruptions to have such consequences. Objectively speaking, the decline in donor money for Bosnia-Herzegovina has been felt in continuity in the last ten years. The regression is evident and it is also justified. BiH is no longer a society in which conflict has just ended. (male, promotion of democratic values, Sarajevo)

We don't think about this. We deal with all problems, including this one, through hard work. (female, women's rights, Mostar)

As far as we are concerned, fortunately we have donors who have supported us for many years and that is a lucky circumstance, although the funds have been considerably reduced, but on the other hand we receive funds from the Republika Srpska Government, by which I am primarily referring to the Safe House, which is funded with Government resources. This is how we are overcoming the problem, although I must admit the situation has never been worse. (female, women's rights, Modrica)

I can give you a specific example with a donor that we worked with for three years in a row. It is the Ministry of Foreign Affairs of the Kingdom of Monaco. We were just about to sign an agreement for 2012, which means that everything was completed, when their ministry notified us that the agreement would not be signed because their budget was cut by 42 percent due to the global economic crisis. (female, children/youth/students, Banja Luka)

Well, there are simply fewer donors. We try to write better projects to get at least some funds. Then we turn to our local government, ministries, to help as much as they can, but the funds there are also very, very small. We manage on our own too; we organize donation dinners, we make calendars, and in a way we try to raise funds. (female, persons with special needs, Sokolac)

Organizations that were stable from the very beginning and that had the potential to be self-sustainable have survived and they exist. I think quality of work is also very important. Quality, of course, is what keeps companies and organizations alive and I think that this has become very clear. Of course, I am sorry about some small organizations that had interesting ideas and projects but did not manage to survive with all these problems. (female, intercultural ties, Sarajevo)

It's harder and harder to get projects. But I also think the European Union should make priorities who to allocate money to. Money may not have been well distributed before; funds were not spent for the intended purposes. (male, fighting drug addiction, Bihac)

Both economic problems and loss of international donors' interest in BiH are reasons why many non-governmental organizations find it harder to operate. Many donors that we worked with for a long time are withdrawing from BiH, making it harder to work and apply for projects. Our organization and employees and activists deal with this problem by putting more work into writing projects, as well as other activities. (female, women's rights, Sarajevo)

The international donor community is moving around crisis spots in the world, going where the needs are greater, and on the other hand we also have European Union funds which are focused in the pre-accession process on strengthening democratization processes and reinforcing civil society. (male, children's rights, Banja Luka)

Well, of course. The global economic crisis has affected all spheres of society, including the non-governmental sector. We are not immune against that and it could not be avoided. However, whether that is good or not, I think it will differentiate organizations that are strong and that really work from those that are only fictitious, on paper, working from project to project. Last year we got three big projects whose total value is around 700,000 marks, we have 13 employees, and thus we cannot really say the crisis affected us so much that we are worried about not being able to work. (male, children/youth, students, Brcko)

I think it's a matter of both. Interest in BiH is no longer in donors' focus and the world's economic crisis has certainly resulted in decreased funds from international donors. We have resources from European Union funds and we manage, we succeed, in finding donors. (female, women's rights, Banja Luka)

In the last couple of years, civil society has become significantly developed, with enviable capacities. This is good for our country, in terms of European Union funds, but as the available resources are limited – only a small number of organizations get such projects. (female, development projects, Zenica)

At the beginning of 2008 and in 2009, when the period of the global crisis started, we had to reorganize in line with the available funds. Donors who are traditionally inclined toward us and who have funded us year after year succeeded in maintaining quite a good level of funding, but even that level has been reduced. However, generally speaking, I can say that we are in a good situation compared to all other organizations. Perhaps after all these years of working on projects and profiling in what we do, we have managed to still hold the attention of our donors for which this segment of free public aid is very important and interesting. I can say that for example in the last three years we have managed to maintain the same annual budget level. We have increased the number of applications for various funds. The resources we get are smaller, but the number of applications and donors is bigger. (male, marginalized groups, Sarajevo)

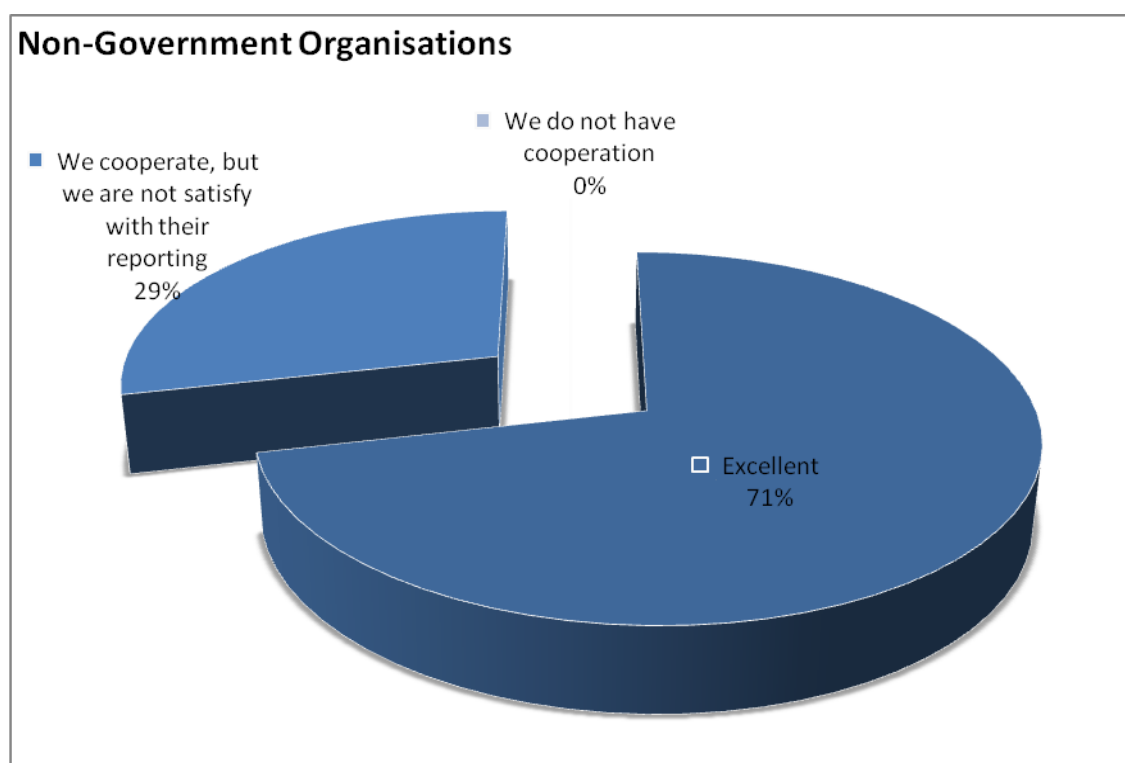
I wouldn't really say that international donors' interest has decreased, but that the number of local organizations seeking funds this way has increased. (female, social inclusion, Sarajevo)

The economic crisis has reduced the influx of foreign investments, including donations, in BiH. In addition, interest in Bosnia-Herzegovina is also decreasing. They are going to some other countries, where it is perhaps more necessary to invest, to some crisis spots for example, or to those Arab countries. (male, refugee return, Sarajevo)

I know that the non-profit sector in America is also in a crisis and that they are seeking help in different ways. For example, specifically there is an organization in America that provided me scholarships for a long time. What is now happening is that they are asking their alumni community to give back. I think the crisis has definitely affected everyone, but I also think the case here is that the international community has simply grown tired. After 15 years of concrete funding without a lot of progress, I think they no longer have a lot of motivation to finance us very much. (female, social inclusion, Sarajevo)

Excellent collaboration with media

More than 70 percent of civil society organizations consider their collaboration with media to be excellent. Twenty-nine percent have such collaboration, but they said they are not satisfied with media reporting on their activities. This question was not asked in the previous research, but we can make a comparison with research carried out in 2009 by Media Initiatives (Media Plan Institute's partner organization) on NGOs working on social inclusion, where 50 percent of organizations were not satisfied with media reporting. It is difficult to assess whether there is now more media sensitivity, stronger PR capacities of CSOs themselves, or if these surveyed organizations have more interesting thematic issues.

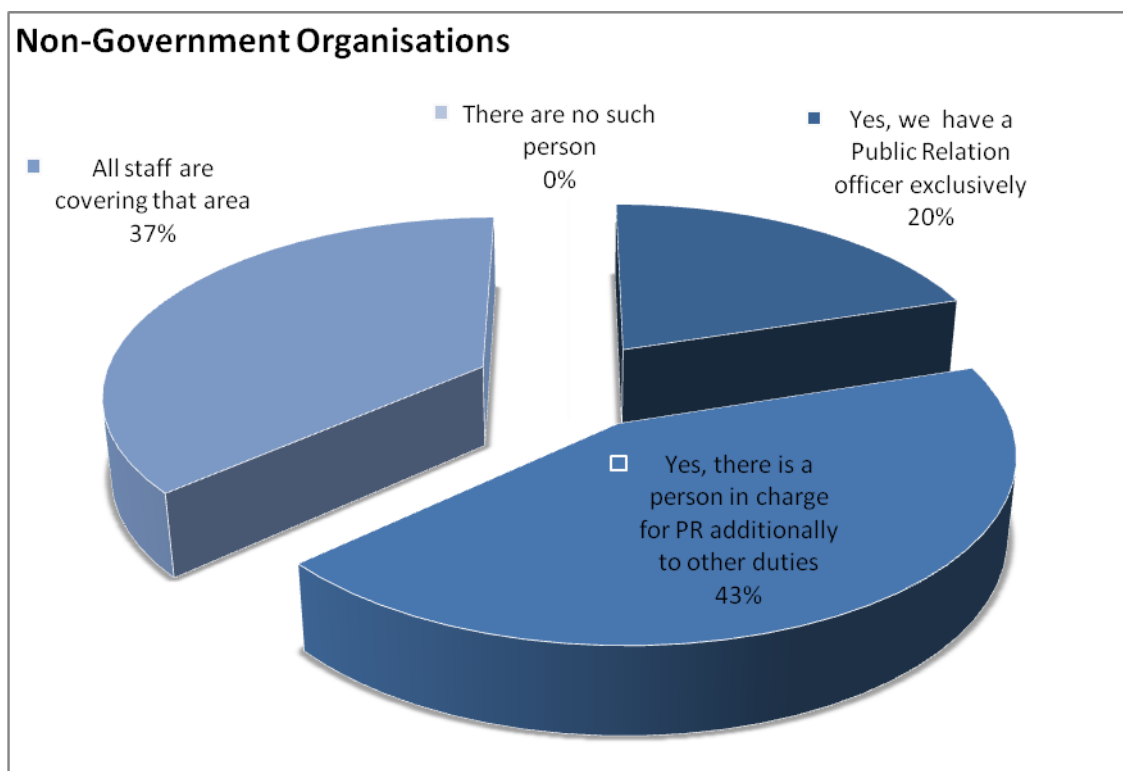


Public relations is a side activity

Most of the polled CSOs (43%) have a designated person who along with their regular activities does PR as needed. Thirty-seven percent said “everyone works on it a little bit” which, at least according to professional communication theory, demonstrates lack of any

kind of serious PR approach. Twenty percent of organizations said they have a person who does the organization's PR professionally.

This shows similarity with so-called small and medium companies, which are equivalent to the average CSO with 12 regular employees and which have a nearly identical structural ratio of external communication with audiences.



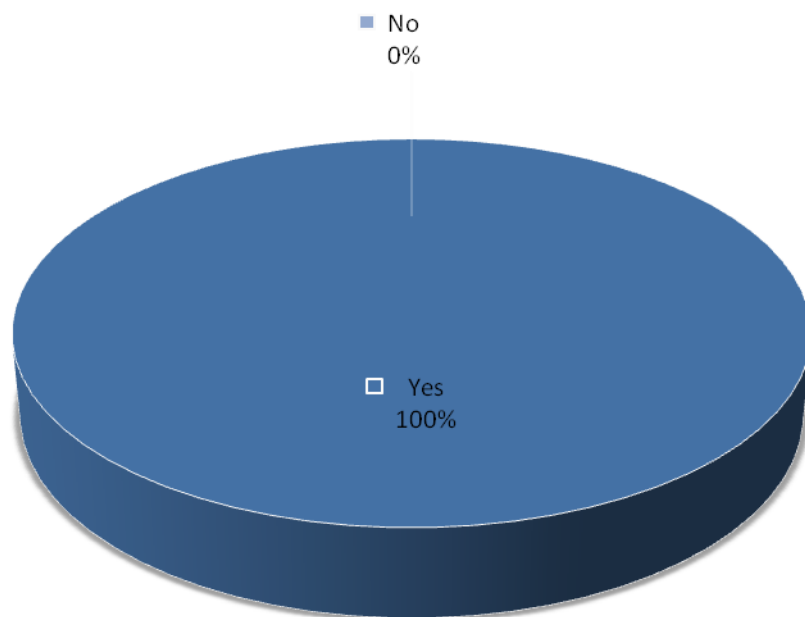
All civil society organizations have heard of TACSO; result for media poorer

In this research we again asked the question – have you heard of TACSO, which introduced a set of questions related to information on TACSO's position among its target audiences. In contrast to last time, when 89 percent of CSOs had heard of it, this time the result was 100 percent. True, in the last research we had a somewhat targeted sample (those who apply for EU projects), but it is important to point out that two organizations that had not heard of TACSO in the last research gave an affirmative answer this time.

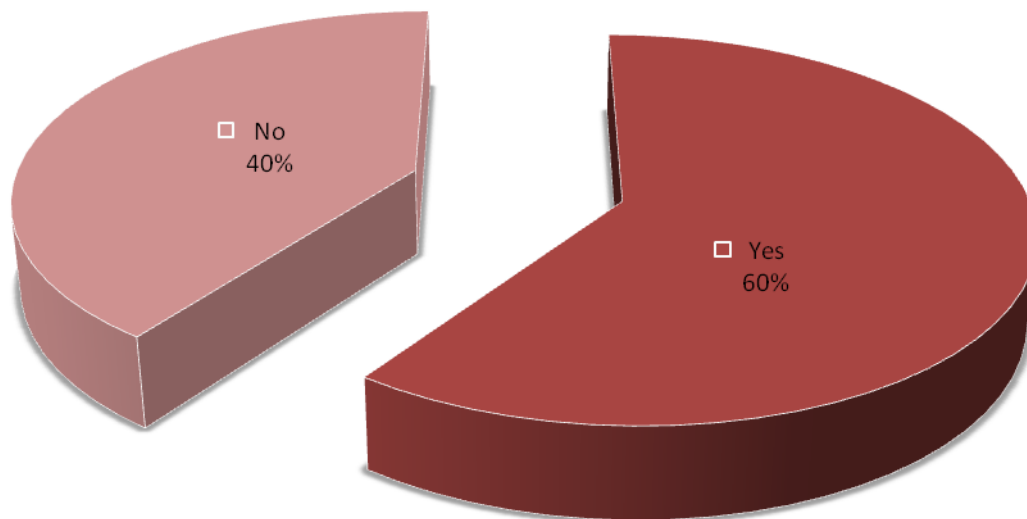
Among state organizations and media, the situation for TACSO is less favorable. Representatives of 30 percent of state institutions and 40 percent of media have never heard of TACSO. Among state organizations, we have 10 percent more in the total number of those who have not heard of TACSO than in the last research, whereas in the case of media the percentage is identical. It is interesting that editors-in-chief of two public services have not heard of TACSO, which may be worrisome considering the importance of these media in promotion of civil society.

Did you ever hear for TACSO?

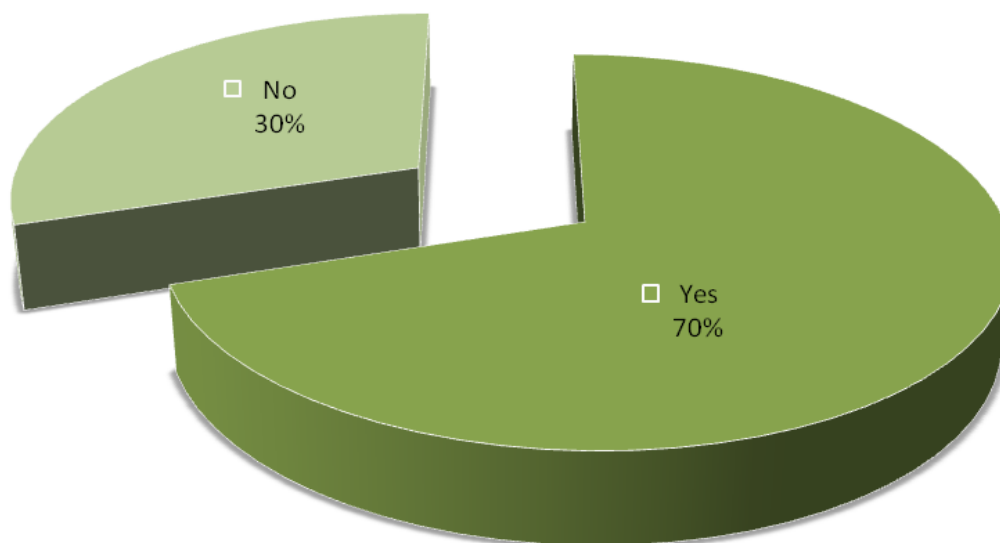
Non-Government Organisations



Media

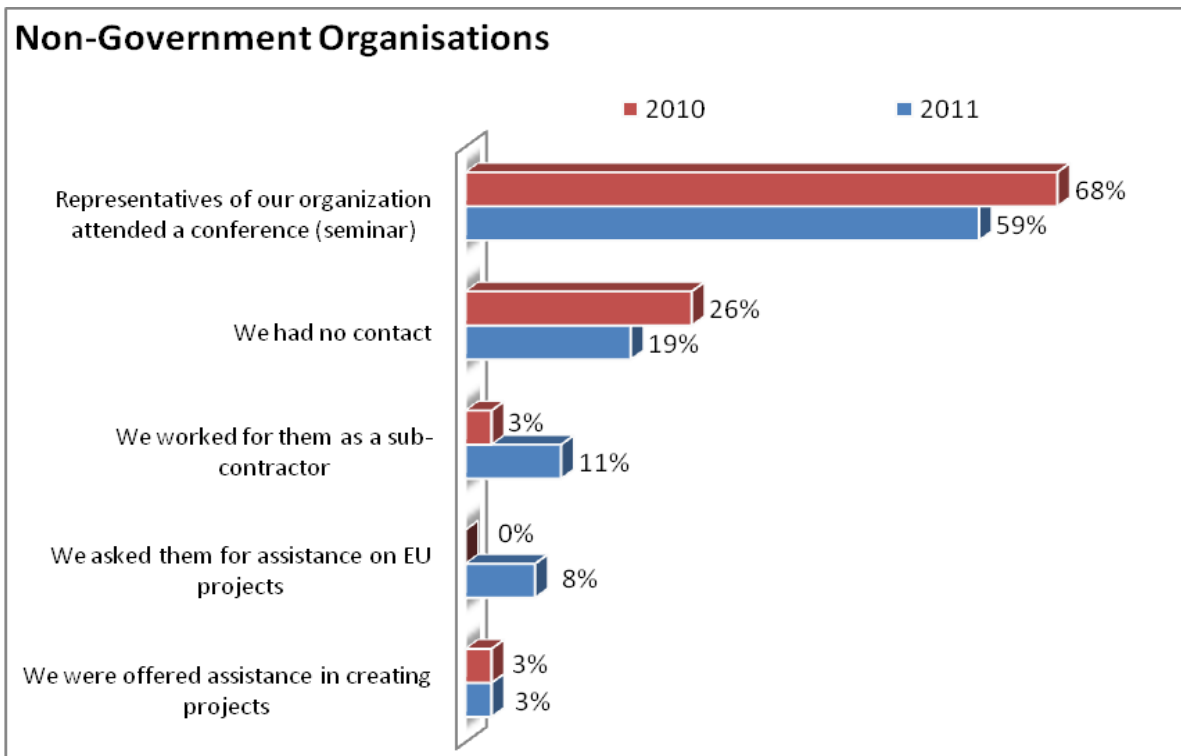


State Institutions



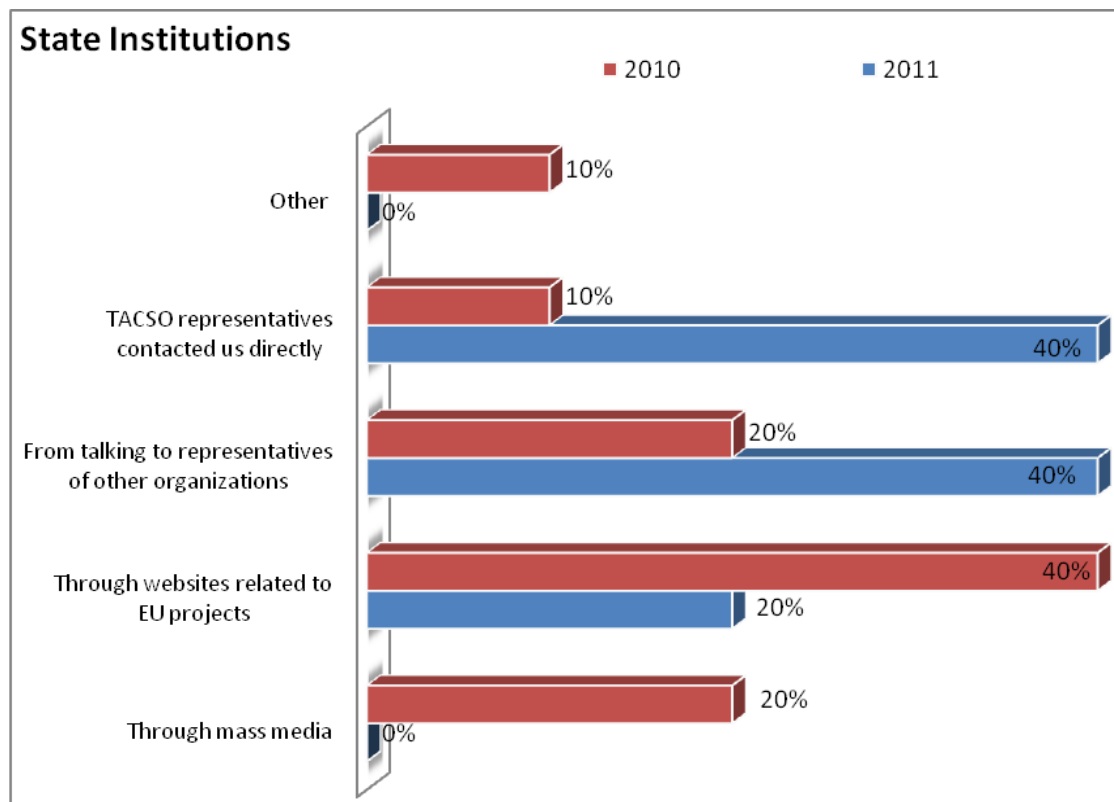
Conferences and seminars most common ways in which CSOs encounter TACSO project

For non-governmental organizations, in both research years the most common way of encountering the TACSO project was attendance in various conferences and seminars. Looking at each research year separately, there are some differences. Unlike the result for 2011 when 68 percent of those polled attended such events, in 2010 the number dropped to 59 percent. However, the number of those who had no contact with TACSO whatsoever dropped significantly too (2010 – 26%; 2011 – 19%). Unlike 2010, when none of those polled had asked for assistance in applying for EU projects, in 2011 there were 8 percent of such organizations. Also, in 2011 there were a larger number of those who worked for TACSO as sub-contractors.



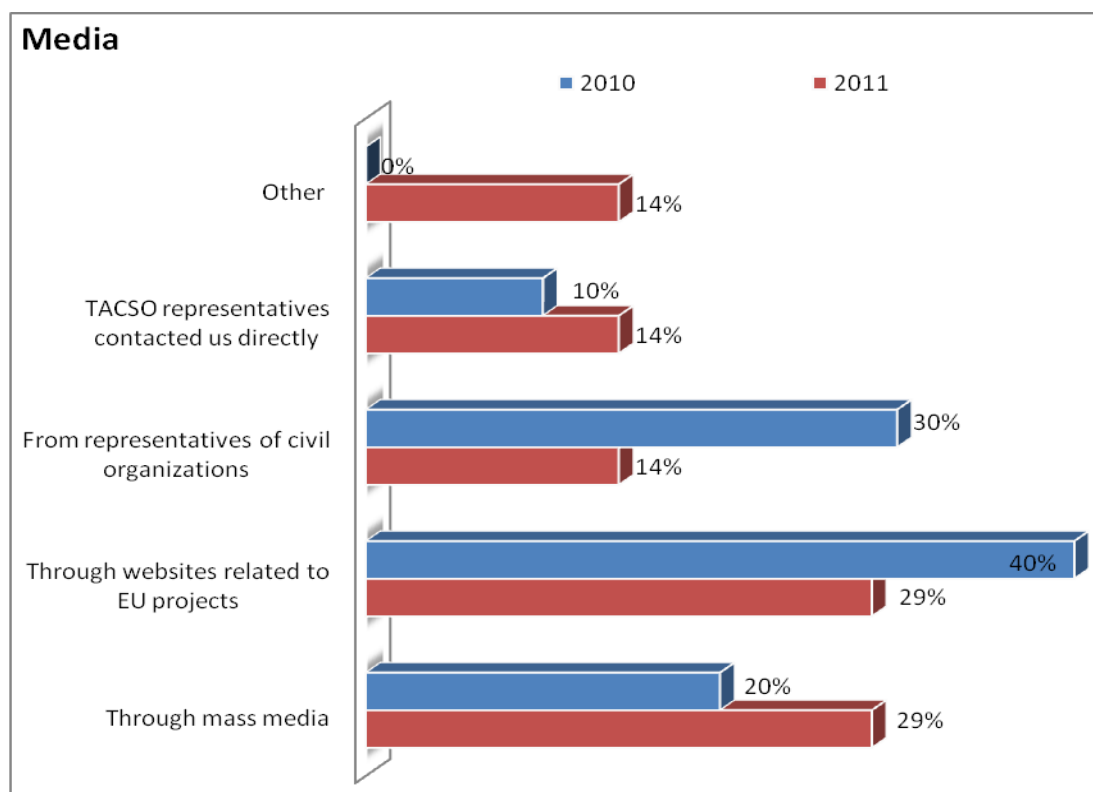
State institutions usually contacted directly

Representatives of state institutions answered that they heard of or encountered TACSO usually by being directly contacted by its representatives, and also that they heard of TACSO in talking to representatives of other organizations or institutions – 40 percent each. These two very important channels of communication and collaboration are especially important if these percentages are compared to the 2010 research when the results were only 10 and 20 percent respectively. However, the opposite ratio is present with regard to finding out about it through media. Unlike 2010, when polled state representatives had learned of TACSO through media in 20 percent of the cases, in 2011 this figure was literally 0 percent. Obtaining information through websites related to EU projects in 2011 was considerably reduced too.



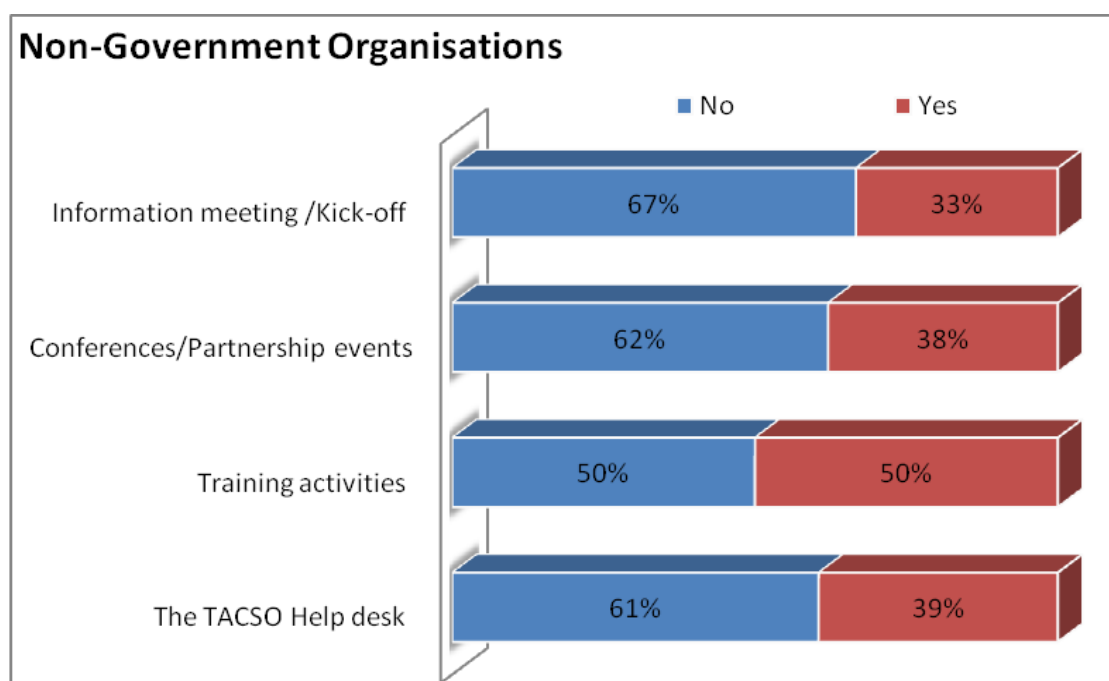
Editors mostly heard of TACSO through media

The polled media editors heard of TACSO through mass media more often in 2011 (29%) than in 2010 (20%). Also, compared to 2010, they heard of TACSO in 2011 in other ways too. One of the answers offered was “in a coffee shop”.

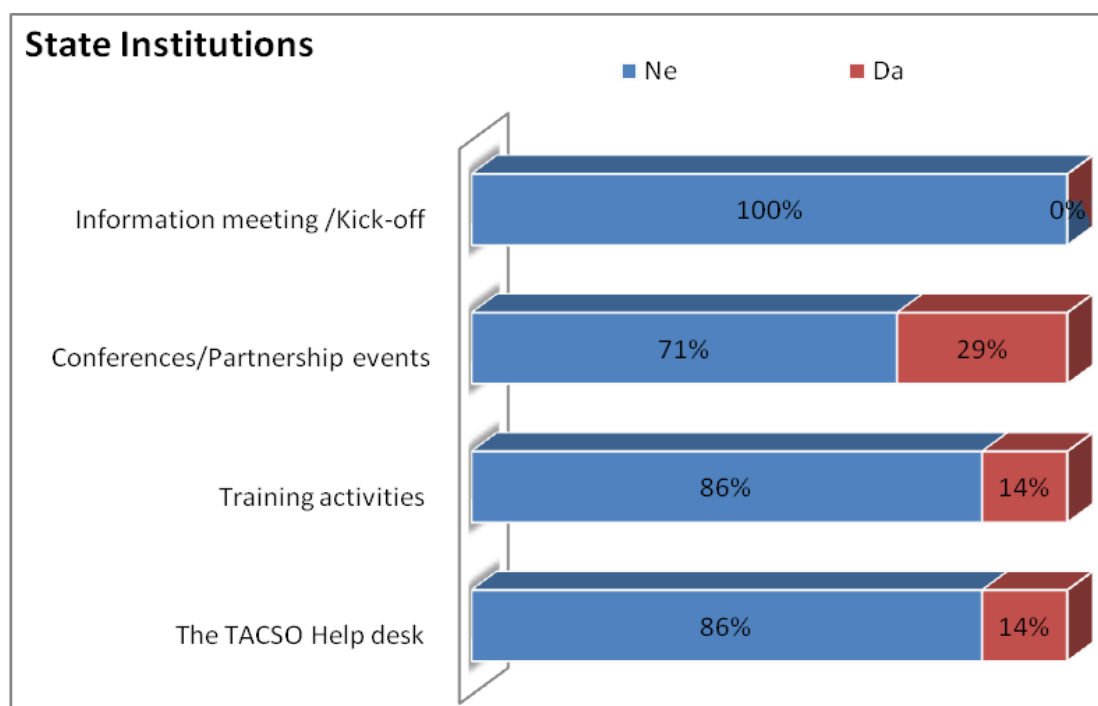


CSOs mostly attend trainings; state institutions attend conferences; media attend briefings

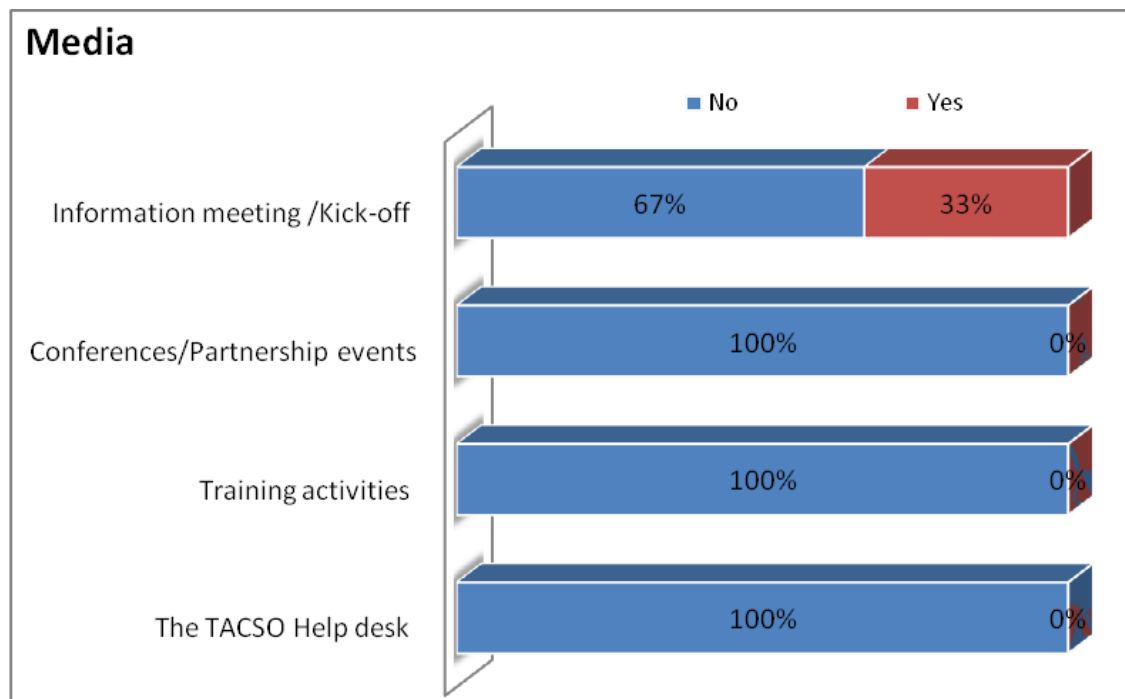
With regard to participation in TACSO projects, civil society organizations mostly attended *training activities*, 50 percent. However, the chart below shows that organizations were encompassed relatively equally by all TACSO activities.



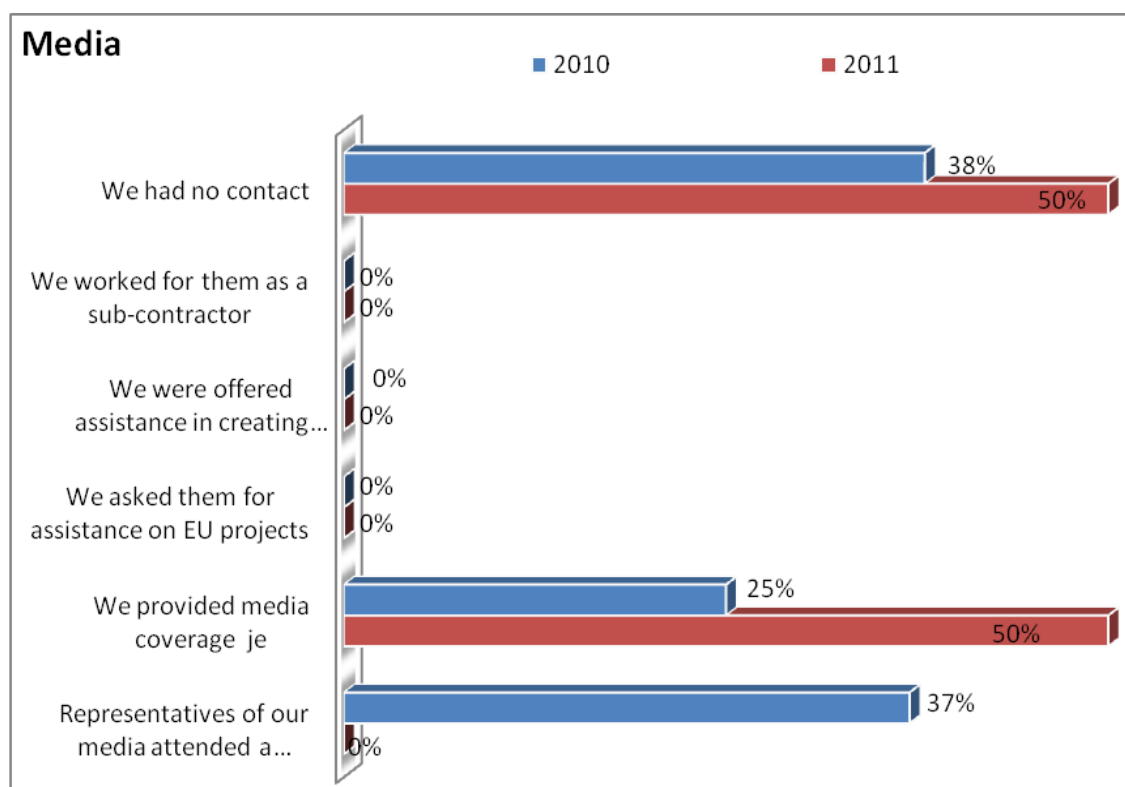
Among state institutions, *Conferences/meetings with partners* are events in which most polled representatives of state institutions participated. As for other events, as one of the polled people said in an additional comment, these activities are more suitable by their content for civil society organizations.



The only events in which media representatives participated are what TACSO calls *Briefings/Information meetings/Kick off*. The rest, at least according to this survey, is totally unfamiliar to editors.

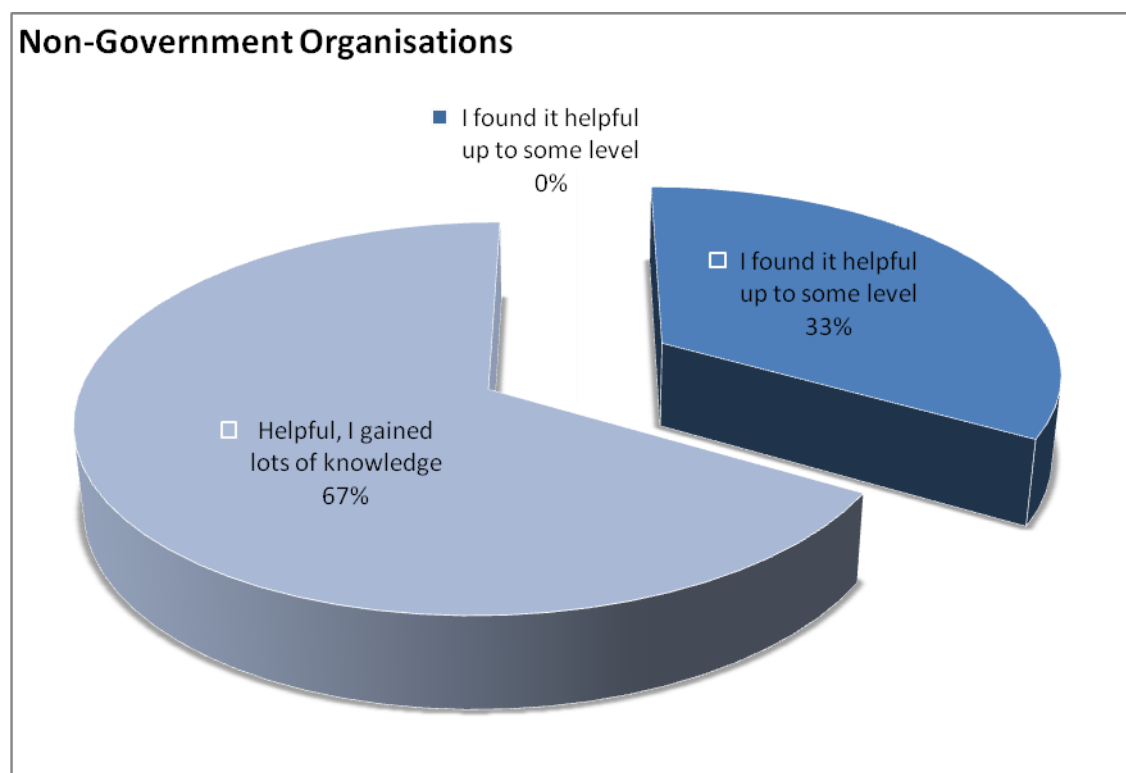


We can relate another chart to this question. In 2011 convincingly the most common way in which media encountered TACSO was when they covered its events (50 percent, in contrast to 2010 when this figure was 25 percent). On the other hand, a negative value statistic is that respondents did not participate in any TACSO events at all, unlike the year before when 37 percent of them participated.



Two-thirds of respondents assess TACSO training as very useful

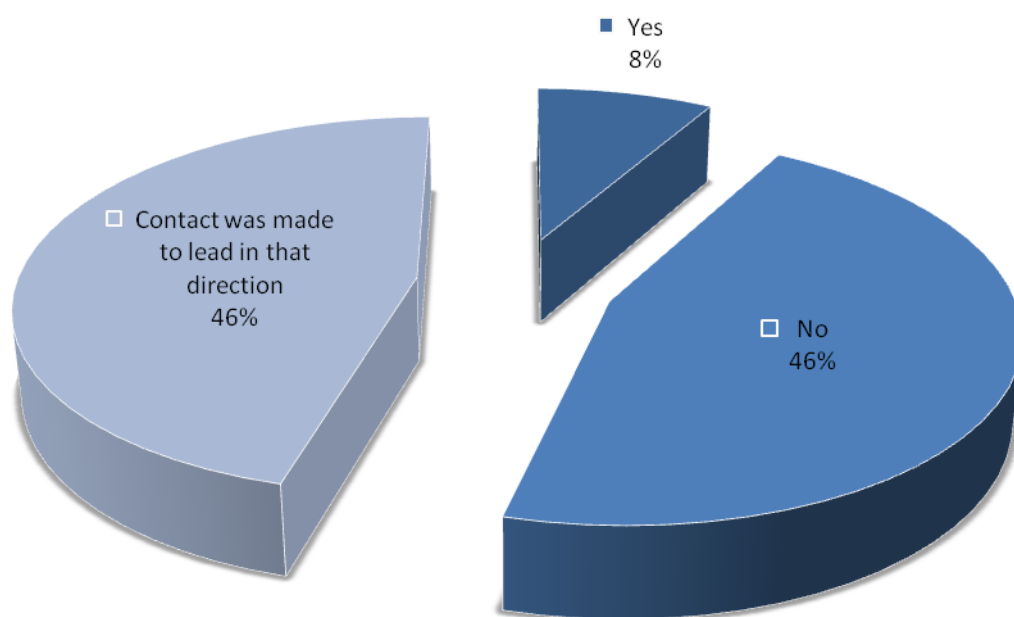
We asked representatives of non-governmental organizations who attended training programs and conferences organized by TACSO to evaluate their usefulness. Two-thirds maintain that training was useful and that they gained know-how, whereas one-third considers training partly useful. No one said they did not benefit. This is a poorer result than in 2010 when 90 percent of CSO representatives said training activities were exceptionally useful.



TACSO events do not result in concrete agreements on projects

CSO representatives were asked if a TACSO event they attended led to ties and joint projects with other attending organizations. Identical percentages of 46 percent each answered that steps were made in that direction and no. Only 8 percent of those polled said concrete agreements on projects were made.

Non-Government Organisations

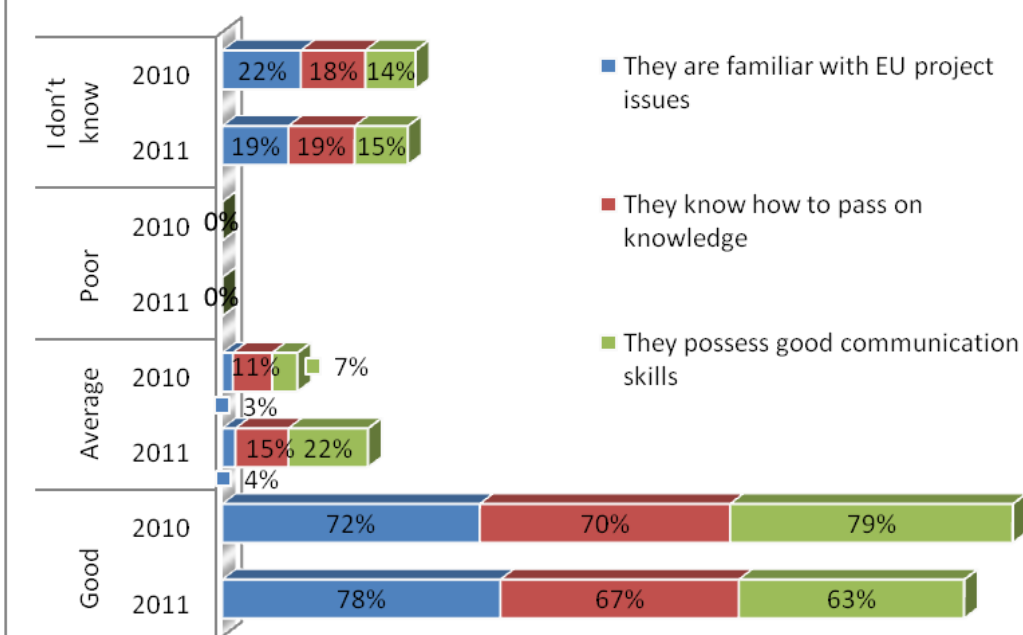


Positive view of TACSO representatives' expertise

The expertise of TACSO representatives encountered by civil society organizations was given the highest gradation “good” by most of those polled. Of that, the highest mark was given for the point *they are well acquainted with EU project issues* (78%, whereas in 2010 that figure was 72 percent). On the other hand, we have a drop of 14 percent for *they have good communication skills*, as well as 3% for *they know how to convey knowledge*.

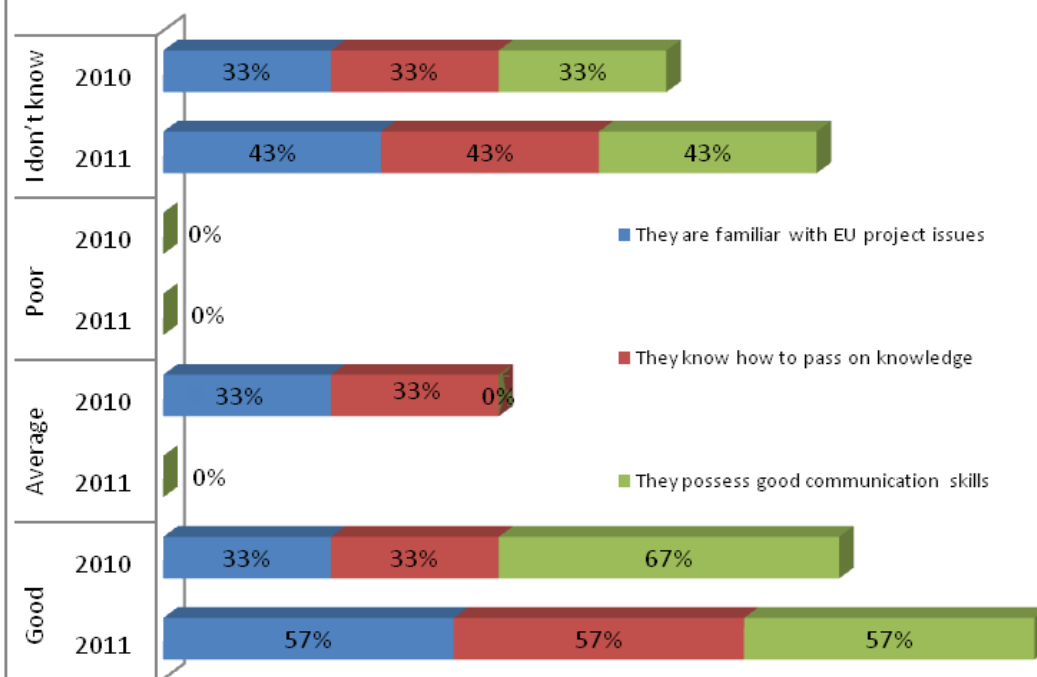
No one chose the mark “poor” on any point. Around 20 percent answered *I don't know*; these are mostly people who have not met with TACSO representatives.

Non-Government Organisations

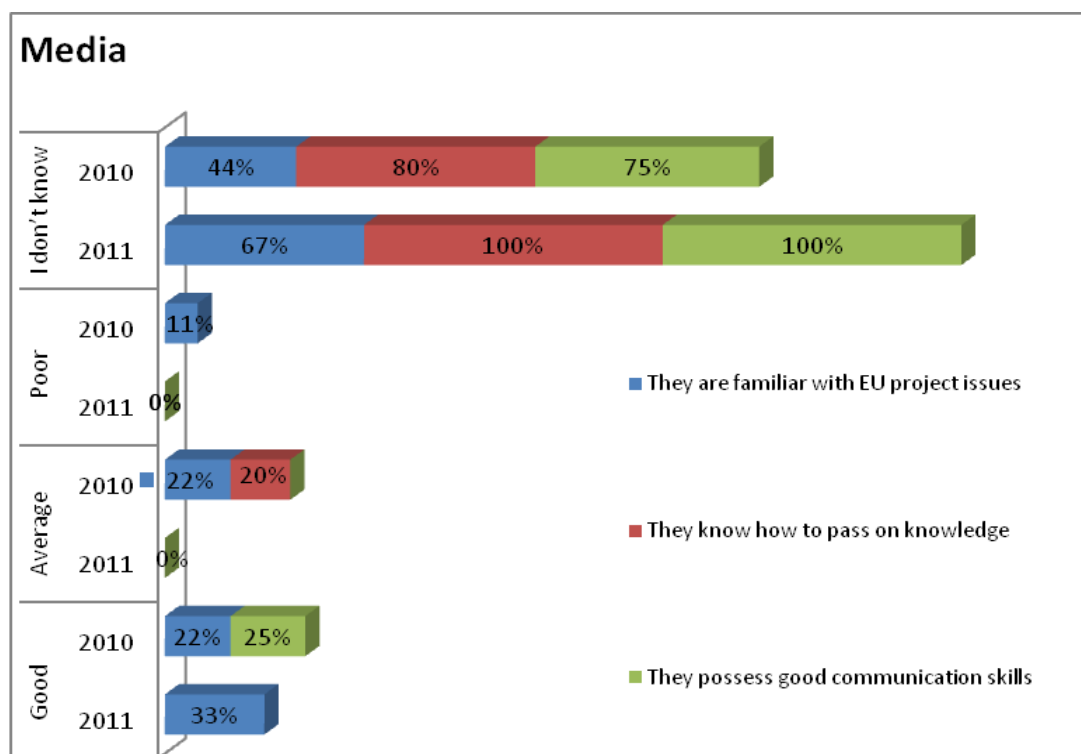


Among state institutions we also observed a 10 percent drop for the point *they have good communication skills*, but there was a rise for the points *they are well acquainted with EU project issues* and *they know how to convey knowledge*.

State Institutions



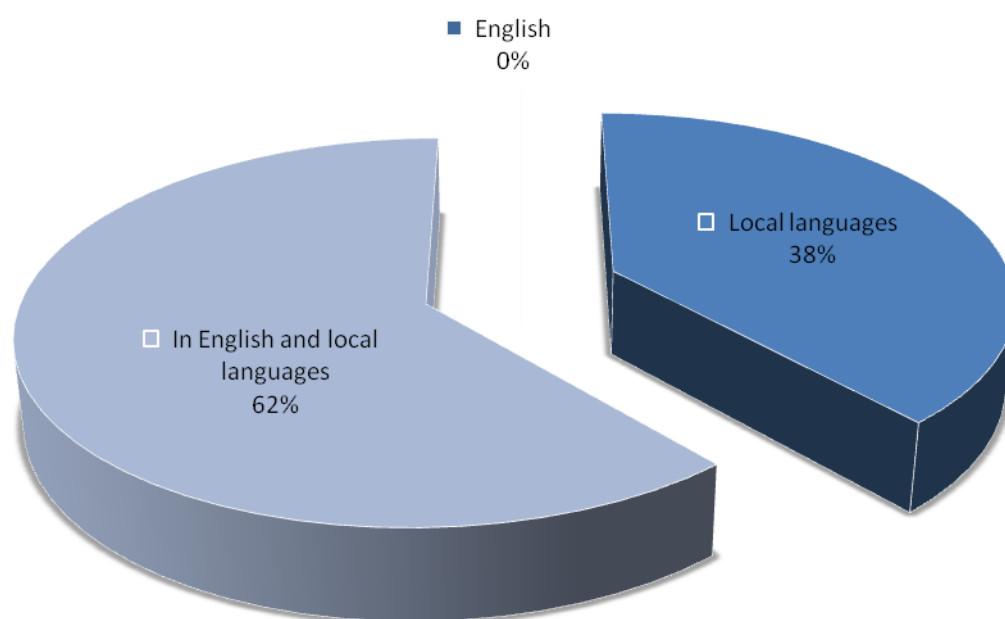
The fact that 40 percent of media representatives have never heard of TACSO reflects on this question too. We have a huge number, in two categories as high as 100 percent, of those who *do not know*.



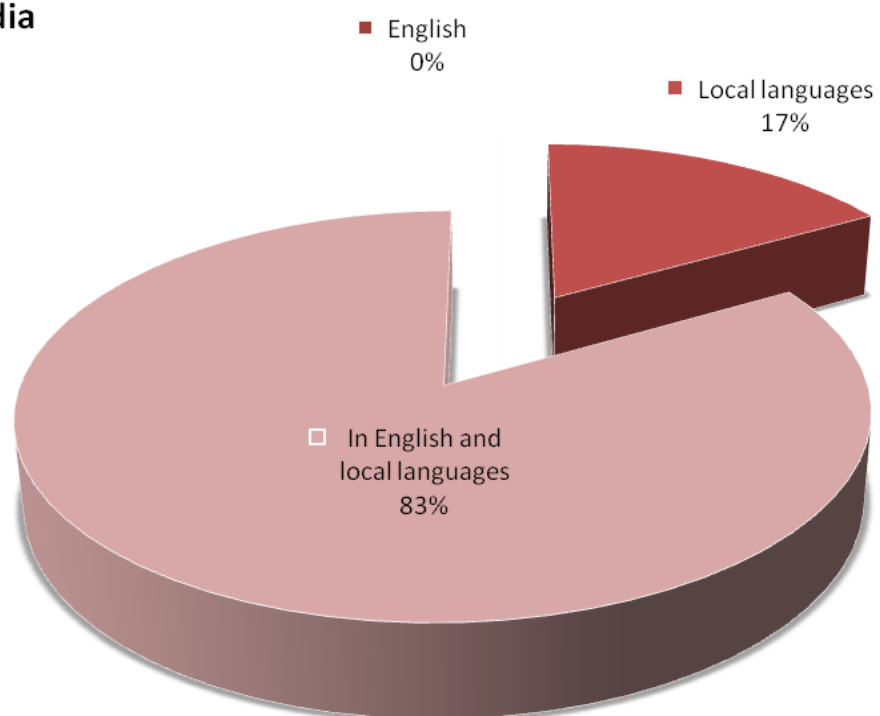
Most want materials in both English and local languages

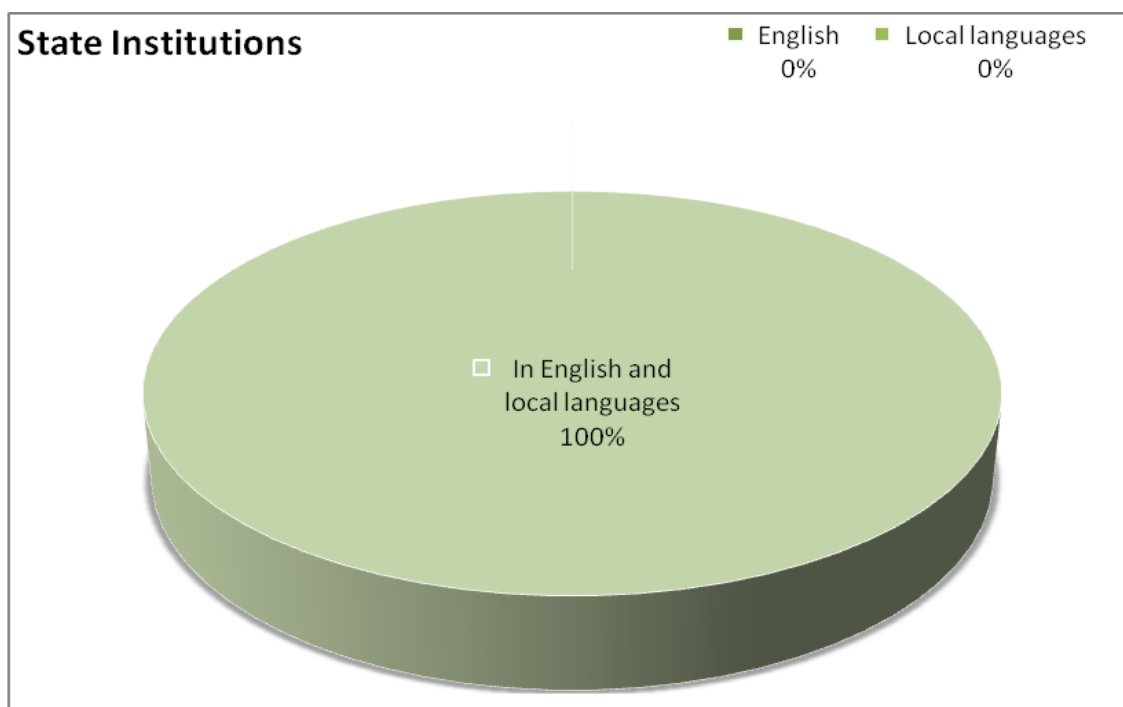
We asked representatives of civil society organizations and state institutions, as well as media, in which language they would like to receive the materials produced by TACSO (this is an international-EU/regional project, but the target group in this case is Bosnian-Herzegovinian). Most chose the option *in English and the local languages*. Among CSOs we also had a big percentage of those who said *only in the local languages* (38%). There were 17% such answers among media, whereas among representatives of state organizations the choice for both languages was 100 percent. No one in any target group said they would like to receive the materials only in English.

Non-Government Organisations



Media





Positive evaluation of TACSO project with suggestions on how to improve it

Interviews with civil society representatives confirmed the view from the poll that the TACSO project was a positive novelty in the civil landscape in Bosnia-Herzegovina. According to most interviewees, the TACSO project helped in connecting non-governmental organizations with each other, primarily through conferences and training programs. One participant also pointed out TACSO's importance in connecting CSOs with state institutions, a goal of civil activism. Training programs were assessed as useful, mostly with good lecturers. Several participants pointed out TACSO's importance in informing CSOs about matters of relevance to them. As such, they mentioned information on projects, on various meetings and on non-governmental organizations themselves. As channels of receiving such information, they pointed out the TACSO website and direct or telephone conversations with its representatives. Only one respondent mentioned the TACSO Help Desk.

Still, about one-third of the respondents had some objections or, as some said, well-intentioned suggestions. One respondent said, considering that TACSO has huge funds and is backed by the European Union, that it has not come even close to achieving everything at its disposal. The respondent believes that more should have been invested in exchange of know-how and boosting expertise capabilities. This would primarily help the most experienced organizations in the CSO sector, but everyone would benefit. However, this is precisely the reason for criticism by a couple of non-governmental organizations which believe that the TACSO project gives most help to the strongest organizations, which have many employees who speak English and are able to respond to complex requirements, which TACSO trainings were mostly about. Generally speaking, this view corresponded with suggestions that "small" organizations need concrete things more than expert and strategic suggestions. However, two CSOs reproached TACSO for not inviting them to a training and conference although they had applied on time. They do not know the reason, but they believe it is because they are not among the "chosen ones". Some interviewees pointed out that TACSO's main problem is that most CSOs basically do not know the whole extent of what the project offers and that everything is based on simply attending events.

Below are some opinions of interviewed organizations.

I think that TACSO has helped. I know that TACSO had a lot of training sessions on writing projects and the application process and I think that is really important for a civil society organization. There is nothing especially poor that I would like to point out. What I might mention as positive is that TACSO regularly holds information meetings and presentations of achievements of the non-governmental sector and civil society organizations. I think that is very good because it is an opportunity for people to meet, exchange experience and learn, conditionally speaking, from those who are better, from those who have better results; to see how this is done in other organizations, instead of just being guided by their own experience. (female, media and communication, Sarajevo)

We attended the latest information meeting to learn about projects for small grants, which TACSO organized in Sarajevo. However, on that occasion I saw again that it is still quite complicated; funds are small, but it is still complicated and again requires experts who speak English well... And what I don't like again is what these foreigners keep supporting. By the mother of God, are they insane or are we? They just support some kind of fraternization, going, coming, tra-la-la-la, and nothing more. (female, persons with special needs, Sokolac)

Well, to be honest, I only heard of the TACSO project recently when I applied for the Europe for Citizens workshop, which talked about funds that will be available to BiH citizens from the beginning of 2012. At least that is what we are hoping. In my view, the role of this body is very important and I like their work very much. Moreover, this organization linked civil society with government bodies, in other words they placed international donors, Ministry of Civil Affairs staff and of course civil society organizations at the same table. In that workshop I really learned a lot about funding potentials that I had not been aware of before and I think that a very useful platform was offered for further collaboration between the civil sector and government institutions, which I had not believed in much until then. (female, intercultural ties, Sarajevo)

What I think was good for example is one of their initiatives on networking and partnership. That was one of the training sessions. I think they really identified several key things that pose problems in civil society. Now they just need to continue working on that. I don't know how much they are aware – this is not a weakness of TACSO, but a weakness of civil society – that there is actually no civil society; these are mostly non-governmental organizations. Perhaps they should go in the direction of expanding more to cover all civil society organizations. It seems that NGOs, as the most numerous ones, are most important for everyone. They should include religious communities, and media and sports associations, and syndicates too; they should really bring together civil society, instead of non-governmental organizations. TACSO must awaken those who are sleeping so that we can be a civil society. (female, social inclusion, Sarajevo)

I don't know how much it has helped other organizations; I don't have that information. As far as we are concerned, we attended a lot of their trainings and conferences. When we got an IPA project we had several dilemmas regarding VAT; we went to them and held a consultation meeting. Therefore, it was beneficial for us in that sense. They were fast and responsible. We applied for a lot of training sessions and application lists were supposed to

be submitted. We didn't have an opportunity to go to these trainings and we did not get any explanation why. (female, persons with mental disability, Sarajevo)

This project has certainly helped some organizations. I attended several lectures and I liked them very much. However, as these are big funds, large amounts of money, the criteria are very strict and that seems like a lot to swallow for small organizations. An umbrella organization such as Sumero can do it because this organization has big resources, employees and all other capacities to implement such a project. It is much harder for smaller organizations and they can only apply with the support of larger organizations. Therefore, I am not sure whether TACSO training is helping them. (female, persons with special needs, Mostar)

I know a lot of people who work at TACSO. With regard to assistance, I think they do it through their training programs which are designed to help civil society. There is nothing in particular that I would like to point out as positive or negative. I think it would be useful to choose several small organizations and to mentor and guide them in order to advance their work. (female, promotion of democratic values, Sarajevo)

The answer is somewhere half-way. I don't have an explicit example that something good was done, or that something poor was done either. This view is not in TACSO's favor. It is hard to do something very poor in this project's line of work. But it is poor when something very good is not done. My general perception is that people still don't know all the things the TACSO project offers them. There is not enough information; there is just day-to-day information that TACSO held a roundtable, a presentation, promoted a publication, etc. To me, that doesn't seem enough. (male, promotion of democratic values, Sarajevo)

The TACSO organization and registration helped us in cross-border cooperation in the sense that we have documentation submitted there and when applying we only need a project. Speaking about our association – it has helped us a lot and I think it has helped other organizations too. Education was very useful to us; we had great lecturers from whom we could learn a lot. (male, battling drug addiction, Bihac)

TACSO has been beneficial to us to great extent. They organized a lot of useful info, partnership and other events and they constantly provide useful information on their website and by sending notifications via email. They should stick to this framework. (female, women's rights, Mostar)

Well, they have a lot of good things, but to be honest, at one point it was very tiring for me. They organized a lot of trainings. A colleague from our organization agreed to participate in one program, related to networks, participation in a network, and we really had a problem; we were paying a man who did not have time to do his own work because he was constantly in seminars. It's good to have them, but not so intensively. What was good is that we regularly received information on projects. I mean, some things were good, and some were overemphasized. (female, women's rights, Mostar)

I have heard of it, but that project has not helped for example us at all. For some reason, information on their activities does not reach us. Occasionally there is sporadic information that I come upon in electronic media, on the internet, but never anything concrete. The office, their office, has not helped us, for example regarding these activities that they are

implementing and some of these trainings, which I sometimes happen to find out about through the internet. (female, children/youth/students, Banja Luka)

Well, believe me, when I went to their meeting the first time, I expected far, far more. There were some training programs. My colleague really used the opportunity, he attended training. He says it was good. I don't know, to be honest. I don't see much improvement in our work. I attended – I think they organized it – a training program on introduction of a quality management system pursuant to international standards. It's not bad, but some changes should be made even in that. The lecturers, for example, lectured us as if we were companies, not the non-governmental sector. (female, persons with special needs, Sokolac)

I think there is room for TACSO to do much more considering how big their fund is and who stands behind TACSO. That space is really unfilled. The point is that a huge amount of unused money intended among others for Bosnia-Herzegovina is at a standstill because a) there is not enough information, b) there is not enough knowledge, c) there is not enough expertise, and 4) there is not enough communication among different actors on different levels. All this space should be filled by a project such as TACSO. (male, promotion of democratic values, Sarajevo)

With these trainings, we became stronger in writing projects. They also helped us to identify where we are making mistakes in the strategic field, what we need to correct, where we should go in another direction. I cannot single out anything as being especially poor because every lecture brings something new and all assistance is welcome, and each one of their workshops offers that. Bravo for them. (male, fighting drug addiction, Bihac)

We think that the project has helped civil society organizations. What we would like to point out are mostly the TACSO project's positive aspects, as we have not had any negative experiences. Representatives of many civil society organizations in BiH previously did not have an opportunity to attend seminars where they could learn new things and advance their organizations in a technical sense. That is why we consider this project a positive change. (female, women's rights, Sarajevo)

Well, yes, I think they have done a lot in networking and linking non-governmental organizations, boosting capacities through training programs. I think that it has been effective. (male, children's rights, Banja Luka)

I think this is one of the better examples of working with non-governmental organizations. Of course, the project works with government institutions too, but I am speaking from this point of view. It has helped young people to get to know each other, to create networks, to work together. Their website is still alive and helps with many problems that we encounter, in consultation with them on perhaps some basic things that we get stuck on, from creating a PADOR number to writing projects, things we get stuck on. I think there should be even more organizations such as this one or at least TACSO should expand a little, locally, to cover more cities in BiH. (male, children/youth/students, Brcko)

Once I attended one of their education activities and we got quite good know-how there. As far as their consultation assistance is concerned, what was good for us is that we received via email notifications on possible applications and opportunities for accessing various funds. The number of organizations which receive that should be expanded. (female, women's rights, Banja Luka)

I think that they have helped our organization. Specifically, TACSO seminars helped in preparing new project proposals. They also contributed to our organization's sustainability. (female, development projects, Zenica)

Generally speaking, I always think that this form of support would be much better, more efficient, if roundtables and workshops were organized where first-hand information is provided in the closest, most direct way: what is it that a donor is looking for, what are the objectives, development goals, what they want to achieve through certain activities, how to apply for these funds, what you should not do to get a particular project. I think this form of directness should be used in talking to organizations. (male, marginalized groups, Sarajevo)

Well, I don't know, I can tell you that we do collaborate with TACSO. I have been a member of the Advisory Group for the last two months. The collaboration is good, but I think more can be done. What TACSO's impact is, how many organizations have been trained – I don't know that. Statistically, I don't know. And how many of them ultimately got something out of all that. If even one of them went through that cycle and then received European funds, which it had not been able to get before, it's great. (female, social inclusion, Sarajevo)

It has certainly helped. Primarily in their mission of bringing civil society closer together and in the form of technical assistance to civil society. Maybe it could be better. Organizations, as we can hear from time to time, would like to take part in the TACSO project directly, as partners, not just as beneficiaries of services. They want to be included and to be part of the budget, of their budget. Perhaps to act as partners, instead of just being invited to a seminar and attending education. (male, refugee return, Sarajevo)

In the interview, we asked organizations to give concrete suggestions on how they would improve the TACSO project. We asked the question in the following form: "If you could create the activities of something like the TACSO project, what would you especially focus on in your approach to BiH civil society organizations? What kind of assistance would you offer them and in what way?" There was just one answer that they have no ideas. All other respondents gave suggestions and opinions, ranging from very general and principled to very concrete ones.

Several organizations believe that TACSO's activities so far have been quite general and that they should be more concrete in the future. Some suggestions are: providing mentoring support to selected, mostly smaller CSOs; during education activities, studying concrete projects that were rejected or finding out what was wrong with them; horizontally linking similar organizations; working on creating clusters so that different organizations can supplement each other with lacking know-how.

A couple of organizations asked the TACSO project to reach out to organizations from small local communities because they believe that CSOs from big cities are privileged. It is interesting that this was actually suggested by two organizations from Sarajevo which work in different parts of BiH and are familiar with the situation in the field.

One respondent said he understands obligations to donors who give money, but he is bothered by TACSO's insistence on its brand instead of its results. One suggestion, which was at the same time an objection regarding activities implemented so far, was that as many actors as possible who are not from the NGO sector must be included in project activities in

order to strengthen civil society. Some interviewees believe that training in writing projects should continue intensively. There was also a suggestion that CSOs should be trained to take a strategic approach in their work, because activities that are implemented are too broad. Several NGOs asked the TACSO project to involve local organizations in its future work because some of them can contribute with their know-how to the ultimate goal of this kind of project.

Below is a synthesis of characteristic answers.

I think much more work should be put into public presentation of everything that is offered by European funds. Much more than talking about TACSO, because TACSO is a project, TACSO is a mechanism, TACSO is technical assistance as is written in its name, and its brand is not as important as what it says. I think there might be a communication problem here because there is much more talk about TACSO than about what the European Union is offering to civil society organizations in Bosnia-Herzegovina. (male, promotion of democratic values, Sarajevo)

They had a good initiative, strengthening the civil sector, but from what I remember mostly non-government organizations have responded to it. Only the NGO sector sits in many events that I attend and in meetings organized for civil society. They are not the only ones in civil society. There are also syndicates and media... I would work on greater diversity of organizations and institutions. People from NGOs sit there, who have been there for already 15 years. (female, social inclusion, Sarajevo)

The activities they implement are commendable. Perhaps the problem is that TACSO most likely has limited capacities and there are very many organizations, so it is hard for all of them to attend some kind of training. What is important is offering a comprehensive approach, raising awareness on what a project is, in order not to lose much enthusiasm and energy on something that meets neither the essence nor the form of what donors consider a project. Proceeding from how one should think about project activities, how to create them, how to apply, how to lobby for one's project. (female, media and communication, Sarajevo)

Improving communication so that we are more familiar with the criteria (for winning projects). In other words, communication that is more transparent. It is enough to send an explanation why you won a project or didn't. That way non-governmental organizations can identify their shortcomings due to which they did not win projects and correct them next time. One learns from mistakes, especially small organizations with fewer people. Also, I don't know how much TACSO focuses on small communities which always need support. Therefore, bigger transparency and reaching out to the local level. (female, persons with mental disabilities, Sarajevo)

It would be good to organize training in writing projects. I attended one such training and it was very good, but when it passes there are no concrete results. I recommend after training, when we have mastered the matter, that we write a project that is solid. If someone attends five or more trainings and spends their time and resources and nothing comes out of it in the end, next time they will ask why they are even going. Another good segment of assistance would be educating trainers who would later devote more time to individual organizations, devoting themselves individually to assisting in formulating project proposals and so on. (female, persons with special needs, Mostar)

It would be useful to mentor and guide several small organizations. Currently there is something called territorial discrimination. Least money comes to cantons 8 and 10 and they are truly completely forgotten. I think it would be useful for TACSO to see where this discrimination is taking place and to choose NGOs and to guide and mentor them. One year of strategic work with them. First observe the situation and then choose organizations, so that you don't have elitist centers – Sarajevo, Tuzla, Banja Luka... (female, promotion of democratic values, Sarajevo)

It should work on thematic or professional profiling and networking of civil society organizations. For example, if one organization does not have the capacity for adequate budgeting, a second one for adequate management, and a third one for good PR – perhaps they cannot do anything individually, but the three of them together might be able to do something in a consortium. That could bridge the hole that exists in terms of incomplete capacities of civil society organizations. TACSO can take an important step in this regard. That is the way – either to promote, urge and encourage association, or to order it. To make that a requirement for applying in tenders – that you have to have a coalition of three or more organizations. That will force people to work together, to make up for their shortcomings. Effort should be made to talk more about what is offered instead of who is offering. (male, promotion of democratic values, Sarajevo)

As far as our organization is concerned, we could help TACSO in the future with the human resources we possess. We have capacities for certain fields, of course not for everything, but what we do, we do very professionally. We can offer our assistance in that regard, and also our support to such an organization. (female, women's rights, Modrica)

Help by increasing the level of transparency in terms of who is getting EU donations and who is implementing projects for them. When I tried to get an answer from the European Union's project approval committee on which organizations received donations in the latest tender for which we applied, I did not get that answer. I think that is very unfair and very untransparent. Perhaps this TACSO project could offer such information, which would help us very much to see which fields are interesting, what the European Union is focusing on in Bosnia-Herzegovina, and to make it easier for us to identify our future activities and future projects. (female, children/youth/students, Banja Luka)

Not everything should be in English. For example, their internet site. I mean, it's not bad, what they have done. I go to the website, I wander from Bosnia-Herzegovina, Croatia, Serbia, everything is in English. I'm not in England, for God's sake! I am someone who really wants, can and knows how to do some things, but I don't speak English. Now because of English I am blocked, I can't even read the website. You should, especially when an application form is posted, come on people, translate it for us, if you are doing something there, I don't really know what you are doing, but at least translate the application forms for us. Then, when we get it ready, we will pay a translator to translate it. (female, persons with special needs, Sokolac)

More organizations should be involved in the TACSO project. We would offer them our know-how in writing projects, in public appearances, in advocacy, but also in all other activities that our organization works on. We believe that the situation in BiH society can be improved with the help of high quality work of civil society organizations and we would be very happy to have an opportunity to share our know-how with others. (female, women's rights, Sarajevo)

At the moment it seems to me that it would be beneficial to create a service or, I don't know, a source of information, in the framework of TACSO, where in one place non-governmental organizations would have an overview of available funds, including both international and local resources. (male, children's rights, Banja Luka)

The youth center "Vermont" has a team of trainers, 11 trainers from different field, and we organize on a local level, this year we organized some 30 or 40 seminars on different issues for young people: from non-governmental organizations, young entrepreneurs, youth in schools etc. This is a capacity that we can be proud of, with which we can become involved in TACSO. (male, children/youth/students, Brcko)

I think an extension of seminars would be most beneficial, on a similar – expanded topic, as well as the possibility of providing expert assistance, in terms of consultation in writing project proposals. (female, development projects, Zenica)

There is no so-called horizontal linkage among organizations that may have the same, identical, or similar goals. There are examples, but that is always a complex issue and I think that the fight for the available funds and cake among organizations is still omnipresent. I think a more professional attitude to networking in this context on the level of creating either formal or informal groups would contribute much more to all this. (male, marginalized groups, Sarajevo)

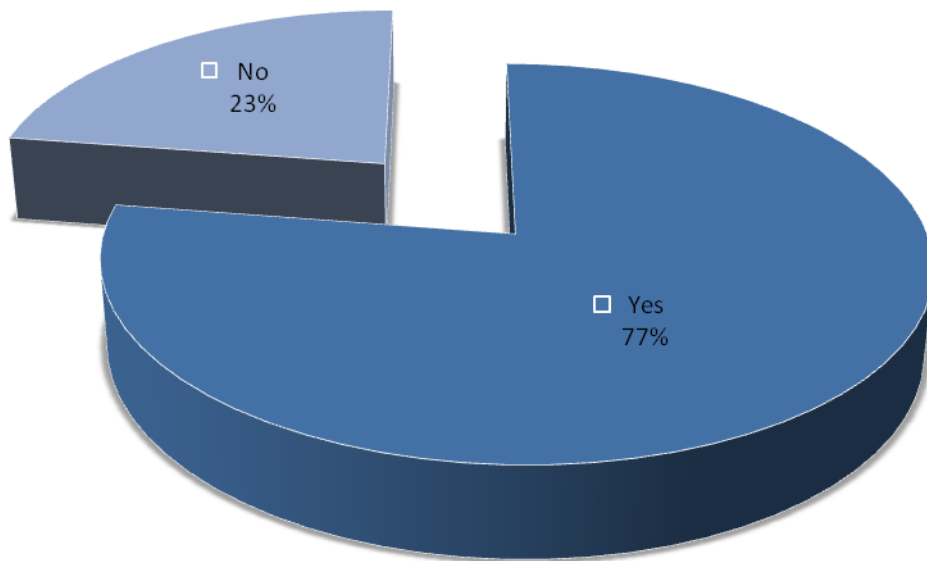
First, if we speak of civil society, if civil society even exists, a linkage should be made between all parts of civil society. Not just in one specific body. There should be truly concrete collaboration. TACSO has its mission – it is what it is. The European Commission has allocated funds for that and they are working on, so to speak, education of the non-governmental sector. But it is broad. They could focus on some other things too. They are now trying to do this through advisory groups, through this, through that. That will most likely give some results. But they should focus on the needs and on the beneficiaries, not just on the rights, exclusively on the rights, but also on the needs in the field. (female, social inclusion, Sarajevo)

First, I think that non-governmental organizations need to be reviewed, to see how many are active and how many are inactive. They should be arranged by sector, nicely divided and segmented. Then maybe more concrete assistance should start being given according to these sectors, perhaps from local resources, I don't know. Then the local relevant ministries should be asked to perhaps hold sectoral training. (male, refugee return, Sarajevo)

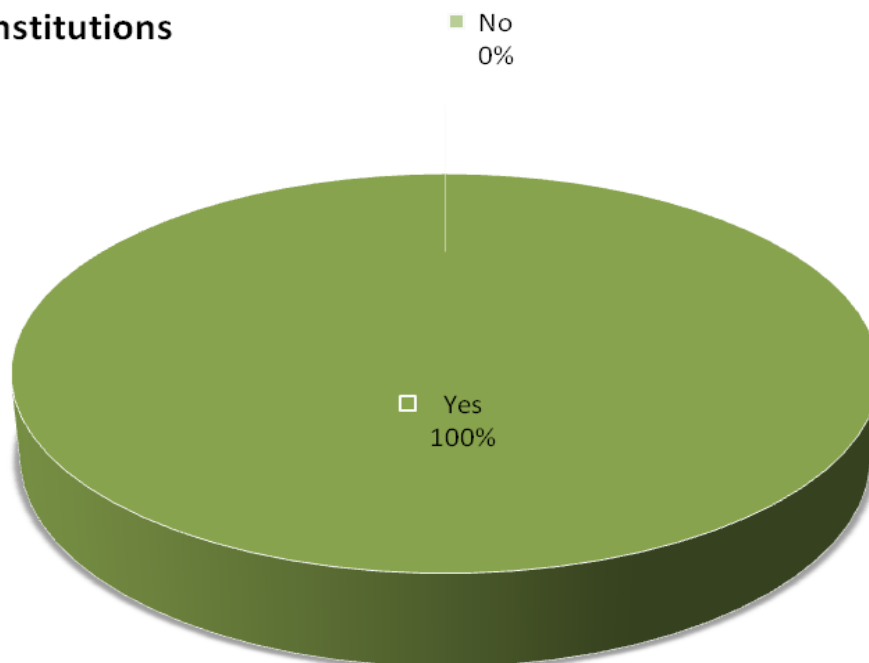
Most respondents familiar with TACSO website

All polled representatives of state institutions have visited the TACSO website. The percentage for non-governmental organizations is 77. It is lowest for media, 67 percent. It is interesting that one CSO representative and one media representative had not visited the website before the survey, but after this question then went online and looked it up in order to be able to answer the next question related to the website's quality.

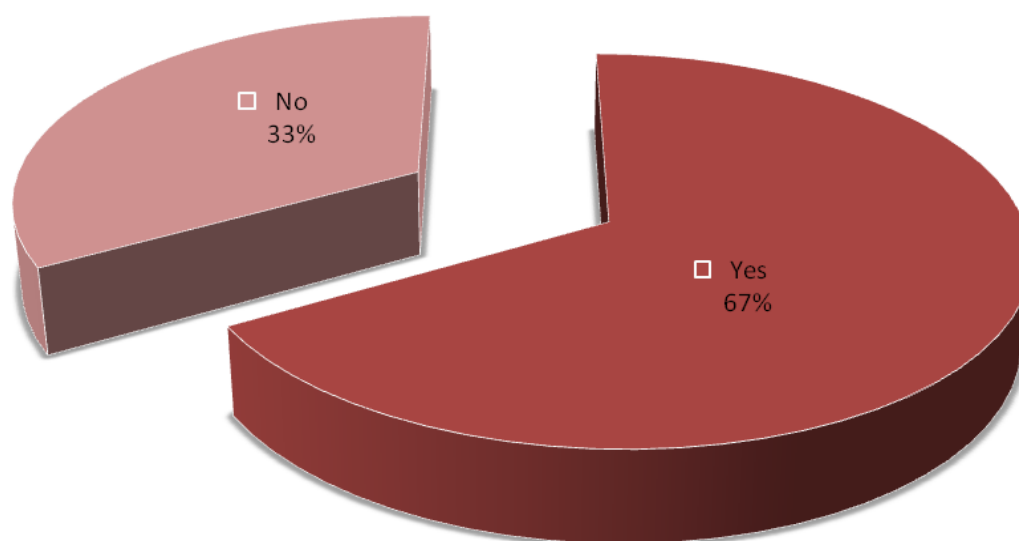
Non-Government Organisations



State Institutions

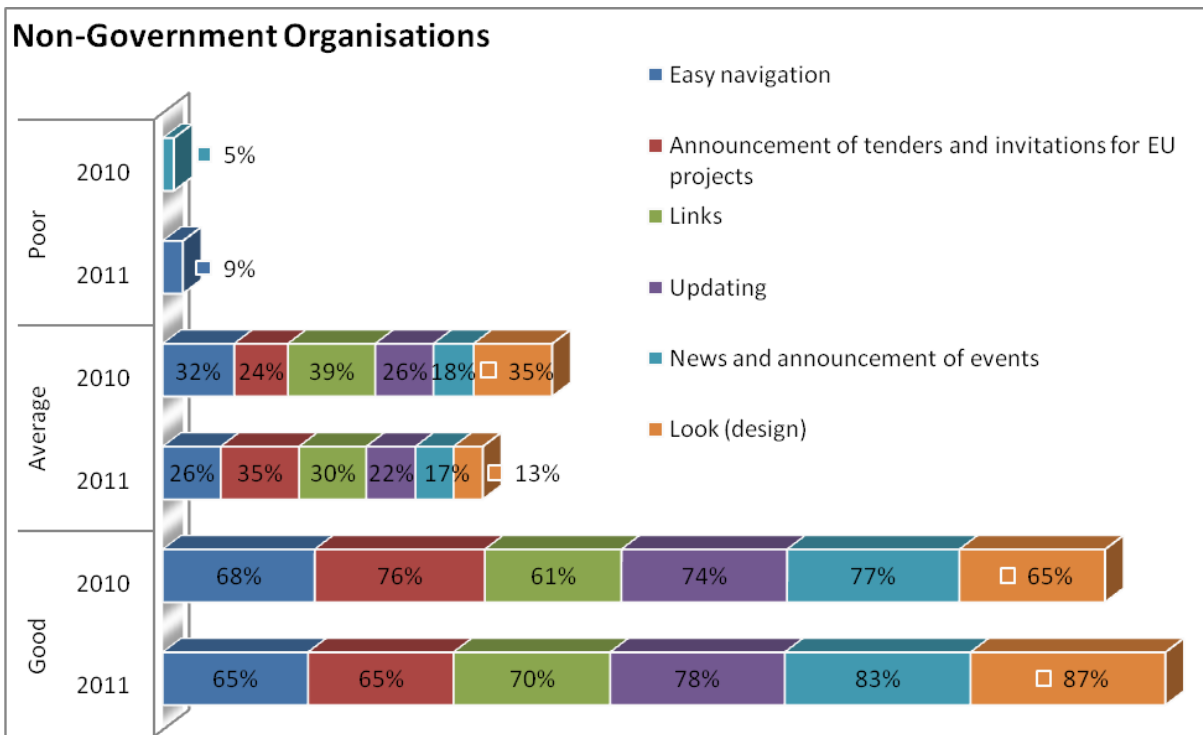


Media

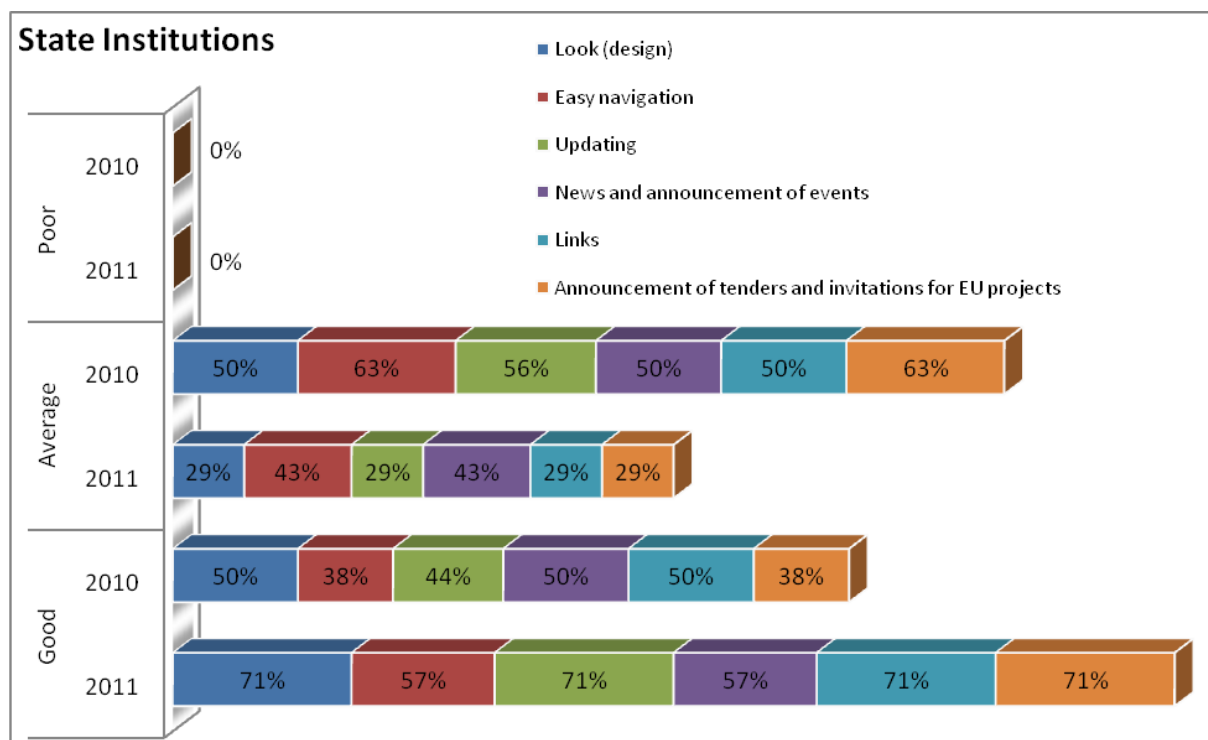


Non-governmental organizations and state institutions assess website quality as good

We asked respondents to evaluate the quality of the TACSO website by assessing its visual-functional and content elements. Generally speaking, in the case of civil society organizations, most respondents assessed the website as good. They gave the top mark for the website's *design*, 87 percent, a much better result than in 2010 when 65 percent of respondents gave that answer. Along with design, respondents have a high opinion of the quality of *news and announcement of events*. *Good website layout* and *notices on tenders and calls for EU projects* were assessed more poorly, but still receiving a high 65 percent. In this research we also had 9 percent of those who called the website "poor", unlike in 2010 when there were 5 percent such answers.

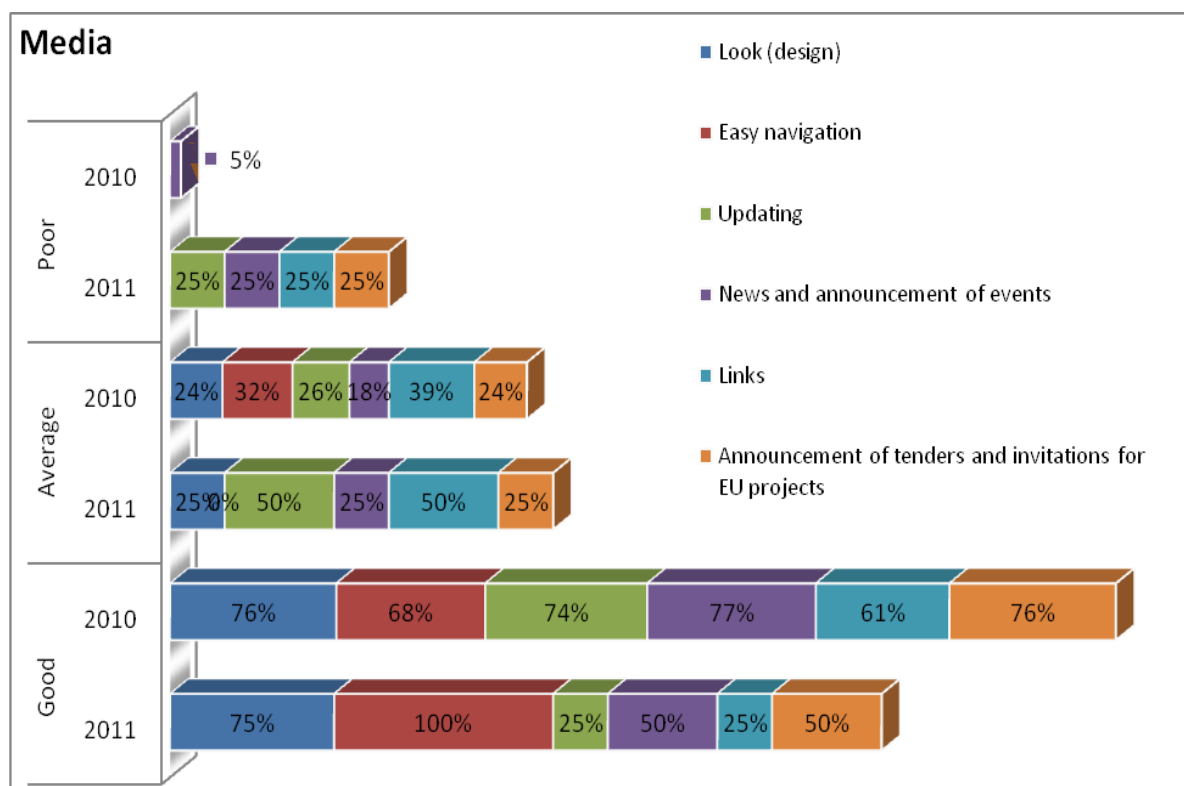


Among state institutions we have the highest rise in quality of the website compared to the 2010 research. The best marks were given for the categories *notices on tenders and calls for EU projects* and *links*. No one assessed the website as poor.



Of the three polled target groups, we only have a drop compared to last year's research among media. The most pronounced negative ratio concerns *updating the website* (74 percent

before; 25 percent now). However, as this category was assessed by journalists, it should not be surprising as they have high criteria in assessing updating and informative quality. The only, quite significant jump occurred in the category *good layout*, where editors this time said in 100 percent cases that it was good.

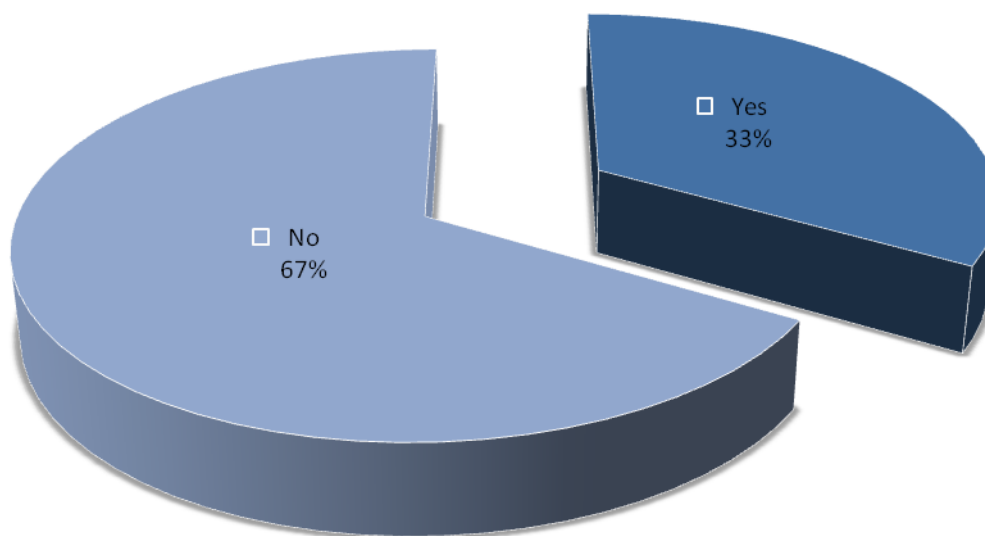


Most CSOs are not registered in the website database

We asked civil society organizations if they were registered in the CSO database on the website. Most were not. Here are the optional answers why:

- We did not get around to it, but we will certainly do it
- Because we are registered in other databases, but we will also register in the TACSO database
- Mostly because we are afraid to apply for European Union projects as they require a lot of time and human capacities and in most cases projects are not approved. So far we applied twice with different projects with partners and unfortunately the projects were rejected. I see no point in registering.
- Due to lack of information on the benefits of registration
- We didn't know
- No one informed us about it
- I don't know what the acronym CSO means

Non-Government Organisations



Respondents ask that calls for projects be posted on the website

We asked representatives of non-governmental organizations to examine the website in somewhat more detail. We insisted that they suggest how it might become more attractive and useful to local civil society organizations. In accordance with the poll results, most interviewees assessed the website as good. Nearly all respondents expect the website to become a place where tenders are announced, both by the European Union and other donors. Several respondents suggested the website offer service information or, to put it better, instructions on how to apply for a project. They explained that this is TACSO's task, but it is using other channels, primarily training activities, although the website could be used for that purpose too. One respondent said the website has primarily an informative role, as well as the role of justifying projects to donors, rather than a service role, which he says should be its goal. An interesting opinion was that TACSO should develop the website to become a platform for linking civil society organizations and, once the project ends, leave it to local CSOs.

A couple of organizations objected that the website was in English. Only two organizations mentioned registration in the database on the website, but from different angles. One respondent said he had no use from it, while another expressed regret that more organizations were not registered, which would benefit everyone in terms of exchange of contact details and information. As far as technical and esthetic details are concerned, there were no particular remarks. One respondent said the website is slow, while another said it is not laid out well.

Below is a summary of the most interesting answers.

Well, I think the internet site is very good. I think it offers contact details of persons who can help civil society organizations in virtually all aspects of their work, which is very

important. As far as tenders are concerned, it might be a good idea to publish all tenders related to civil society organizations, although there are also many other internet platforms that offer and cover that. I think what is lacking in this country is an internet platform which is at the same time a communication platform for non-governmental organizations. After the TACSO project ends, the organizations themselves would take the initiative and actually offer the information that TACSO is offering. (female, intercultural ties, Sarajevo)

What I don't like is that civil society organizations have not used this database enough. I think we have perhaps 20 or so that are registered here, which is a real pity. Perhaps the database should be promoted more. What I do like is that there are a lot of documents, agreements and analyses there. Maybe they could just strengthen those links. (female, social inclusion, Sarajevo)

The website is very clear and offers enough information. I had the opportunity to visit it often; all events were announced; reports on events, photographs... As TACSO is a regional program, I can see that there is news from other countries and offices too. I think it is quite informative. Maybe some advice and some guidelines on writing projects could be given on the website, as well as the most important extracts from training activities for people who did not attend them. (female, media and communication, Sarajevo)

I managed to find what I needed. I saw that they have calls. I suggested colleagues who are in charge of that area to visit the site and look at the offered information. (female, persons with mental disability, Sarajevo)

I must say the content is interesting, but that is not crucial, at least not for me. Public calls should be emphasized because that is what organizations are interested in. It would be a good idea for the website to speak about criteria that are decisive for acceptance or rejection of a project, who won a project and why, why a project was rejected, and so on. (female, persons with special needs, Mostar)

I get emails about their activities regularly, but I must admit I don't visit the website itself very regularly. I know they have information on projects, which is welcome. I think tenders and calls should be announced, that's always useful. (female, promotion of democratic values, Sarajevo)

For example, you go to Bosnia-Herzegovina; what dominates again is information on what TACSO has done. The website is a reporting type, and it shouldn't be. It should be a service type. On its home pages it should have obvious questions and answers which consumers of this kind of information are most interested in. Questions such as: who, how, where can get a particular project, under what conditions, in what way, what kind of assistance can be offered... TACSO's success will be the number of visits to the website. But people will not come to the website to see photographs of roundtables organized by TACSO. No one is interested in that. Therefore, in my opinion this should really be a window in which directions should be written for applying for something at a particular time. In other words, a concrete, operational service where people can get information, as well as online assistance in how to make an application. Besides, TACSO's current website is slow. (male, promotion of democratic values, Sarajevo)

The regional website could be laid out better, but the section for BiH is good. (female, women's rights, Mostar)

It seems to me, in the country in which we live and in which we work, that it should be in the local languages. (female, women's rights, Mostar)

A website that features tenders already exists. It's the Center for Promotion of Civil Society and the organization Sporazum Plus Network. For a very small annual membership fee of 100 marks it gives non-governmental organizations access to its pages and offers an abundance of useful information, with some of the most useful information being tenders. Therefore, I see no reason why the TACSO project could not feature such information on its website too. (female, children/youth/students, Banja Luka)

Although it is already recognizable, perhaps it would be good for TACSO for the sake of individual associations to publish all calls for public tenders. For us the website is good. Some stronger organizations might find a flaw, but I myself think there isn't one. (male, battling drug addiction, Bihac)

The website is informative, concise, updated. We believe it would be good to publish all tenders related to civil society organizations, because all useful information that organizations need would be in one place and it would be much easier to keep informed that way. (female, women's rights, Sarajevo)

I think the website really offers a lot of useful material. (male, children's rights, Banja Luka)

Thirteen girls and two guys work at the Youth Center, among whom one girl is in charge of secretarial work. Her duty, among others things, is to find tenders and open letters on assistance to non-governmental organizations and therefore we don't have a problem with that. However, it would be good if a website is created at the level of Bosnia-Herzegovina – TACSO is perhaps closest to that – where all tenders could be found in one place in a transparent and straightforward way and where the tenders could even be explained. TACSO has expert staff who have the capacity to do that. (male, children/youth/students, Brcko)

In my view, it is not laid out very well. It can be designed differently, but I don't know, perhaps I just can't find my way around. In any case, I think it could be more straightforward. (female, women's rights, Banja Luka)

The website is good. It is clear and readable and in that regard I don't have particular suggestions on changes. My opinion is that TACSO should publish all tenders related to civil society organizations. (female, development projects, Zenica)

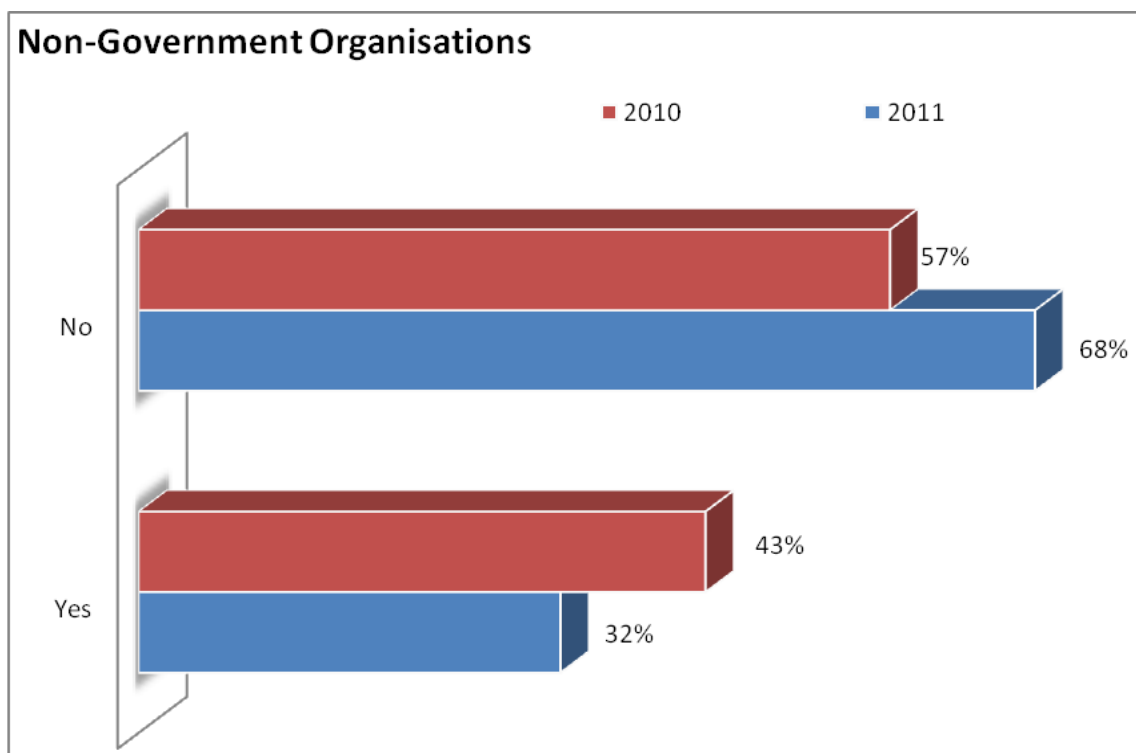
I think the information is quite clear, available. We continually monitor donors' interest in funding what we do and that information is not available in one place. You always have to research, to work on that. Sometimes we come across information directly, sometimes indirectly. But I think it wouldn't be a bad idea, in the context of fundraising, to make information related to support to civil society organizations available. Especially opportunities for applying, public calls, to make them available in one place. (male, marginalized groups, Sarajevo)

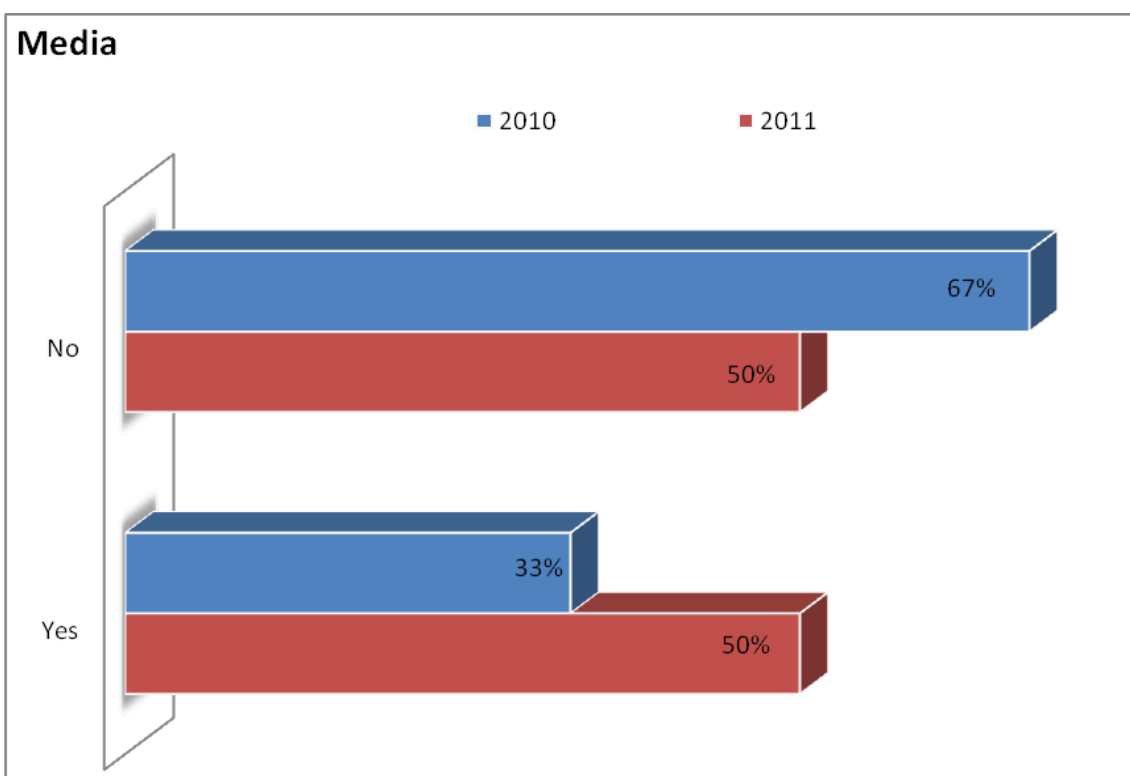
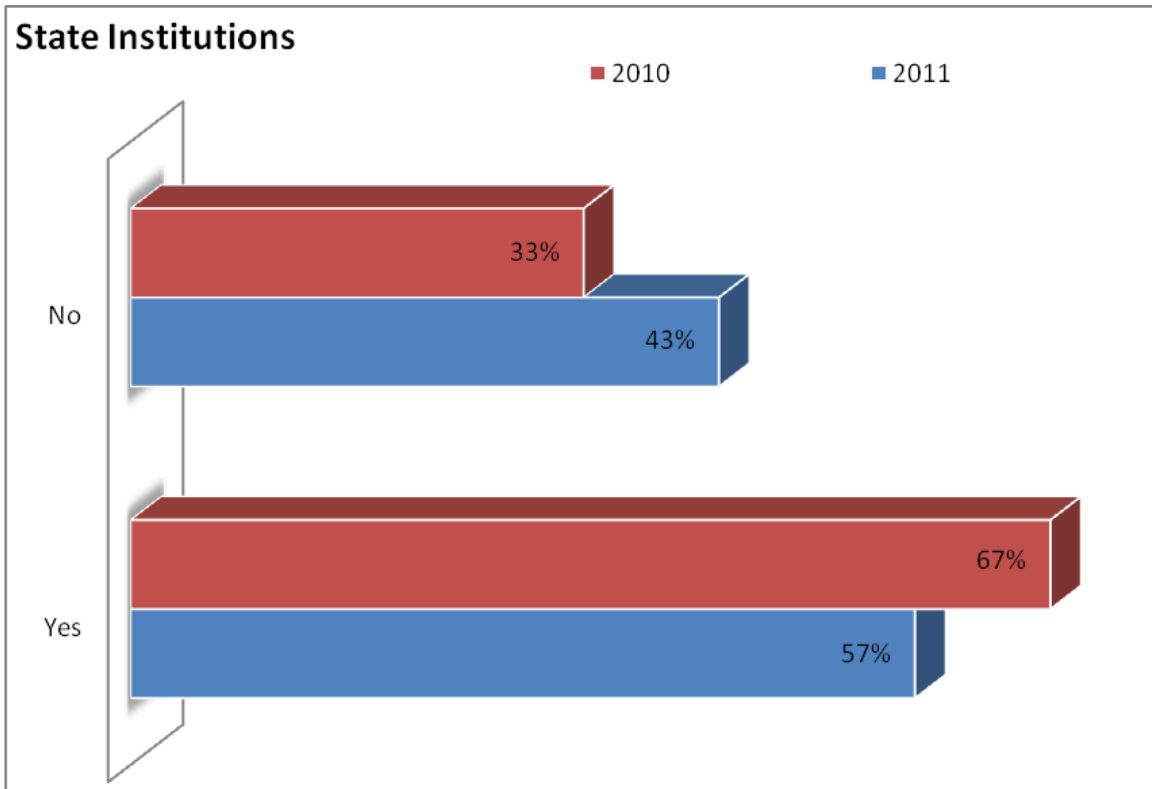
Well, I don't go to the TACSO website very often. To be honest, I did go in the beginning and then we registered in the database. I receive their newsletter; I like to look at the newsletter, their bulletins, looking for new information to see what is happening. Sometimes I go there to see. There is nothing spectacular there. For the sake of the categories that we work with, TACSO must be adapted for blind and visually impaired people and everyone else to give them access to the website. (female, social inclusion, Sarajevo)

I looked at it. If you could help me, because I looked at it a long time ago, was it in the Bosnian language? (male, refugee return, Sarajevo)

State institutions are most familiar with LAG

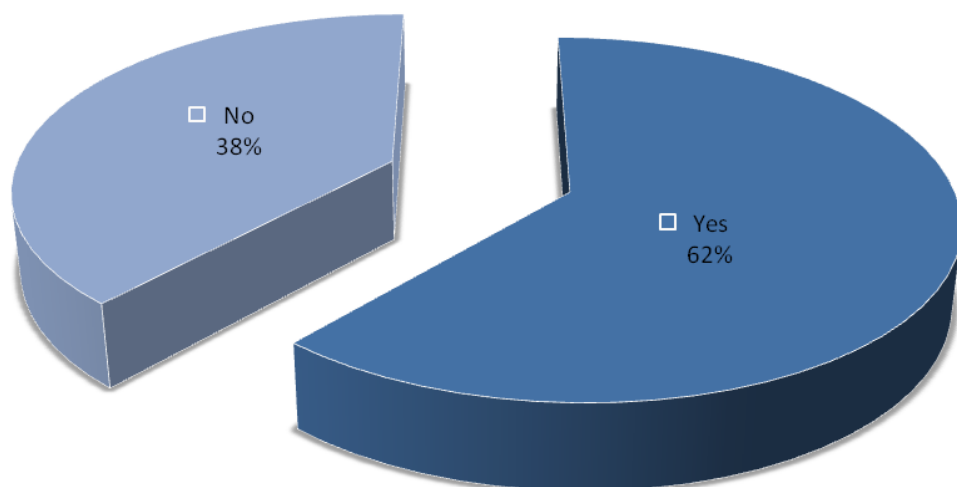
Local Advisory Group (LAG), which participates in implementation of the TACSO project, was relatively unknown among the target groups of this research. Among non-governmental organizations, more than two-thirds of respondents did not know what LAG was, unlike 2010 when there were 57 percent such respondents. Among state institutions, we have the opposite proportion: we have 57 percent of those who have heard of LAG, a lot less than in 2010. Among media, exactly one-half of respondents have heard of LAG, a higher percentage than in the 2010 research.



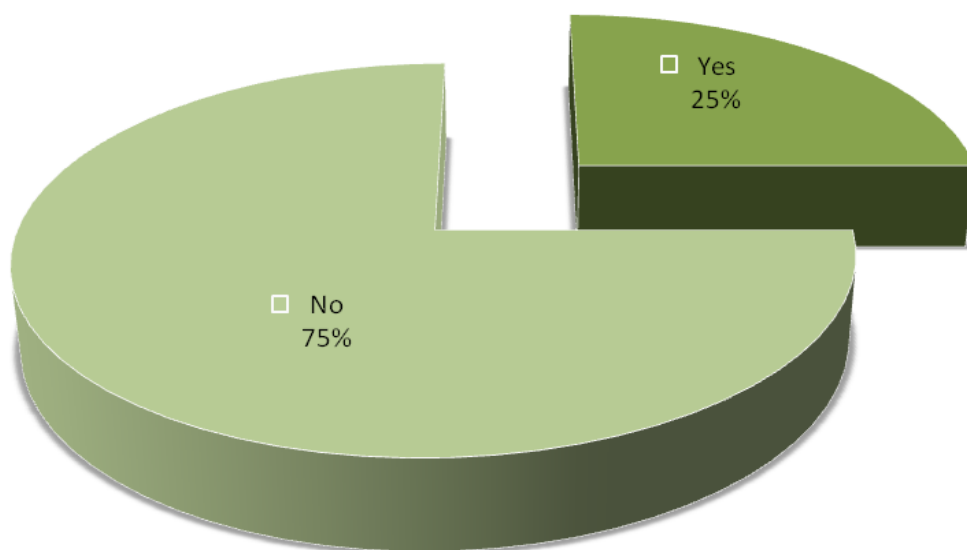


We asked those who answered YES if they met with any LAG members. Among civil society organizations, 62 percent did, among state institutions 25 percent, and among media 20 percent met them.

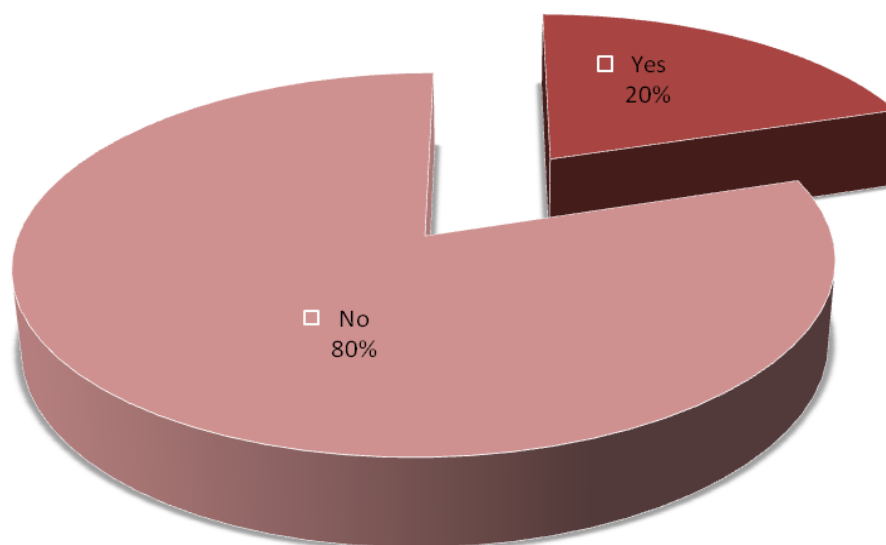
Non-Government Organisations



State Institutions



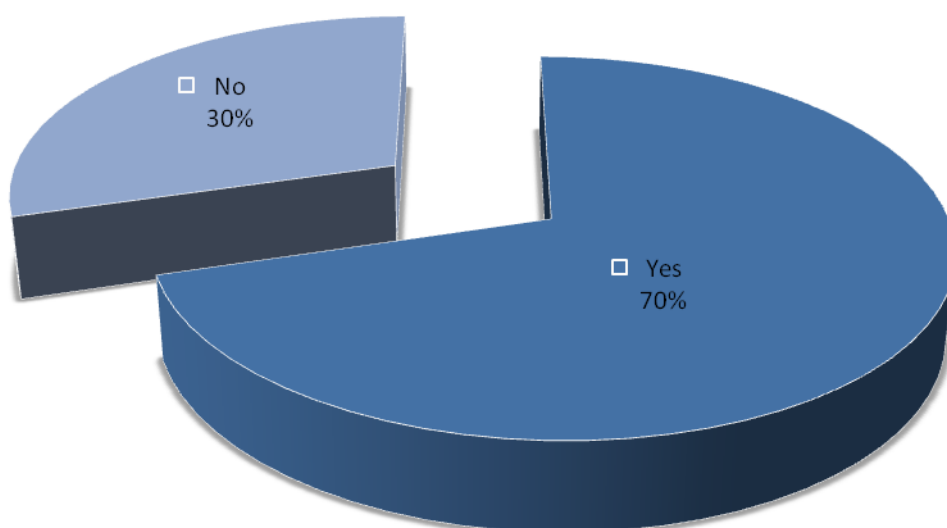
Media

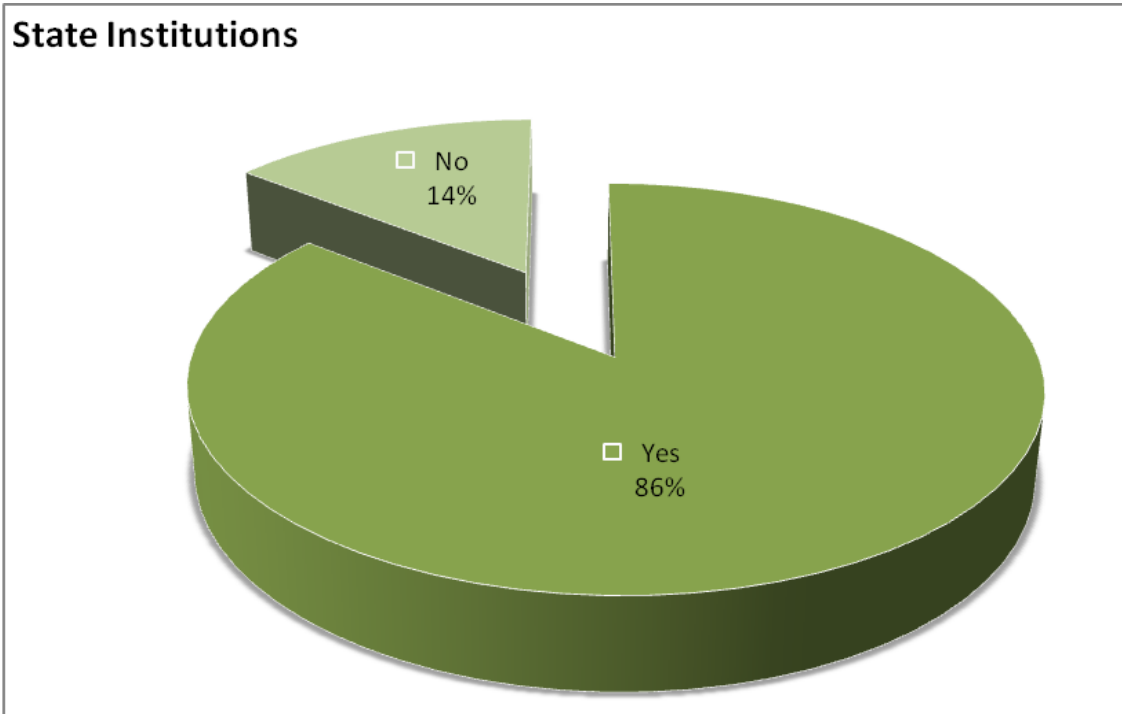


Government institutions and CSOs aware that TACSO project strengthens their collaboration

When asked if they know that TACSO's support strengthens collaboration between civil society organizations and government institutions, 70 percent of CSO representatives said YES, as did 86 percent of surveyed state organizations.

Non-Government Organisations





Little collaboration, lot of skepticism

During in-depth interviews with non-governmental organizations on the subject of collaboration with the government sector and opportunities for receiving donations and support from state funds, several aspects of this problem became evident. Most organizations never had any kind of partnership with a government institution. As we were told by an interviewee whose organization was involved in one such project, these are mostly multisectoral projects funded by the international community, usually UNICEF, focusing on key problems in the social life of the country through collaboration of the civil sector and state institutions.

Some respondents maintain that various state structures from different levels of government do not feel that the non-governmental sector can be their partner, either in terms of consultation or in implementation of various activities. Some pointed out that the authorities are fearful of some civil society organizations, which they consider their critics, even enemies. One interviewee said this is the exact reason why they never even tried to ask for funds or support. They carry out monitoring of public policies, whose results are usually unfavorable for the government, so it is hard to expect to get a constructive partner, let alone funds, he said.

Nevertheless, most organizations have already applied for state funds and some have received them. However, they are all unanimous that these funds are symbolic and can only be used to supplement an existing project to improve its quality or compensate for lacking funds. Some respondents stressed they have no trust in fair distribution of state resources. They pointed out that private connections are used often, as well as ethnic and political interests. "We are no one's and that is why we don't stand a chance", according to one opinion.

Most respondents believe it is easier to establish collaboration with authorities on the local level than on the entity and especially state level. A couple of respondents said government units do not have a strategic approach in developing collaboration with CSOs. Instead, they give a large number of organizations a thousand marks each, so as not to

displease anyone, while the real needs that should be funded with bigger resources are not addressed. One interviewee said it is especially sad, if the government is not helping financially, that it is even ignoring the non-governmental sector with regard to consultation.

Below are the most interesting opinions.

Our organization initially focused on foreign funds. Of course, lately we have also focused on local sources of funding, but that does not include the state level. Of course, there is always favoritism toward particular institutions and projects – partisan and therefore political (favoritism) – and I believe that is why the organization's staff and the foundation are reluctant to seek funds from state bodies. (female, intercultural ties, Sarajevo)

The problem is that the activities we are offering are the kind of activities that do not receive sufficient recognition. This is a think-tank, practically a novelty in this region. We really have good collaboration in terms of good communication, data and so on, but as for making it a source of funding, we have not even tried anything in that regard, and these grants are small anyway. (female, social inclusion, Sarajevo)

We do apply for such funds and there have been cases when we received resources for specific projects, but these were usually small resources which we used to finance part of a project. On the other hand, there is tremendous competition and hundreds of organizations apply for each of these calls. It is a public secret that connections and contacts exist, thanks to which projects are won. Therefore, the one who does not have a connection in a particular institution has a smaller chance of getting resources. (female, media and communication, Sarajevo)

Our organization is funded in small part, perhaps one or two percent, from the budget of the Federation of BiH. Even that is their good will: they can fund us, but they don't have to. Generally speaking, I think the state now has more programs, depending on the ministry, and they follow European standards, announcing calls and projects and even enabling application. In the future we intend to turn more toward this kind of collaboration because ministries are being transformed. For example, with the Ministry of Labor and Social Policy of FBiH we have joint meetings and we will apply together with them for European funds, to different agencies that have embassies here. (female, persons with mental disability, Sarajevo)

We must turn to our government, because everything that comes from the outside is short-lived. We can't expect foreigners to support and fund us constantly and that is why we turned to local authorities and local institutions a long time ago. The project "Independent Living" is a project in which the non-governmental sector offers services and the government funds the project. It is important to link the government and the non-governmental sector in order to get a high quality product whose beneficiaries in this case are persons with intellectual difficulties. In such projects the resources remain in the local community and the benefits are thus multifold. (female, persons with special needs, Mostar)

These resources are usually distributed among many users. Instead of supporting three beneficiaries with concrete resources in order to get a result, they support 100 projects and each one gets 500, 1,000 or 1,500 KM and nothing comes out of that because no one can do anything concrete with 1,000 KM. I think the problem is that they do not want to displease anyone, so they give a little to Serbs, a little to Croats, a little to Bosniaks, and

then also a little to the rest of us. We are no one's; we are not members of the ruling or the opposition parties. I'm not saying it's always like this, but in most budgets, especially state and entity ones, they first look at who you belong to and then at the project. (female, promotion of democratic values, Sarajevo)

We have never applied for any government funds or collaborated with them. Primarily because our activities are extremely specific. Most of our activities are focused on public policy advocacy and monitoring of government institutions. There is practically no source, I mean local source, from budgets on all levels, which can fund something like that. This is the official answer. Unofficially, I don't believe any state level in this phase of political culture of our society and our institutions would fund a non-governmental organization that is supposed to watch them and perform monitoring, to exercise public criticism and advocate anything that is not in the government's interest. Therefore, we have no illusions that this will happen in the next couple of years. (male, promotion of democratic values, Sarajevo)

Whether we will turn to these funds depends on grants offered by state institutions in the future and willingness to collaborate. (female, women's rights, Mostar)

Our collaboration is not funded directly by the state from its sources; these funds are received from a variety of governments on a five-year level to promote and develop certain rights. However, programs that non-governmental organizations, including us, would like to implement, such as raising public awareness, bigger participation of women in politics, working on changes that we would like to bring – they simply cannot be funded from any level in this country because our authorities do not yet recognize the need to work on them. Local communities usually put out the fire and then, instead of announcing a tender, the authorities go around and give a symbolic sum of 1,000 marks to all organizations that applied. They don't have a strategic plan of priorities in the local community. They try to satisfy all organizations operating in their regions, giving them one tidbit each which means virtually nothing. (female, women's rights, Modrica)

On a couple of occasions we tried to get funds from the authorities, from state institutions, but we have had no luck so far. The fact is that these funds are very small and they do not enable the implementation of a project of a larger scope. I think our state and our authorities are not yet sensitive to supporting activities that they do not implement themselves, in which we can help them. (female, children/youth/students, Banja Luka)

Our city assembly, our local community, ministries, give very little, although this is an extremely sensitive social issue. Luckily, we get something every year from games of chance, from the lottery, from the Ministry for Social Protection. From other ministries we get one or two thousand a year in support, and even that is now questionable, believe me. (female, persons with special needs, Sokolac)

We have already applied to our institutions four times and this is the second time we got resources for a project, so I cannot say that there are absolutely no resources from local funds. The way one gets projects from local authorities is problematic here too. We have a lot of registered associations and some of them get money from local donors thanks to contacts. That is precisely why we are more oriented toward foreign donors and besides, they value our work more. (male, battling drug addiction, Bihac)

These are small funds with which we cannot implement long-term or serious projects and so we use them to strengthen some activities or if we have some short activities in which we can use local funds. For example, we have collaboration with the City of Banja Luka. They partly fund the work of the Youth Center in Banja Luka. Roughly one-third of the resources are covered from local funds and we cover the rest from international resources. (male, children's rights, Banja Luka)

I think that the non-governmental sector does not yet have the place that it should have and that the ruling structures do not yet know what the non-governmental sector is, what civil society is; they still view us as someone who is not theirs, and who is therefore against them. We do not yet have the support that I think we should have, not just financially, but also in terms of consultation. They do not consult us even on issue related to the youth and non-governmental sector, let alone including us in developing laws and so on. (male, children/youth/students, Brcko)

We have several projects funded by local institutions and we are oriented toward local authorities. We have applied before and for now we are satisfied. We have received resources, but I don't know what will happen later on. (female, women's rights, Banja Luka)

Our organization has so far implemented two projects funded by state institutions. These projects can be implemented only if you have the possibility of co-funding. (female, development projects, Zenica)

What is crucial in what we do is the passing of a law on free legal assistance, which is important. That system would resolve the issue of funding the operations of non-governmental organizations which have become profiled and which offer free legal assistance. In principle, local organizations always have a bigger chance if we are talking about local resources; they are the ones that are registered on the local level and work on projects close to the interests of the local community. (male, marginalized groups, Sarajevo)

The ratio is roughly 60:40 for foreign donors and there will be no reorientation, because then it would not be a foundation but a fund, which should be managed by the state. (female, social inclusion, Sarajevo)

These resources are generally limited. We mostly get them from the entity ministries, the relevant ones that work on refugees and displaced persons, but in smaller amounts. (male, refugee return, Sarajevo)

You know, we haven't been very interested so far because we had donors. We are pessimistic about these resources because we in the NGO sector are familiar with different procedures and then when information leaks out that 400,000 marks was given somewhere in the RS without a call, a tender, without anything, and we know that no one answered for that, it totally weakens our optimism. (female, social inclusion, Sarajevo)

TACSO worth recommending

When asked if they would recommend collaboration with TACSO to another CSO/institution/media outlet, 84 percent of civil society organizations answered *yes, with pleasure*. Twelve would be *undecided* and 4 percent *would not recommend it*. Among state organizations, 17 percent of respondents said they would not recommend it, whereas among media there were 17 percent of those who would be undecided. Compared to 2010, a mild drop was registered in support to recommending TACSO. In last year's research, readiness to *recommend with pleasure* was expressed by around 92 percent of CSOs, 87 percent of state institutions, with the only jump occurring among media; in 2010 there were merely one-third of those who would recommend TACSO to another media outlet and now there are 83 percent.

Below are optional answers:

NGOs:

Why they would not:

- We have not had enough contact
- We don't know enough about TACSO

Why they would:

- To learn about EU projects, for access to materials related to EU issues and for the opportunity to link up with other organizations, initiatives and projects
- Because of good support to civil society organizations. They are professional and they have good lecturers where a lot can be learned. Everything is explained to you in detail in workshops. Representatives of the TACSO team are people who are helpful, who behave nicely to us participants, which makes them good and strong professionals. They help with registration in PADOR. In other words, they are the right place for technical assistance and it would be a real pity for us, representatives of small associations, not to continue working and getting assistance with applying projects to the EU.
- Yes, because any collaboration can give good results.

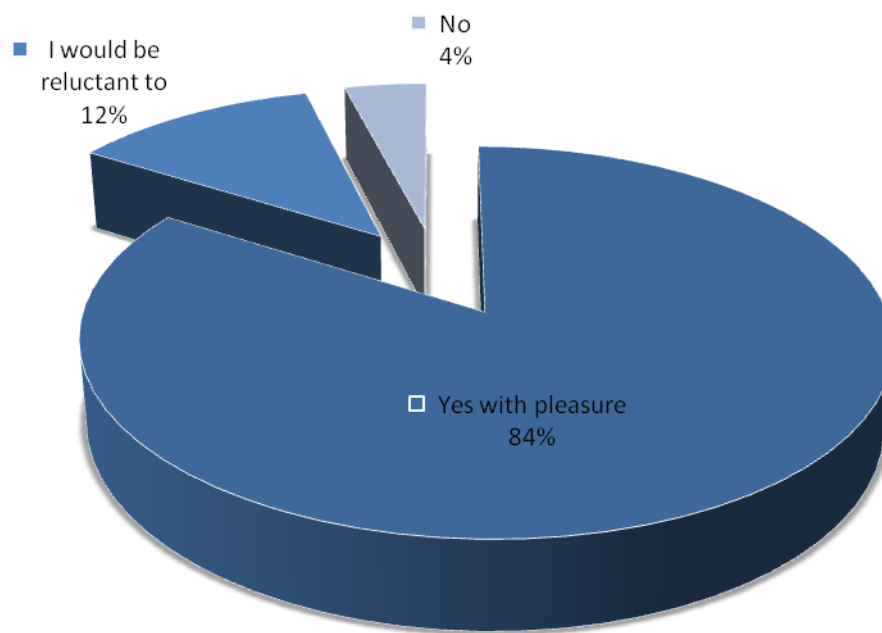
Media:

- Networking of institutions and media is something that should be worked on horizontally – various media toward projects, as well as vertically – media individually
- I don't have enough information about them

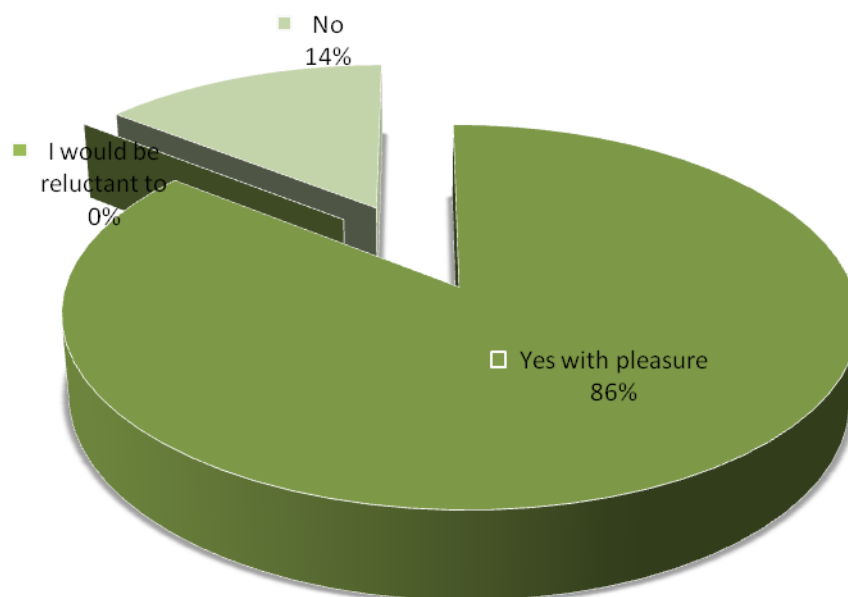
State institutions:

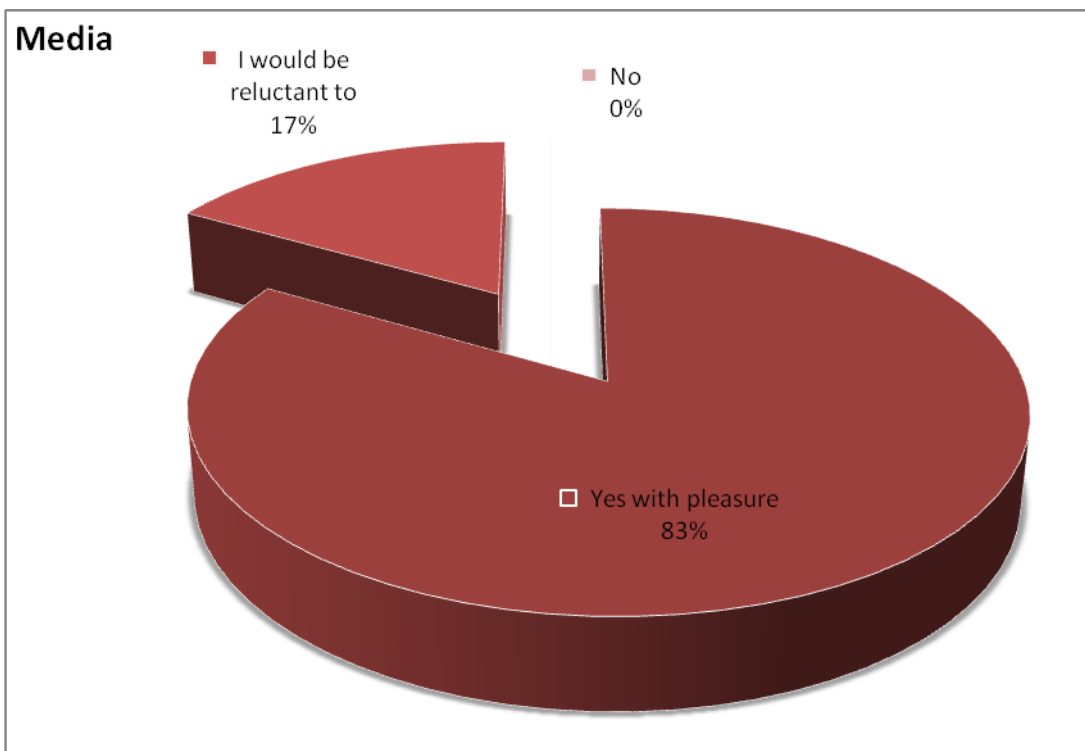
- I would first recommend that we collaborate more with TACSO and then I would recommend it to others
- I don't know enough about them

Non-Government Organisations



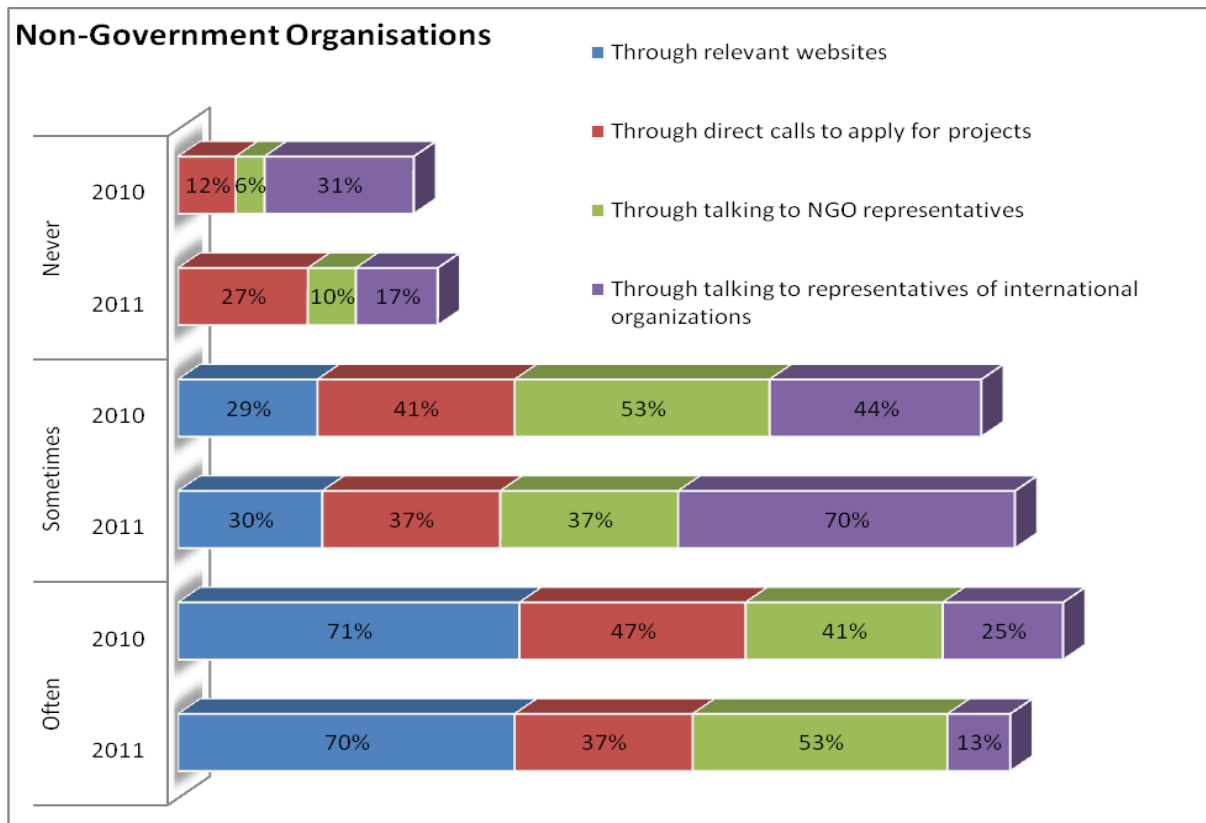
State Institutions





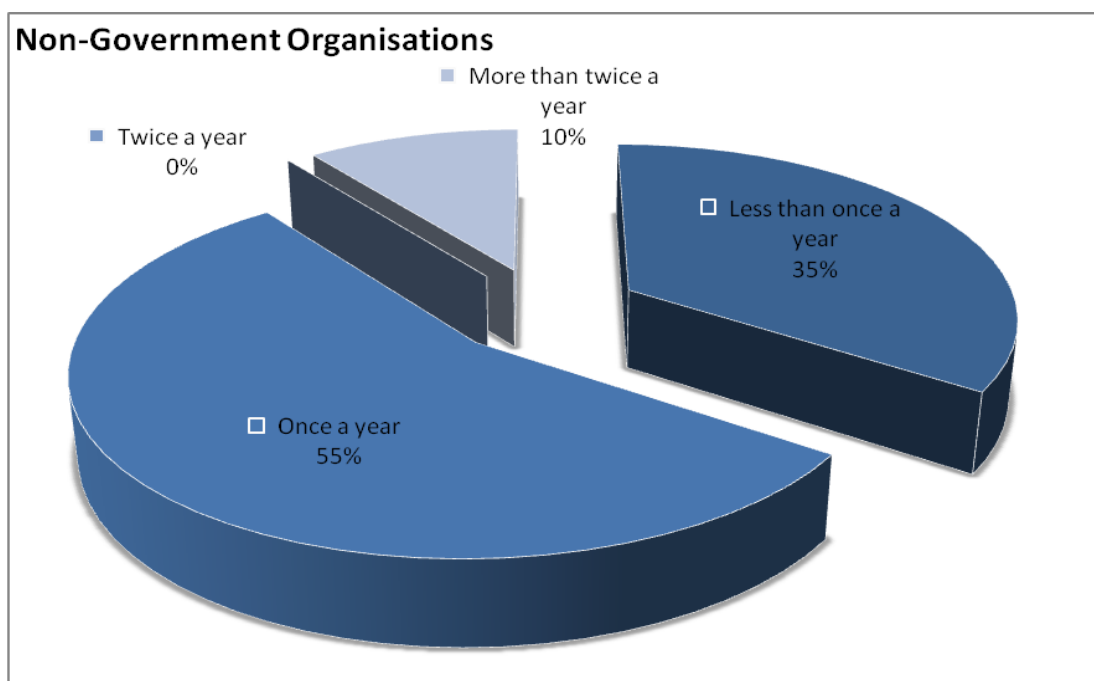
Websites – most common way of finding out about EU projects

We asked civil society organizations in what way they learn about calls announced for European Union projects. Judging by this research, the vast majority of them do it through relevant websites – 70 percent of respondents said that is the most common way, an almost identical result to the 2010 research. Some organizations answered that they often receive direct calls for applications from EU institutions, but their percentage is smaller than last year. There are an increased number of those who find out about potential projects from talking to other representatives of the non-governmental sector. In the category “somewhat” are mostly those who find out about projects from talking to representatives of international organizations and their percentage is considerably higher now than in 2010.

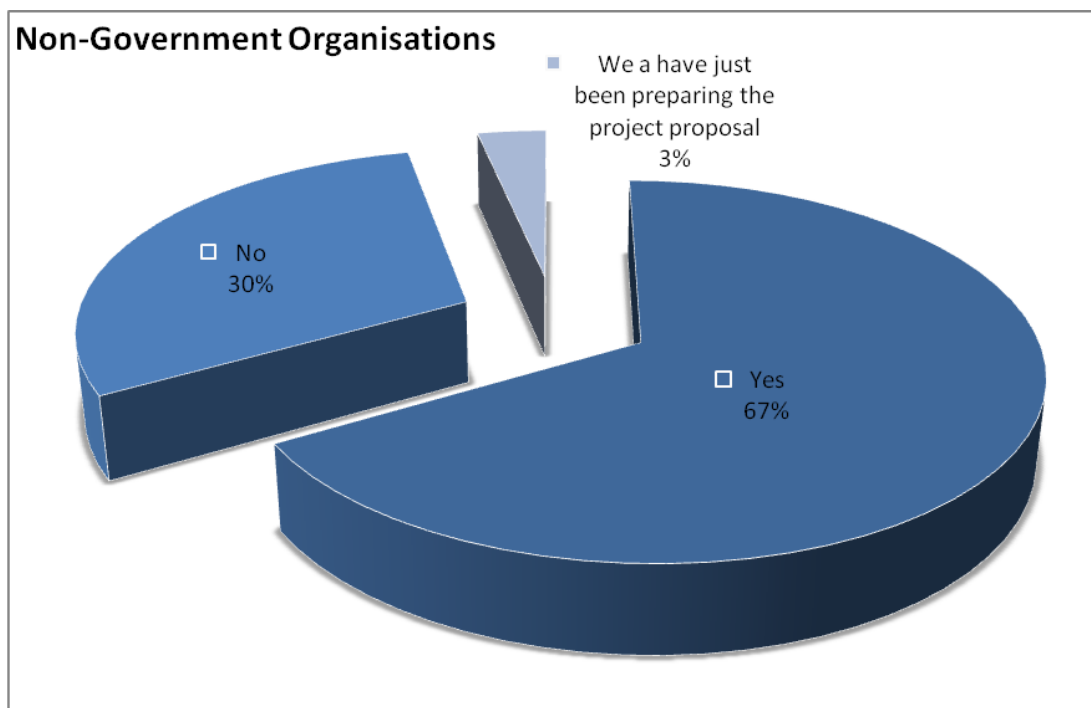


Most apply for EU projects once a year

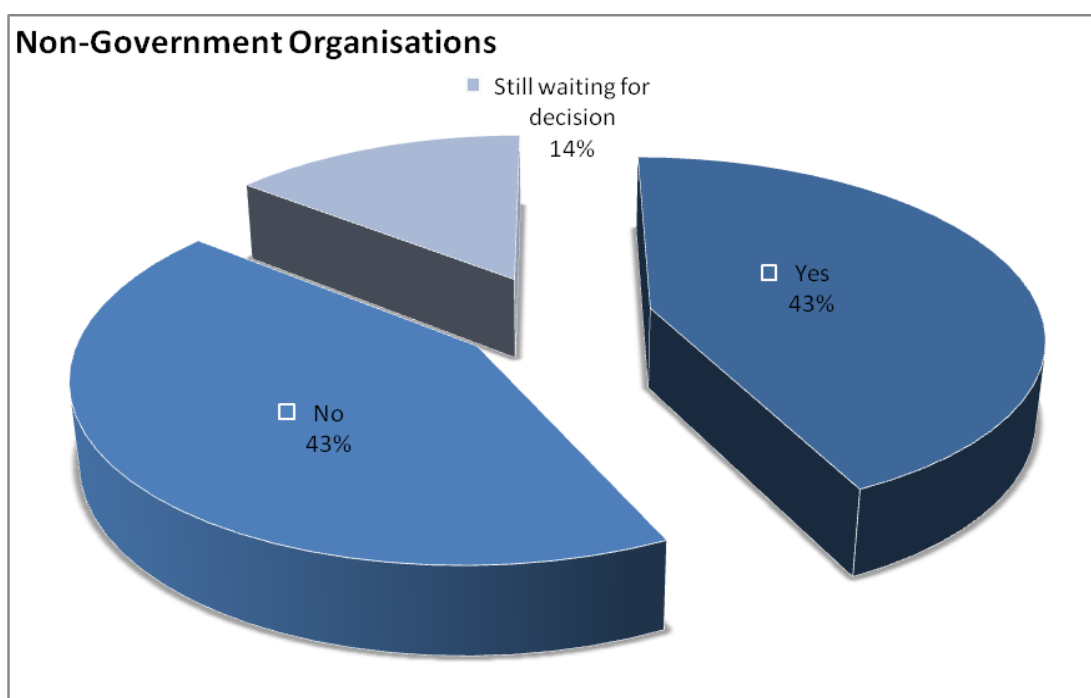
We asked the question how often does your non-governmental organization apply for European Union projects. The most frequent answer was once a year (55%). This is considerably more than in the previous research when the percentage was 21. Thirty-five percent of organizations apply less than once a year.



Last year, 67 percent of surveyed CSOs applied for at least one European Union project, 30 percent did not apply, and 3 percent said they are preparing a project right now.

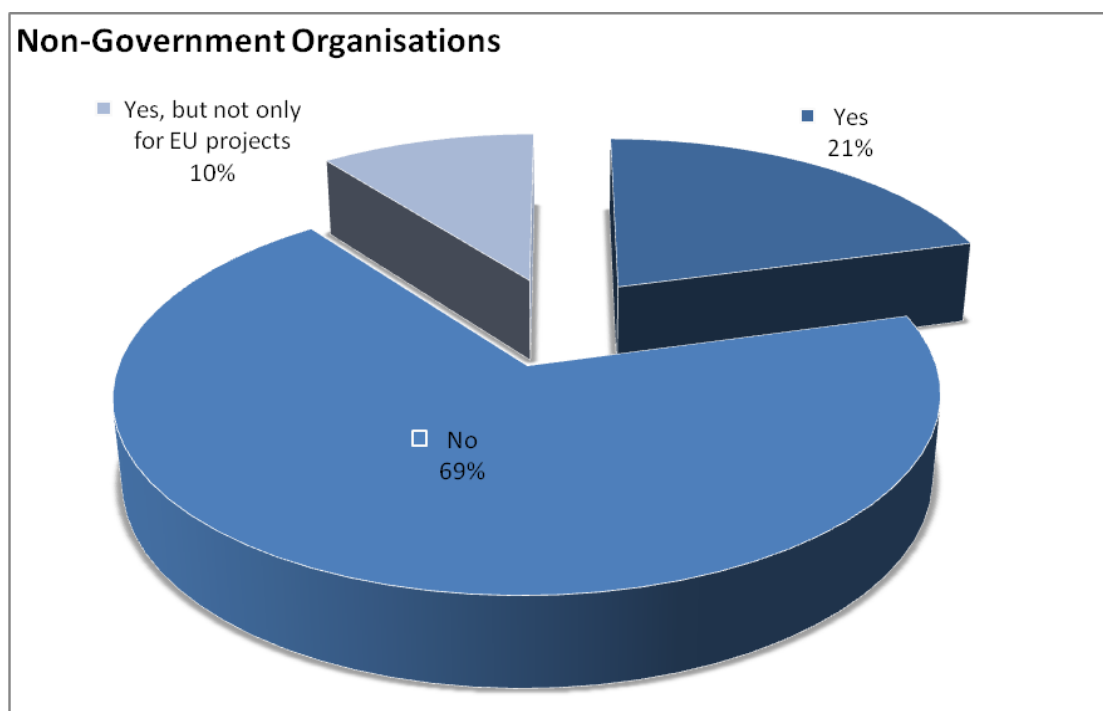


Did you get any of them was the next question for those who gave affirmative answers. The percentages of YES and NO are identical, basically a commendable ratio with regard to surveyed CSOs' project capabilities. Regardless of the level of applying, dozens of applications arrive for EU projects.



21 percent of CSOs maintain that collaboration with TACSO helped them to master EU projects

Nearly 70 percent of respondents said collaboration with TACSO did not help them to better master EU project applications, 21 percent believe it did, and 10 percent gave a very positive assessment and believe that it has helped them, and not only with European Union project applications.



Critical of EU project procedures

Among civil society organizations in the whole region there is virtually a unanimous view that applications for European Union funds are the epitome of complexness and difficulty. That is why we discussed this issue with representatives of non-governmental organizations. Although their suggestions are not binding, the presented views may serve to show TACSO in which direction to continue working in designing its education activities.

As one could assume, most interviewees said that EU applications are complicated and should be simplified. Some expressed understanding for such complexness, explaining it by the fact that these are big resources and those who are supposed to spend and justify them must be competent to respond to such complex application requirements. Along these lines were two answers which were very critical of the local NGO sector, saying that it expects to get everything served to it and that it must become aware of the importance of procedures, logical frameworks and justifying its work.

Nevertheless, most maintain that the high EU project requirements do not always have logical justification and that they serve to maintain the EU administration. Some said there is a so-called skilled project elite, which knows how to make projects, but results are poor because these are “projects for the sake of projects”, not for the sake of real needs. Some said the complex procedures prevent small organizations from applying and create an NGO elite with questionable results. There were also two answers saying that the EU sets extremely high financial requirements (20 percent participation, absorption of VAT, long timeframes, delayed

tranches). This is why foreign organizations are predestined for big projects and it shows that the EU prefers its own wealthy organizations from the EU. One respondent said it is absurd that organizations sometimes have to wait 11 months from the moment of applying to the start of the project. This often results in changes in the field which prompted the project to be applied in the first place. One interviewee praised the principle used in some applications of only sending a draft project and then sending a broader project if it is shortlisted.

Below are some characteristic answers.

European Union funds of course are bigger than funds for example of local foundations which give money, so of course it is logical that procedures for applying for these funds are more complicated. However, they should reach out more to the ordinary citizen because not all employees of organizations and foundations have undergone training in writing projects and therefore they take up to 4-5 months of their work. I think this should be more accessible to the ordinary citizen and should be simplified and there should be more straightforward methods to establish if an organization is suitable for applying for these funds or not. In other words, it does not have to be an application with 12 documents where they all but ask for X-rays of employees. That is not very necessary in my opinion, because if someone is going to commit fraud, they are going to do it anyway, and so there is no need to go to so much detail. (female, media and communication, Sarajevo)

They are truly difficult. We have attended several trainings, our staff and I myself. The applications are demanding, but now there is the draft system, which seems good to me. You send a draft and then perhaps work on developing it. (female, persons with mental disabilities, Sarajevo)

On one hand it is good that applications are complicated, if the aim is for skilled people to write projects. On the other hand, that is abused. People who are trained, who are professionals in writing projects, who know what a donor is looking for, who are versed – they do everything. If the current target group is for example persons with disabilities, they write a project for that target group; if projects are offered for the old and the frail, then they write projects for that target group, etc. The essential problem is that organizations hire professional people who write good projects in English, and coupled with personal contacts they have a good chance of getting the project. But then implementation is poor. (female, persons with special needs, Mostar)

Yes, they are complicated and such procedure has created elitist non-government organizations and only they can respond to European Union requirements in writing projects. And what happens? The same organizations always get projects because only they have enough employees that they can devote for a month and a half to sit down to write complete applications. You know exactly who will get the project because we are small, we have five or seven employees, we cannot devote three people to just writing for one month. (female, promotion of democratic values, Sarajevo)

If they are afraid that the money will go to some crooks, they should create stronger monitoring and they should come and do checks every month. UNDP, for example, carries out monitoring every month. They can check on us, because existing procedures create elitist NGOs. (female, promotion of democratic values, Sarajevo)

I don't think simplification of procedures would bring any benefit to applicants. I think there are enough organizations in this country that can formally fill out an application; they

have the know-how for that and I think there are enough ideas too. People just have to get used to the fact that the time when money was given out without specific criteria, without following procedures, has passed. The next year or two will force us to accept the rules of the game. Either the rules will be accepted or we won't exist, that's the choice. I don't think any justification should be sought for that. (male, promotion of democratic values, Sarajevo)

Actually, the bigger problem for me is that they ask for co-financing. Twenty percent is the minimum that an organization is supposed to ensure from other sources. And you get 20 percent of the funds only after the completion of the project and approval of the project, which means that you practically have to have 40 percent of the funds. The European Union does not recognize VAT, so you have to cover that from your own sources. If we agree to fund 20 percent, we must have co-funding, plus VAT. This leads to projects not being given to local organizations, simply because they are not able to fund that. And what does that mean? It means that only a tidbit remains in Bosnia-Herzegovina because the international organizations that get them must pay for their staff, their people, their offices and so on, and local organizations again get nothing. (female, women's rights, Modrica)

It seems to me that the European Union is complicating these procedures more and more every year and thus becoming more inaccessible to many organizations that perhaps deserve to have more adequate access to these funds. My opinion is that these procedures should be simplified, that they should be much shorter. I will give you an example. In December last year we applied with a project to the European Commission, to their European Initiative for Democracy and Human Rights Office. But we only got an answer in October this year that our project is still on a standby list. A whole 11 months later! I think that is extremely slow, very unfair to non-governmental organizations and very unfair to today's society in which things are changing from one day to the next. (female, children/youth/students, Banja Luka)

We did not write, an agency wrote instead, because it is really complicated for us. (female, persons with special needs, Sokolac)

You have people who know how to organize the work and to write, although there is no quality project. It does not mean that someone who wrote a good project has good results. (male, battling drug addiction, Bihac)

It would be good if the application insisted on the essence more than on some technical points. There are very many small organizations that are doing really good things, but they just don't have the opportunity to show it. For example, some of them do not send projects in English because they don't know it very well and translation of a long project costs a lot. Maybe it wouldn't be a bad idea to consider the possibility of submitting applications in our language too. It is clear that there are ways to evaluate the project documentation and that is fine, but I think too much emphasis is placed on presentation of the project in the application. (female, media and communication, Sarajevo)

We believe that applications should be simplified, primarily because the quality of the project should be looked at, rather than the way of applying. In addition, more training should be provided for people who are in charge of writing applications to prevent complications, irregularities and not understanding applications. (female, women's rights, Sarajevo)

From the moment of applying to the start of a project's implementation, as things stand now, as much as a year passes. This is quite a long time period for a non-governmental organization in terms of planning, duration, survival, etc. Another restricting factor is that the language of correspondence with the European Union Delegation is English. I know from talking to colleagues that many organizations have listed that as a restricting factor. (male, children's rights, Banja Luka)

Well, I think there are a variety of funds in the European Union. Different directions in funding provide opportunities for both big and small (organizations). Some things really are complicated, but often organizations which do not have enough capacity or people, nor are they educated enough, apply for funds which they think they can get. Even if they do get them, I don't believe they could implement them. It's good to make some kind of selection of non-governmental organizations, according to quality of course, not according to anything else. That is why I think it is good that procedures are complicated. (male, children/youth/students, Brcko)

Well, applications are complicated, but the experts at our organization have attended several kinds of education programs on the subject of writing projects and therefore we have not had problems in that regard. However, I think that procedures should be simplified. Quite a lot of organizations do not have access, especially smaller organizations, and thus they don't have capacities. I think this should be simplified so that a bigger number of organizations can access European Union funds. (female, women's rights, Banja Luka)

My opinion is that the procedure for smaller amounts should be less complicated. That would help smaller organizations (which are capable, but have fewer resources) to apply. (female, development projects, Zenica)

The way of applying for funding from EU funds is not a problem for us now. We have already gained some experience, we know what is requested, but there is always the issue of what I would call justification of the set goals, what you want to achieve through a particular project. Of course, every donor, including the European Commission in this context, has certain goals. I must also mention the fact that on many projects where we were partners, the big fish always got the funds. That was fine with us because we were partners to good organizations, to some big fish, to put it that way. But I definitely think that procedures must be simplified to such extent that even those who are applying for the first time and have a good project can get funding. (male, marginalized groups, Sarajevo)

I see no point in trading in something, changing the mission, the vision, as many non-governmental organizations are doing – today they work on this, next year on that, and then the year after that on something else... I think that those who are really working on the subject that is being funded should go for it. While others, regardless of how versed they are, if they don't have their goal in getting it, should not fill it out. Why would I fill out something that has nothing to do with the foundation? (female, social inclusion, Sarajevo)

There are some newer organizations that may not have attended training programs and seminars in writing projects, especially for the European Union. If nothing else, through TACSO, i.e. its seminars and training. Because now there is new staff working in the non-

governmental sector, young employees who have not attended these education and training programs. (male, refugee return, Sarajevo)

We are all complaining that these procedures are complicated. I would perhaps only say that they are too broad. They give approximately three months for this EIDHR, if not more, which means that there is enough time. I am not sure if our people do not read very carefully or people are really not competent. I would not go for too much simplification because if some projects are worth 200,000 euros and are supposed to have a big impact, they should be done by someone who knows how to do that. We seem to be used to getting everything served to us on a plate. Maybe some simplification, but in collaboration with NGOs, with civil society organizations, to see exactly where that can be done. (female, social inclusion, Sarajevo)

Providing concrete training and learning from mistakes

We asked civil society representatives if they would like TACSO's future assistance to focus on providing consultation support in writing projects. Everyone answered affirmatively. The overwhelming view is that this kind of support should be concrete. Some believe that training activities held so far on this subject, both by TACSO and by other consulting organizations, were too broad. Therefore, several suggestions were made that organizations should be helped through consultation rather than training. This would help them in designing projects and applying with already existing ideas from fields that are covered by the organization receiving such consultation.

Several respondents said it is important to learn from mistakes. This means if a project is rejected, discussing why that happened and trying to correct mistakes in the future. Some also pointed out that the CSO sector often believes that its projects are the priority and that training should also encompass evaluation and harmonization of content with requirements from calls for projects. Some said it would be helpful to profile organizations and then provide assistance in creating projects according to thematic or structural fields.

Below are some characteristic opinions.

This training is very important for all employees of non-governmental organizations in our country. I believe consultants have their hands full and can help non-governmental organizations from conceiving the project idea, through writing the project to making it attractive to donors in the EU. Because many people do not think that their priorities are also the European Union's priorities and they often differ in that regard. Thus, in this whole process – writing the application, submitting the application, creating the very project idea – I think that a consulting organization, TACSO for example, is very necessary. (female, intercultural ties, Sarajevo)

First of all, in explaining the "catches". Every organization thinks its project is the most important one, but they are not objective enough to assess if that is really so, if it is really justified, if the context requires that it be implemented, if it will accomplish its goals, etc. With that view in mind, it may not be a bad idea to see what form project activities should take, to discuss that a little bit, especially with small NGOs which think a project is maybe buying a computer or something like that. (female, media and communication, Sarajevo)

I think assistance should focus exactly on writing projects. A person should be hired to work only on research, on writing projects... Therefore, consultations related to writing

projects are most important at this moment. (female, persons with mental disability, Sarajevo)

Emphasis should certainly be on education in writing projects. Of course, all donors have their own criteria and requirements, but you can learn something new in each education program. After all, writing projects is an art. If the project idea is good, it does not mean the project will be accepted, because a specific professional approach is needed in designing projects. (female, persons with special needs, Mostar)

That is not necessary. They should simplify procedures and explain to us what it is they really want. We have consultations, we have attended them, and I am more confused after them than I was before. Therefore, they should explain to us what they want exactly and in detail – in the next three years we want this, we will support these kinds of projects... They should give us five guidelines on what will be supported in the next period. Because you have perhaps five organizations that know the European Union's language and that can identify in their tender what they are actually looking for. The rest of us, smaller organizations, we are not able to do that. We cannot read minds. (female, promotion of democratic values, Sarajevo)

Profiling within the civil sector is missing in Bosnia-Herzegovina – primarily professional profiling, thematic if you will. Boosting capacities should only come after that. It would be normal for most powerful organizations to have a department or at least a person who is in charge of and who has the know-how and competence to be able to respond to applications from EU addresses. However, most do not have that. Packing a project idea into a project proposal is just part of the job. What is needed is understanding the context, having good ideas, turning good ideas into good project concepts, and only then packaging them in a project proposal. I can partly agree that organizations need this kind of training, but I generally believe that it is necessary to work on profiling and to guide organizations in a subtle way to be good in one or two areas, rather than being poor in all areas. (male, promotion of democratic values, Sarajevo)

It depends on every organization's experience in this field. Every organization has different needs and it would be good to provide consultation support on a case-by-case basis, depending on the specific needs. (female, women's rights, Mostar)

The majority of our organizations, at least the ones I work with, have a problem with English. We can write something and all that, but if you have to read the procedures, which are for example 200 pages long, that is a problem. All communication takes place in English although the European Union's staff is domestic, local staff that we could communicate with much more easily in the local language. We were even once told by the local staff in a meeting at the European Union when our project was being approved: "Well, you did not even ask that projects be written in the local language." (female, women's rights, Modrica)

Definitely help in writing projects for the European Union and especially the European Union's IPA funds. Civil society organizations could definitely use this kind of help because of the complicated application forms and procedures that one must go through. (female, children/youth/students, Banja Luka)

Assistance is most necessary, trust me, in writing projects. We very much need people who know how to write projects. I think there are not enough of them in this region. (female, persons with special needs, Sokolac)

Right now, we small organizations need precisely that kind of assistance. Of course, there are big organizations, such as CRPC, which do not need that; they have become strong and they have staff in charge of writing projects. (male, battling drug addiction, Bihac)

Of course, there should be more support to civil society organizations in training and help in writing projects. Especially with regard to filling out applications and writing the projects themselves. It would be good to organize as many seminars and training programs as possible on the subject of writing projects, as well as practical training for representatives of civil society organizations. (female, women's rights, Sarajevo)

Well, I think that would certainly be useful, but I think it would be even more productive in some places to simplify these procedures and to adjust them to the situation in Bosnia-Herzegovina, in order to enable organizations with small capacities to use these funds to continue to grow and work and to develop. (male, children's rights, Banja Luka)

Well, of course. New people are always appearing in non-governmental organizations and even new organizations are being registered. In Brcko there are 407 non-governmental organizations and in Bosnia-Herzegovina there are more than 14,000. This indicates that new people keep coming who want to participate in these programs. Of course they need training. Of course consultation support must focus on how to write a good quality project and even how to implement it, how to write a report on it and control it. In addition, I think they should also focus on lobbying and advocacy for individual projects and individual organizations. (male, children/youth/students, Brcko)

Emphasis should be placed on strengthening organizations by providing a variety of (free) seminars. (female, development projects, Zenica)

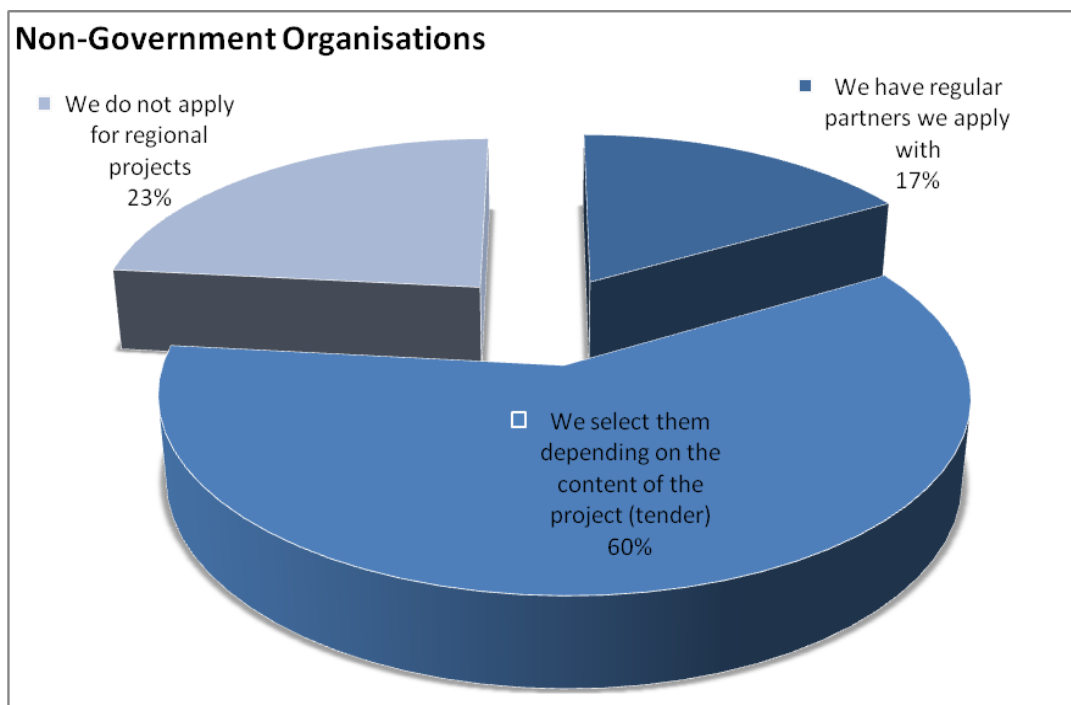
Generally speaking, this kind of assistance is good. I think that consultation services for organizations, in particular for those that may be applying for the first time, or those that applied two or three times but were unsuccessful and now want to correct their mistakes, are very useful. (male, marginalized groups, Sarajevo)

Well, in any case they must focus on something that is concrete. That might be explaining the EU concept, EU funds, EU procedures or strategies, all the way to writing projects and training. No one can teach you in two days, either about procedures or how to write a project in line with EU standards, in other words with the application, but someone can guide you through that process. That is why I am saying it must be concrete. No one in this country can be tasked with or wish to train a thousand organizations. They cannot. But they can work with 20 organizations a year and make something out of that. (female, social inclusion, Sarajevo)

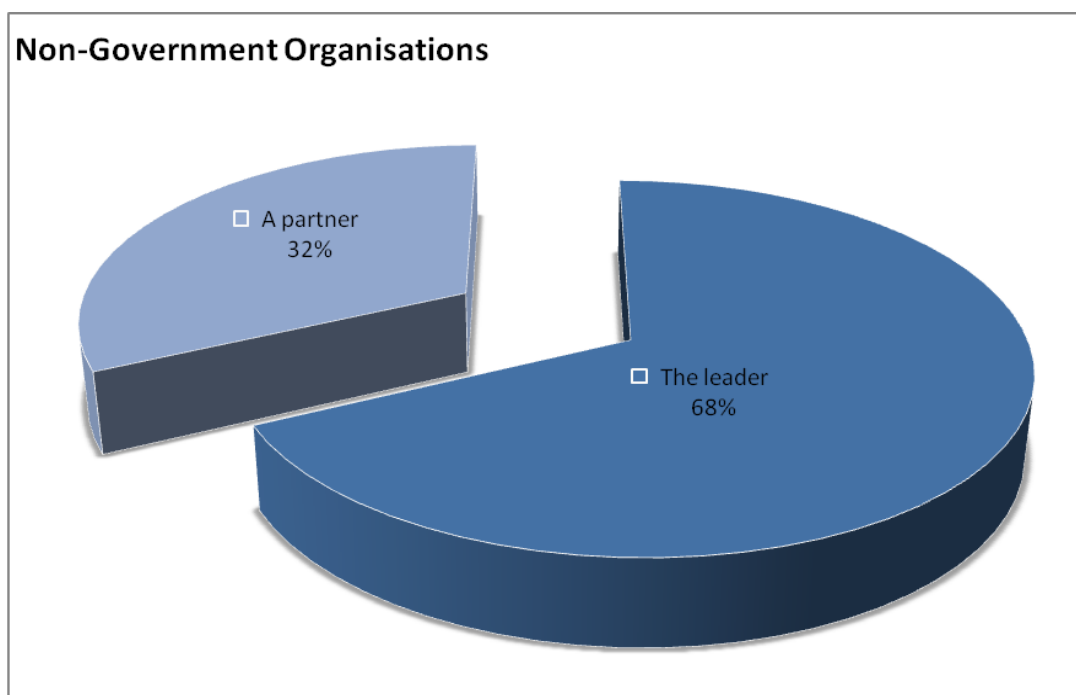
Partners are usually selected depending on project content

A considerable number of applications for EU projects, as well as open calls announced by other donors, insist on regional projects. We asked representatives of non-

governmental organizations how they choose their partners. Sixty percent answered that they choose partners depending on the project content and 17 percent said they have regular partners with which they apply. Twenty-three percent of organizations said they do not apply for regional projects at all.

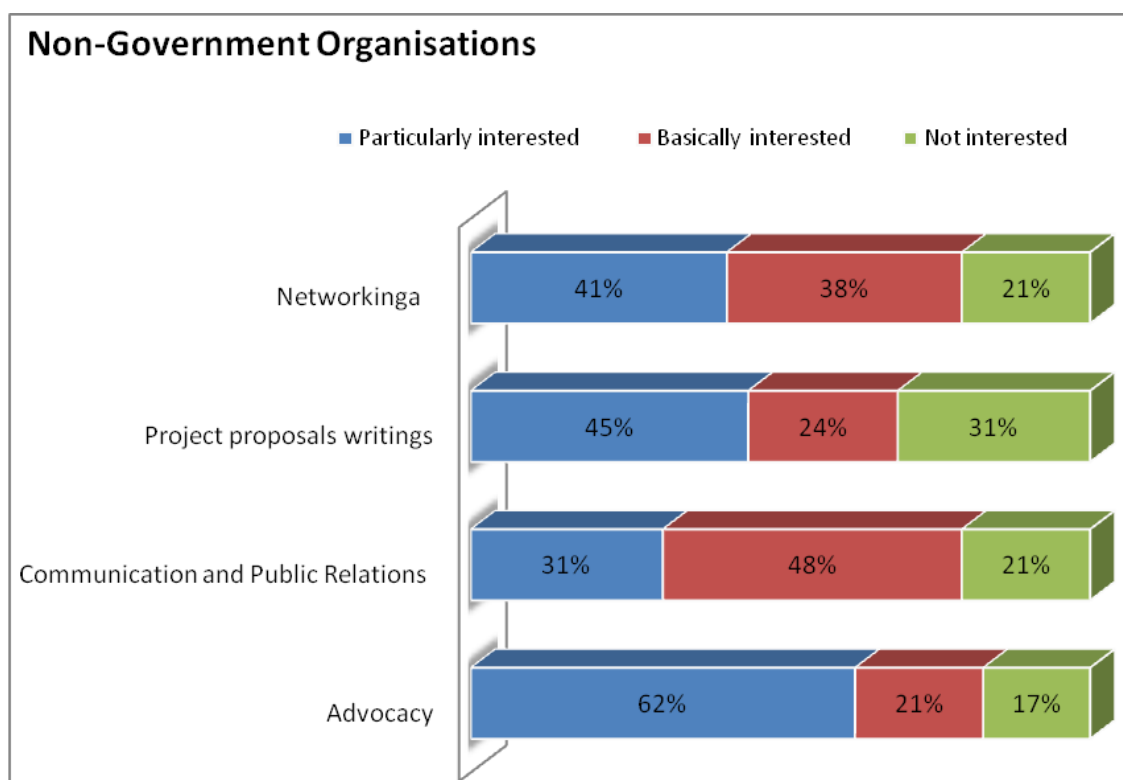


Most CSOs said in regional projects they are leader more often than partner.



Civil society organizations most interested in advocacy and project writing

Regarding further education activities with TACSO in the field of boosting capacities of civil society organizations, they are most interested in advocacy, with 62 percent of respondents saying they are *very interested*. On the other hand, they are least interested in education in public relations. True, in this thematic field is also the biggest number of those who said they are *interested on principle*. In this three-level gradation, most answers *we are not interested* were given for the field of project writing.



During in-depth interviews, we asked a question which is hypothetical from TACSO's standpoint, but which resulted in multiple-meaning answers that may serve as directions in which to plan future activities: If someone told you that you could get an expert who would be paid and who would work for your organization in best faith, from which field would you choose the expert? According to the poll results and interviews, most organizations chose the fields of project writing and advocacy. Several interviewees pointed out the importance of PR and the need for such staff. This is in slight disharmony with the results of the poll, where least respondents said they are interested in this kind of training. Some respondents said they need an expert in fundraising. According to one interviewee, this term does not stand only for raising money, but for a whole set of activities which are supposed to result in ideas, lobby for ideas, carry out PR and finally raise money.

Some organizations said they partly have staff for writing projects and for advocacy, but due to limited resources these people must implement projects and consequently do not have enough time to devote to preparing them. A few expressed the opinion that consultation support is possible via email without visiting the organizations. One respondent said numerous consultants funded through EU projects came to BiH after the war, but they were not familiar with the context or were not professional enough and their work had no effect.

The respondent made a concrete suggestion that a local TACSO team should start working on the context, the real needs in BiH, and looking for adequate experts.

Below are the abridged answers.

I would take an expert in all these fields. It never hurts to have experts, but if I had to choose just one such expert, I would probably choose one who would do fundraising because that is the most exhausting and hardest aspect of my work. It is not a problem for me to write a project or to do PR, but I find fundraising a problem. (female, intercultural ties, Sarajevo)

I would definitely – but that is my personal weakness – I would take someone who is a good advocacy consultant. We do that kind of work too. The general culture, the think-tank culture in this country, it is terrible... First you cannot explain to people, to “ordinary citizens”, to put it that way, explain what you are doing, and on the other hand, communication toward decision-makers is also very difficult. I think this is something the whole civil society is lacking. We have many initiatives, we have many agreements, but when it comes to the implementation phase, this is lacking – first persuading someone to sit down at the table with you, implementing your recommendations, accepting them. Of course, someone for fundraising would come in handy too. (female, social inclusion, Sarajevo)

Maybe we could use the help of an expert who is very familiar with trends and procedures in writing projects in the European Union and with their evaluation. Maybe we are missing that part, a better link to centers from which projects are funded and supported, some kind of lobbying. As we are busy with the basic things, we may not have that much time for lobbying and constantly keeping up with these procedures which are specific to the European Union and European Commission. The help of a PR expert would also be welcome with regard to working on visibility of projects that we implement. (female, media and communication, Sarajevo)

We need an expert in writing projects most of all. If nothing else, in the end, after the project is written, to give their judgment if it was written properly. Raising public awareness is part of our strategic plan and we could also use a PR expert. We are now trying to set up the organization in such a way that everyone has their own job description – PR, finance, writing and implementation... Earlier, we all did PR and now we have a colleague who works on that a little more; she also follows websites and media, which has turned out to be very useful. (female, persons with mental disability, Sarajevo)

Above all, we would take a social worker because they are important for the work of our association, important for creating the social card, visiting beneficiaries, monitoring. In what we do, a social worker is essential, but we cannot have a social worker if we do not have the funds to pay for that. In addition, with regard to the organization's survival, it is very important to have an expert in writing projects because our organization and all our activities are primarily funded by project money. (female, persons with special needs, Mostar)

Fundraising. The pond keeps getting smaller and there are more and more crocodiles. To tell us where we are making a mistake if we are making a mistake, how to deal with local funds, to show us how we can develop social business. We would be willing to make any kind of arrangement with this person. (female, promotion of democratic values, Sarajevo)

Definitely public relations. Despite the fact that we are dominantly, convincingly the most recognizable civil society organization in BiH, with an incomparably bigger amount of media space than others. I myself as manager am not satisfied with the quality and quantity of the media presence, because it is often a result of improvisation, it is often a result of a concatenation of circumstances, of haste, and it lacks a strategic approach. Funding and budgeting are also something that civil society organizations need. Human resources management is another bottleneck here. Objectively, we do not have the time to work on ourselves. It would be good if someone came to us and said 'here is an expert for you for three months'. If I may speak from my position of manager and public advocacy expert, I can see that a considerable number of organizations that would like to enter the public space, especially the political space, lack virtually basic know-how on public advocacy, on lobbying. They often do damage, not just for themselves, but for civil society in general. (male, promotion of democratic values, Sarajevo)

A supervisor in the area of projects, handling money, and different elements of management of projects and of the organization generally. (female, women's rights, Mostar)

Well, maybe access to IPA funds. How to access them and keep up with them, how to work, to be capable of working on these big projects. (female, women's rights, Modrica)

We have existed for a full 15 years now, we write projects independently, we issue our press releases independently, but the fact is that a lot can be advanced and a lot can be learned. Therefore, we would welcome an expert from any of these fields because we can certainly continue to develop and learn. (female, children/youth/students, Banja Luka)

I simply do not like what is being supported here in Bosnia. Various human rights, all sorts of silly things, are being supported, which are supposed to make it better for us. But we have nothing to live on. Imagine what it is like for us all to live in the economic crisis, and especially what it is like for families and children and youth and all those with disabilities. They have no jobs, healthcare is expensive, it is difficult, there are not enough experts, there is no place where something like that can be done. My country has not even addressed the laws properly; it has not regulated the laws and we do not have the financial resources to do anything to help that population. That is the first thing that should be done. (female, persons with special needs, Sokolac)

To be a consultant and expert and to write something or to write a report, you must know the BiH context. Do you think any of them read the papers you give them? No! Someone is coming all the time, someone is analyzing something all the time, but there is no effect. Only loss of time and taking money for nothing for their work in Bosnia-Herzegovina, by both domestic and outside consultants. These are all European projects. There are piles of them and piles of them are failures. Why cannot TACSO work to resolve that? Well, it can. When I say TACSO I do not mean three people, because there are many. TACSO – regional office, TACSO everyone, European Commission. Why cannot they focus on that? This is the state of BiH – what are its needs? You should address that. TACSO can facilitate this process and not deviate from its mission; it does not require much wisdom. When someone watches the news, they see clearly what they need to do. (female, social inclusion, Sarajevo)

What we would most need is an expert in writing projects. Of course, it would be an expert in the European Union and some powerful funds, so that we can win them. We have our own team in charge of writing, but it needs to be reinforced for bigger projects. We would need help in identifying and removing shortcomings in projects that we write for example for UNDP. Because the ones we did so far were written according to the same pattern, although every institution has its own specific criteria. (male, battling drug addiction, Bihac)

We would take an expert in writing projects because we need a professional person in this field. (female, women's rights, Sarajevo)

A PR person would be useful to us, because this field has become very important and we have been addressing it on an *ad hoc* basis and as the need arises. When we have some activities or events, we all work on that. If we had a person specifically in charge of PR, the quality would be much higher. The same goes for maintaining the website or, I don't know, using social networks. (male, children's rights, Banja Luka)

Well, I think it would be lobbying and advocacy. I think that many ideas fail for many reasons. One of them may be inadequate project preparation, inadequate timing when we found out about a tender that was announced, perhaps insufficiently strong capacities or some mistakes that we made in the process of writing a project. After all, today in the non-governmental world, and not just in the non-governmental one, lobbying and advocacy are the foundations for getting projects. (male, children/youth, students, Breko)

Definitely writing projects. To put it simply, we do not have the time. I think more experts in this field would certainly help the organization to develop better. (female, women's rights, Banja Luka)

We would choose an expert in writing projects because we believe the most important thing is to present a good idea well – “on paper”, in the form of a project proposal. (female, development projects, Zenica)

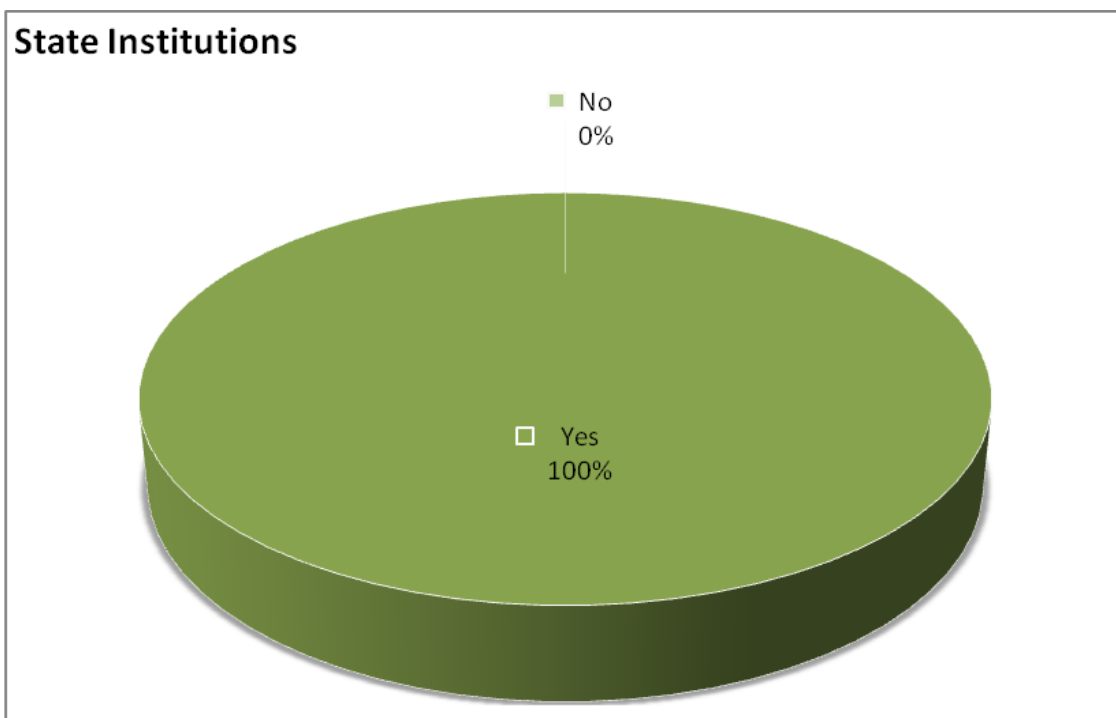
A person who would work on writing projects from a professional aspect. I think that would be the best form of support. My colleague, I, and several other people work as a team on writing projects, but a degree of outside influence on what we do is welcome. I have used these means often, to be honest; the moment I write a project, if nothing else then through private connections or something, I would ask a friend or acquaintance: please, look at it, do you think this is a good project, is it in the context of what we want to work on, a project that will attract donor attention? We write a project nearly every month. But we write out of necessity, in order to provide enough resources for our activities. Now imagine if you focus on working with beneficiaries, advocacy, lobbying, some other activities, and parallel with that you have to set aside the time for the project. (male, marginalized groups, Sarajevo)

If we are talking about EU resources, then someone who knows how to work on fundraising in this field. I do not know what such an expert is called. Fundraising also means advocacy and lobbying and PR in a way. Of course, all of that must be accompanied by research. It would be very good if each one of us brought in an analytical component. I would like there to be a research unit, with people from this field who can write a good quality text or publication. (female, social inclusion, Sarajevo)

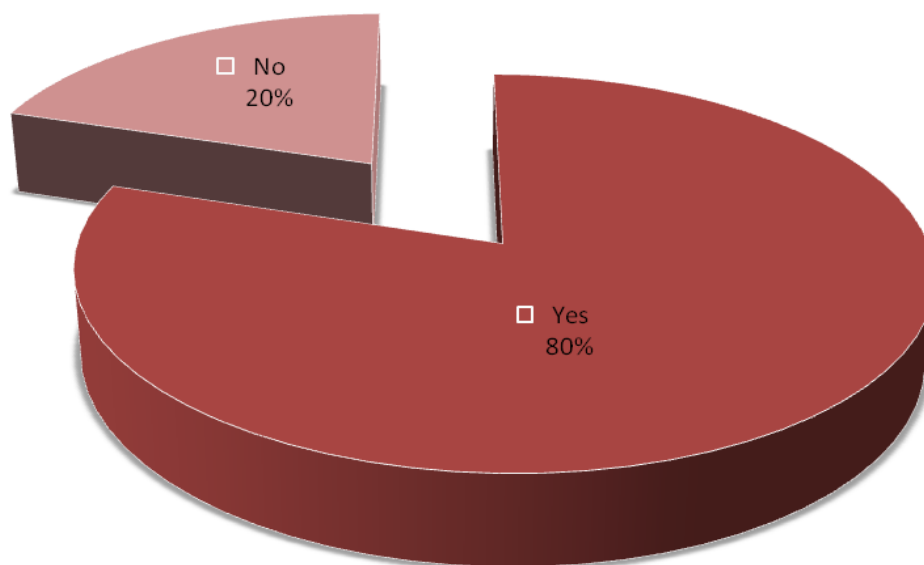
We need someone to write projects for us and to communicate them by email. I think that is the most important person. If you know how to write a good quality project, everything else can be done after that. (male, refugee return, Sarajevo)

State institutions and media aware of existence of EU funds intended for their activities

As it had been presumed by some in recent years that state organizations and media were not familiar with the fact that European Union funds supporting their project activities exist, we asked the polled representatives to respond to that. One hundred percent of representatives of state institutions said they are aware of the existence of these funds. The result was identical in the research carried out one year ago. Media representatives answered affirmatively in 80 percent of the cases, unlike in 2010 when this result was 89 percent. However, all media representatives said it is essential for the European Union to offer funding for project activities of media. The editor of a commercial television additionally commented that he believes public broadcasters, funded from the compulsory TV tax, must make programs of significance to the EU and its values without asking for donations for them.

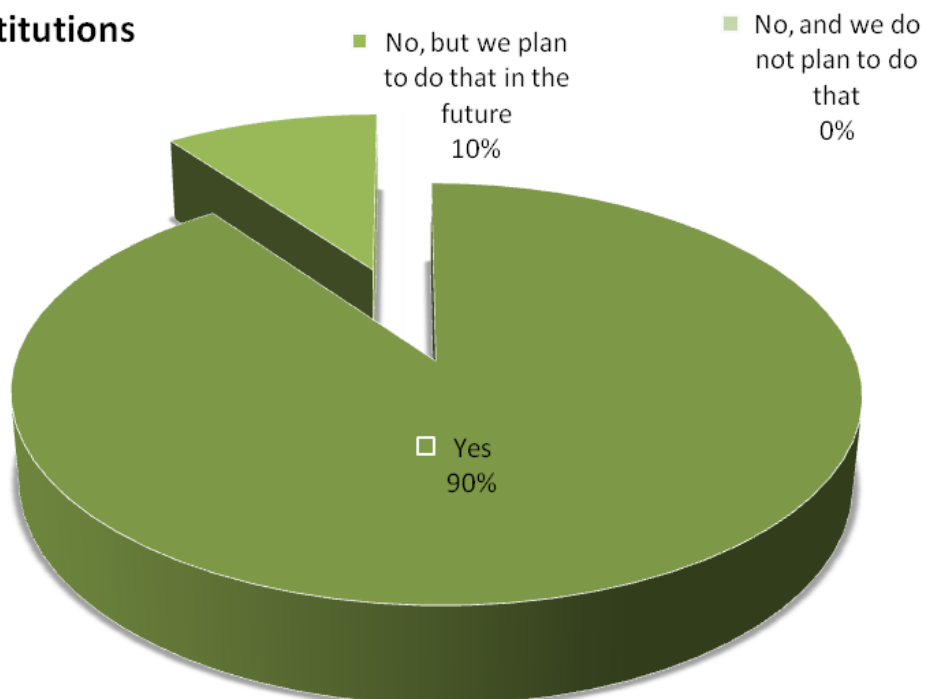


Media

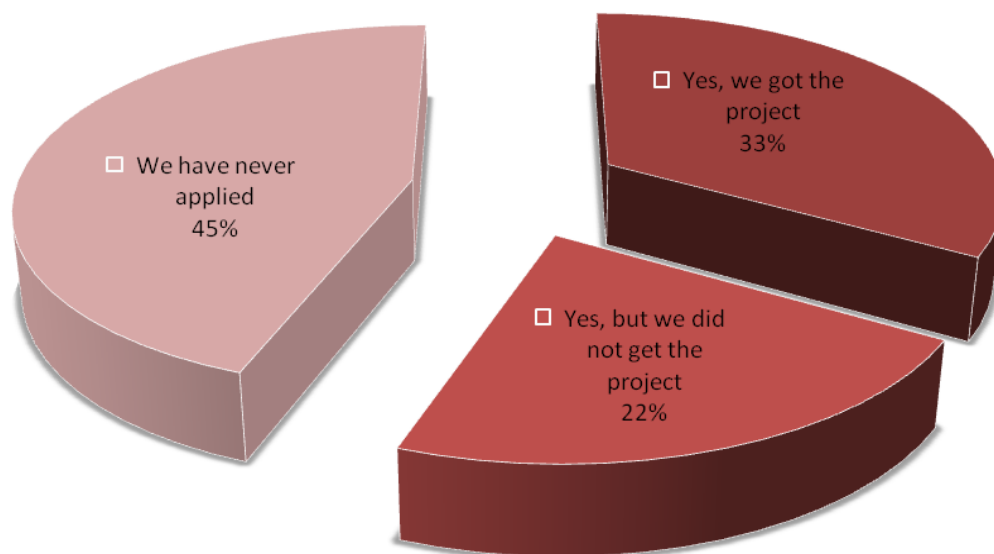


State institutions in 90 percent of the cases have applied for EU projects and the remaining 10 percent plan to apply in the future. This is the identical result as last year. Media have applied in 45 percent of the cases, 5 percent less than in the 2010 research. Last year, half of the media got the project they applied for, whereas this year only 33 percent got it.

State Institutions

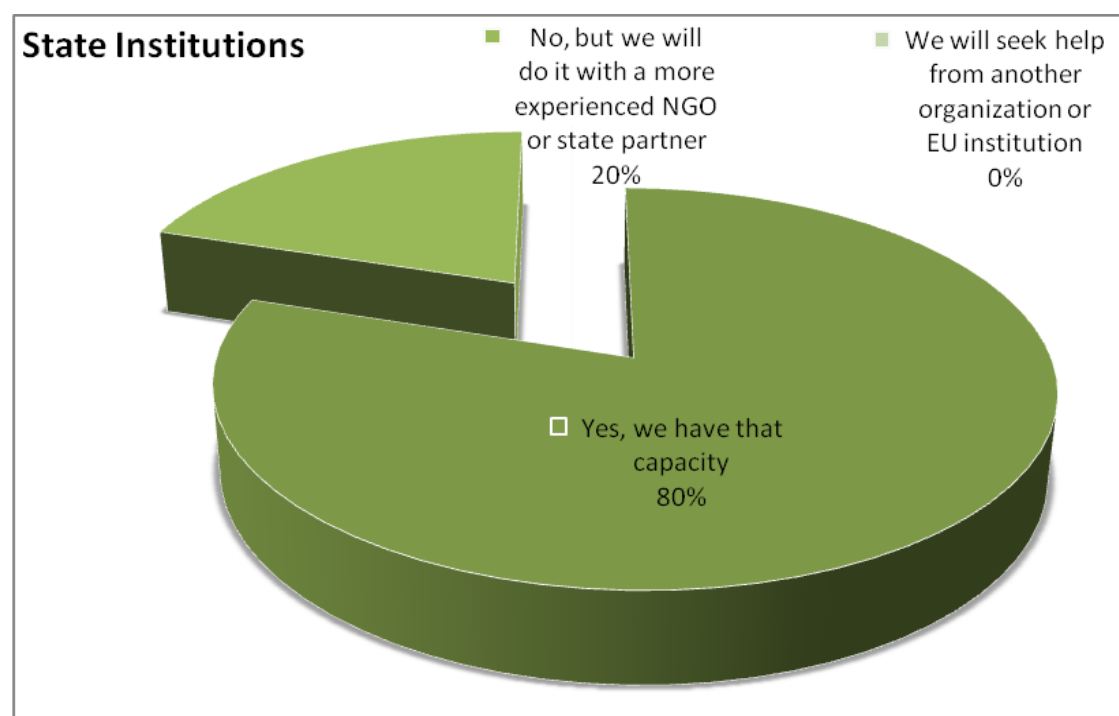


Media



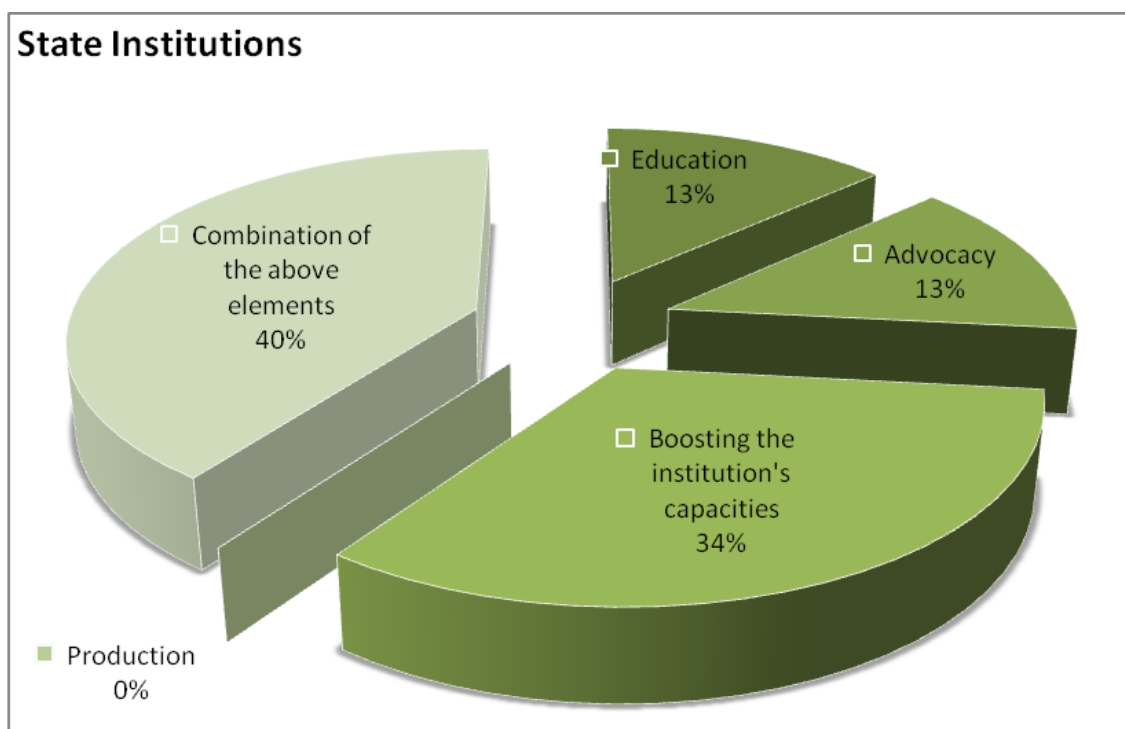
State institutions believe they are fully capable of applying for EU projects

With regard to state institutions that intend to apply for EU projects, we asked them if they think they will be able to respond to the EU project application requirements independently. Eighty percent gave an affirmative answer and 20 percent chose the option of working with a partner who has more experience in this field, either from the non-governmental sector or the state.



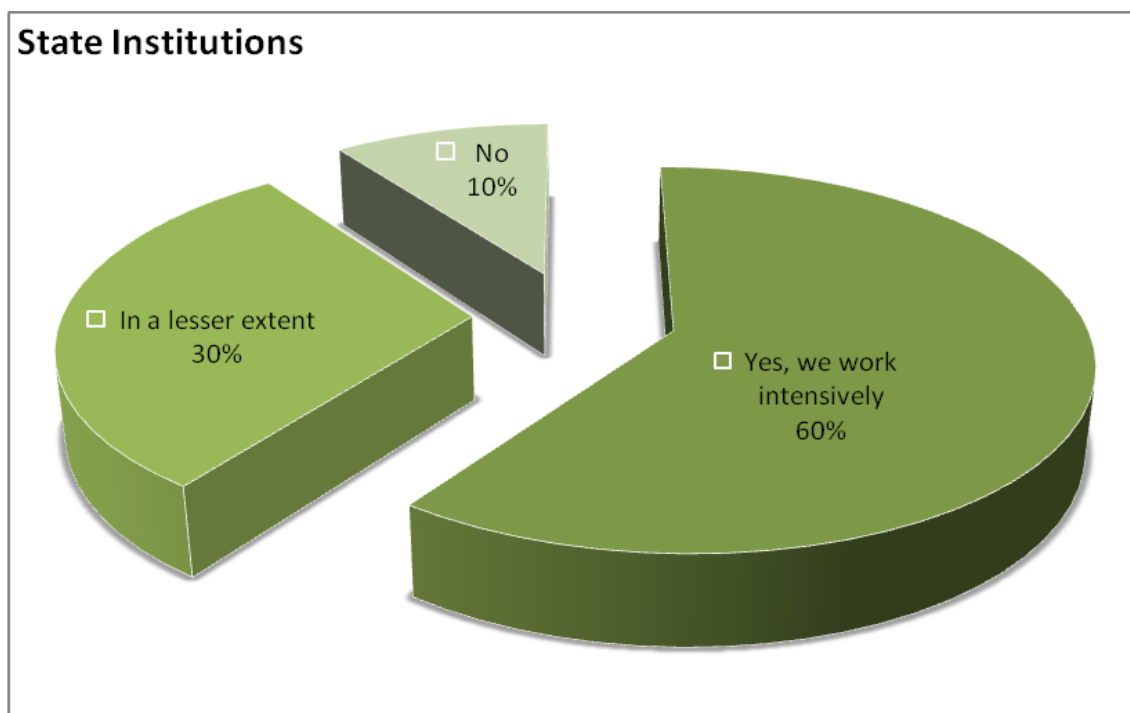
State institutions mostly interested in projects that reinforce their own organization

Most state organizations believe that projects whose content is aimed at reinforcing the capacities of the institution itself suit them most of all, followed by advocacy and education projects. No one was interested in production. The largest number (40%) of organizations were interested in projects that combine all of the offered elements.



Most state institutions collaborate extensively with civil society organizations

Although most state institutions answered that they do not need civil society organizations in applying for projects, when asked if they collaborate with them, 60 percent said they collaborate extensively. Thirty percent chose the answer that they collaborate to lesser extent and 10 percent said they have no collaboration.

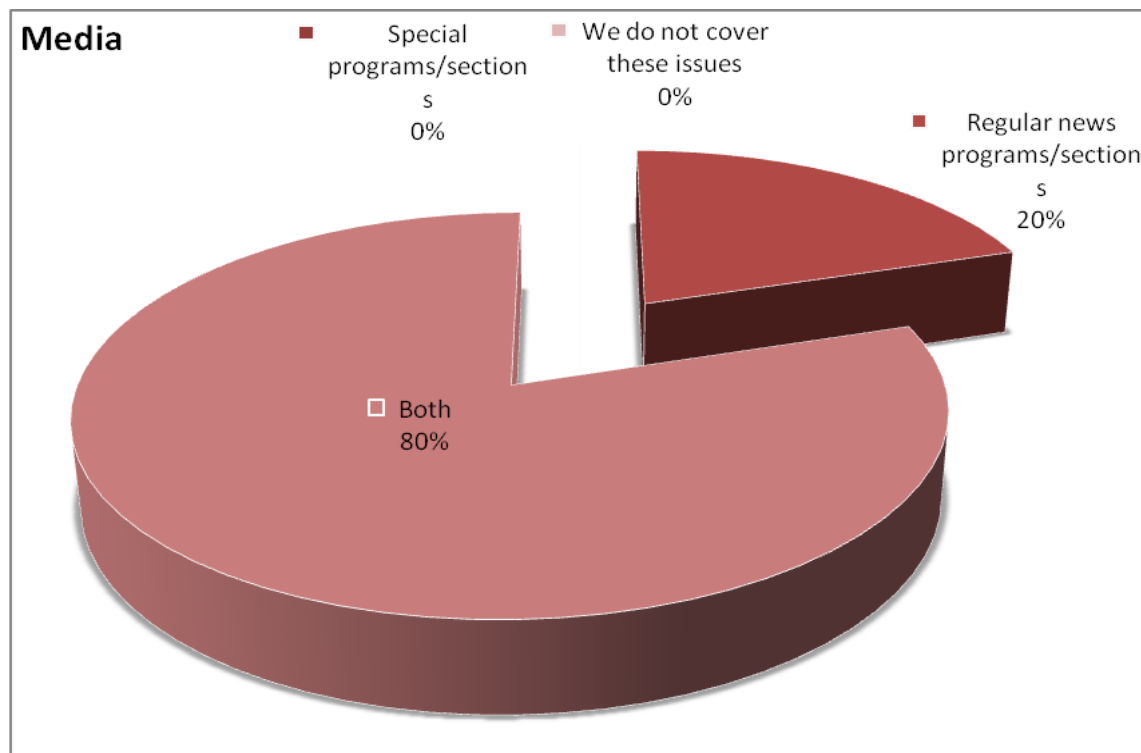


Media cover EU issues by combining agencies and their own journalists

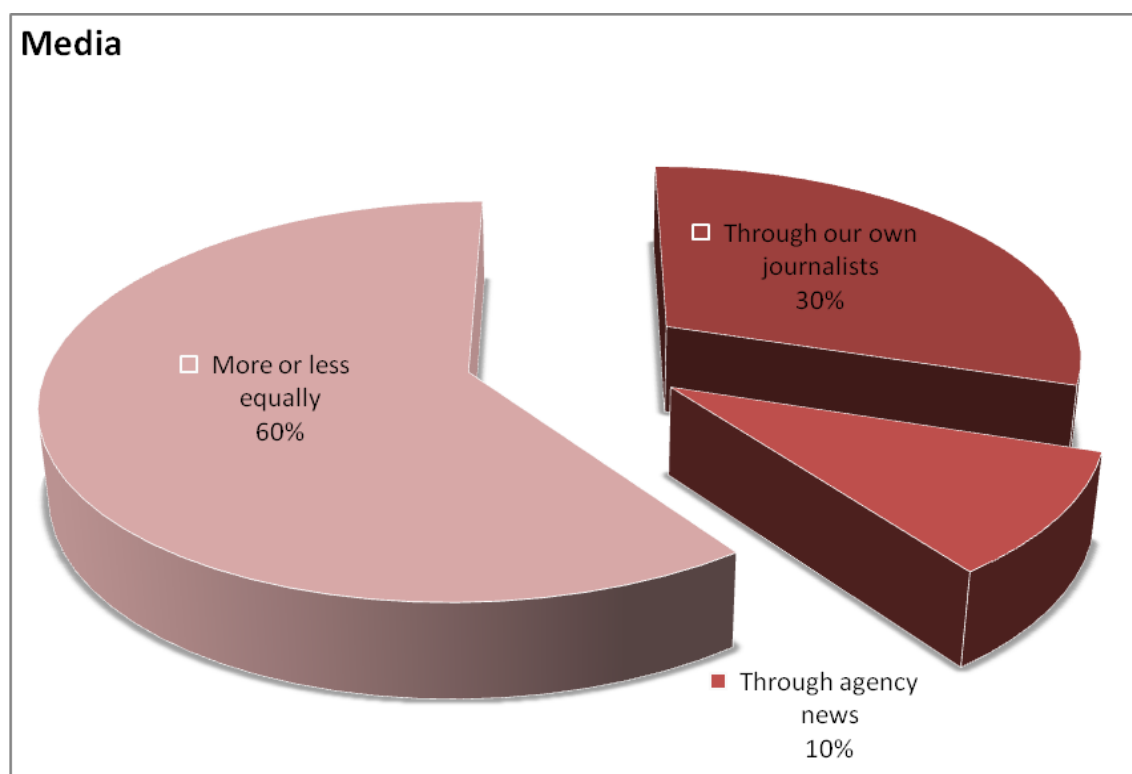
We asked media editors in what way they cover European Union and European integration issues. Namely, this subject is underrepresented, often covered by media in an unattractive way; after all, there are EU grants aimed at stimulating this kind of production. Eighty percent of surveyed editors said they cover this subject depending on the section/program in their respective media outlets, through a combination of day-to-day events and self-initiated investigative journalism. It also emerged, at least according to the sample used, that not a single outlet covers EU issues only through the news agency offer or Eurovision exchange. Most frequently, in 60 percent of the cases, these issues are covered in media equally by their own journalistic forces and through agencies (either news or video). Thirty percent answered that they cover these issues exclusively by their own journalistic forces. It is interesting that there is virtually no deviation here compared to last year, indicating a constant in media reporting on issues related to the EU.

Below is the set of questions dealing with journalistic aspects.

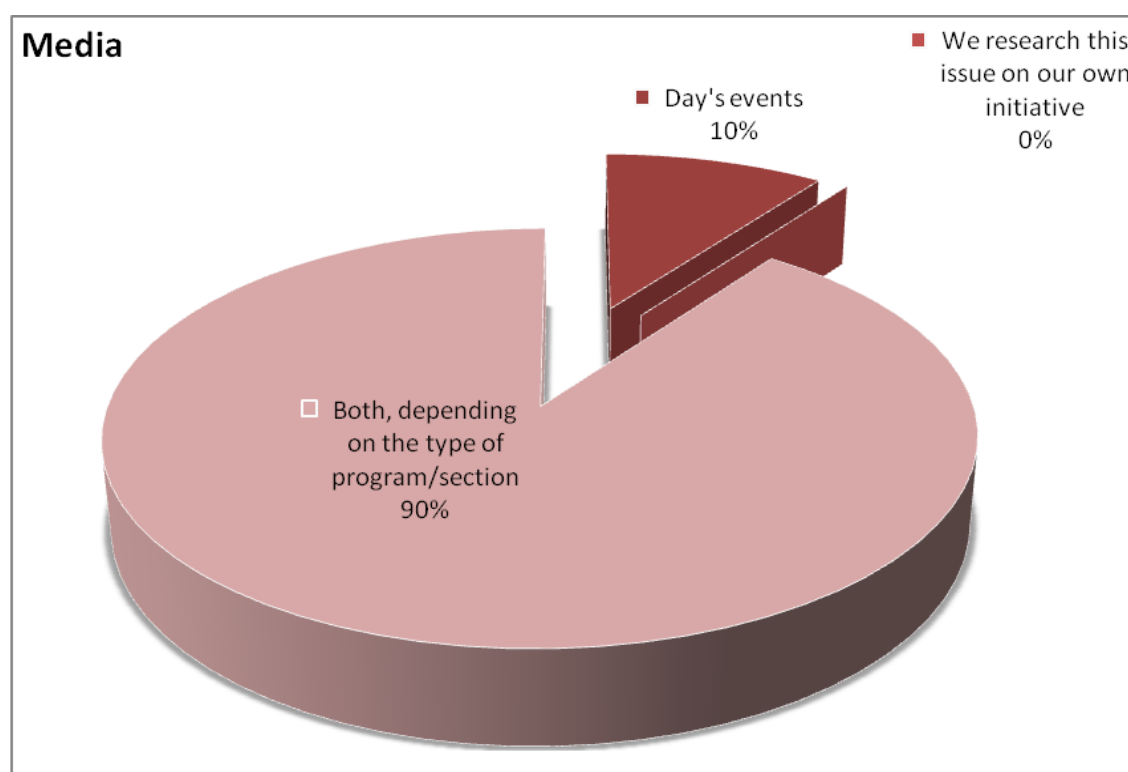
In what type of program/section does your media outlet cover European Union and European integration issues?



We cover EU issues more frequently:



We cover issues related to the European Union most frequently based on:



NGOs have diverse approaches and plans for future

The answers we obtained in interviews with civil society representatives showed that some of them are in a rather difficult situation caused by lack of funds both from international donors and local institutions. For most of them, this results in programming and structural drifting. The last question in in-depth interviews regarded whether they have a vision or strategic approach for the future? Will they change anything in the future in their goals and in their work? Most answered that they will not change anything essential. However, a number of views were presented on adjustment of work to the new social circumstances.

One interviewee, albeit from a very large organization, said they are preparing to set up a fundraising department, an investment that will bring the organization a lot of benefit. There were also announcements of turning to new foreign donors, previously unfamiliar in BiH, who can ensure new quality of work through their project implementation procedures. Respondents emphasized the need to use the internet more, and even non-professional mass communication such as social networks.

Most organizations believe that project self-sustainability is not possible in the non-governmental sector and that it is essential to seek support from a variety of donors. However, two surveyed representatives said that they are thinking strategically about self-sustainability, but more related to the state, even beneficiaries themselves, taking over some things from foreign donors. This mostly regards projects related to social inclusion and drug rehabilitation programs.

Most organizations said they have strategic operational plans on a one-year, three-year and for some even five-year basis. Some have them in written form, whereas for others they are only narrative wishes and plans. However, the essence of these plans is evidently very diverse. Although most said they will adhere to their plans, some were reserved – “if there are

no unforeseen circumstances”. This shows that these are so-called program plans, which do not always contain solutions on how to deal with unexpected difficulties.

Below are some of the answers.

What will keep us alive is precisely the quality of the programs and the continuity of our work, which has shown to be useful and successful as well as interesting for hundreds of students across the world. Our plan is to present our work and our projects to a broad audience in Bosnia-Herzegovina and possibly to extend our zone of operations to other countries in the region. (female, intercultural ties, Sarajevo)

In a way, we have grown up and now is the ideal time to continue our activities. As far as we are concerned, we would prefer to continue moving in the direction of developing think-tank activities and perhaps make some differences in the policy documents that we have been creating so far, because in these two years we have written two big studies. Now we would perhaps work more on advocacy. These are our plans, our wishes. We do not see any other fields, nor are we motivated to refocus on them. Especially as we have created a strong team which has run itself in. Now everything is only conditioned by resources. (female, social inclusion, Sarajevo)

We are trying through the activities that we do – working with media, media research, improvement of media contents and professionalism – to promote marginalized groups. We are trying to contribute to their social inclusion and to improve their media presentation. We will continue working on that and it is possible that these activities will acquire new forms, pursuant to new trends. We are continuing to seek donors actively, to seek financial resources that will enable all of this to be implemented because it is hard to imagine that this type of activity can remain self-sustainable in the near future. In the long run, we will focus on applying to a variety of funds. One of our strategic directions is to link up more with other organizations, with partners who are working on the same or similar work, so that we can exchange experience or work on complementary activities. (female, media and communication, Sarajevo)

We are adjusting. We had a strategic development plan even before, but now we have innovated it until 2015. You can see the difference between the first plan and this one. You can see how the organization and our project beneficiaries changed. Regarding the way we work, changes can be seen in our effort to not make everyone do everything. We know who is working on which project and what their duties are and now we are trying to specify that even more. Other than the way we are organized internally, we will not particularly change the way we work. Yet, one change will be the introduction of ISO quality for NGOs, which we started working on in September. We will do that and we will see whether we certify it depending on costs. (female, persons with mental disability, Sarajevo)

In the future we plan to specifically focus on the Independent Living project because that is something that is supposed to be sustainable and systematically solved. Due to the very fact that it is systematically solved, it becomes sustainable. It regards caring for persons with intellectual difficulties. (female, persons with special needs, Mostar)

We will try to implement some new ideas. Our intention in the next three or four years is to try to make a business or something that we can live on. You cannot just live on donations. We will never be someone's; we want to act based on our intelligence. As we are not

working on helping vulnerable populations, such as Roma or children with special needs, I understand that we are not essential to our society in that regard. That is why, in order to survive, we must develop the social business and then fund projects of social significance. We have not yet finished a plan on how to carry that out. We had a strategic meeting in December and now we have to shape these ideas and to create an action plan based on them. (female, promotion of democratic values, Sarajevo)

We plan to modernize considerably the methods we use. We wish to use contemporary media as much as possible. Our wish is to try to influence public opinion through new technologies. Traditional communication channels such as newspapers and television have less and less influence due to the increasing influence of online material, online services, social networks, etc. In our standard strategic approach, we will remain an organization which in the next couple of years will definitely work on monitoring governments and parliaments in Bosnia-Herzegovina so that there is much more talk in the future about qualitative categories, not only about quantitative ones as has been the case so far. We will definitely remain an organization which advocates for a responsible government. Our wish is also to secure funding for some, so to speak, big political issues such as reforms of the Constitution and Election Law. Few organizations can even approach that area of public activity. The circle of donors who are willing to support something like that is small too. Local sources, of course, are out of the question. (male, promotion of democratic values, Sarajevo)

Yes, we have a strategic approach. We will continue to work in the same areas, with innovative elements, pursuant to the needs in the field. (female, women's rights, Mostar)

Well, as far as we are concerned, we will rely on both international and domestic funds, although, I must be frank, I am terribly afraid of domestic funds, because here the one who gives the money wants to control, and we want to remain independent. That is strategic. (female, women's rights, Modrica)

Well, definitively, our strategic approach for the future is approaching donors that we never worked with before. We are already in the phase of applying to donors that we are addressing for the first time. Because it is precisely in approaching these new donors, who are interested in problems in Bosnian-Herzegovinian society, that we see our future and our opportunity for further survival, growth and development. We expect a different view of our society from them, hoping that they will actually support us in some of the changes that we have started with donors who funded us previously. Our activities reflect children's needs and when we write and create projects, we actually try to satisfy the needs that we observed, which no one is satisfying. It was like that in the previous 15 years and we will continue that way in the future. (female, children/youth/students, Banja Luka)

We have a strategy that we have planned out. We are trying to stick to it as much as we can. In the meantime, of course, if we also do something that is not according to the strategic plan, all the better. (female, persons with special needs, Sokolac)

Our five-year plan outlines the setting up of a rehabilitation center for eight municipalities of the Una-Sana Canton. If that happens, we would have to change something in our approach so that the center can become self-sustainable in one year. As with other centers, activities will be held there which will ensure its self-sustainability. That is the most important part of our plan for the future. According to the plan, we will hire expert staff –

doctor and psychologist – and its operation might be the biggest change in our operations so far. But we will remain focused on the same goals as before. (male, battling drug addiction, Bihac)

Our organization has a strategic approach to the future: we believe that every employee should grow, building know-how that we need. We plan to organize several training programs for our organization's employees to improve the way we work and our activities and to function better as a team. (female, women's rights, Sarajevo)

Well, we certainly have a continuous process of strategic planning at our organization. We also have a document, which we renew upon the expiry of the strategic period. Sometimes, our projects are related to something that we define in a strategic period of several years. As for changing the way we work, I think nothing significant will change, because we have established cooperation with schools, with the expert community, with the processes that are taking place in the country. Therefore, I think it would be good just to keep working the same way in the future. (male, children's rights, Banja Luka)

Last year we defined our tasks – three directions in which we worked. One of them is management of the Youth Center and we have come so far that the Youth Center got 40 square meter premises for a classroom equipped with computer equipment, where we hold different seminars, computer classes, language classes and other forms of education. The second goal we worked on is the passing of a law on youth. We have reached the point of hopefully have it undergo the first reading in the assembly in the second half of January. The third direction is networking of non-governmental organizations. Next year (2012), we will profile ourselves separately in a couple of fields, such as battling corruption, where we have already launched some activities in Brcko and the results are already evident. On the other hand is networking of non-governmental organizations on the regional level and the third issue is youth employment. (male, children/youth/students, Brcko)

We have a strategic plan for the next three years. For now, we will not change anything regarding channels of funding or content of activities. (female, women's rights, Banja Luka)

Our organization has a medium-term, five-year strategy. Once a year, at the assembly, we decide on any changes. This year we will not change anything significant. (female, development projects, Zenica)

We are currently thinking about a slight restructuring by creating a separate department, or unit, which will exclusively work on fundraising – collecting information on availability of funds and project proposals. (male, marginalized groups, Sarajevo)

I do not plan to change the strategic direction; I do not plan to change the field of work; because they are very many activities on which the foundation is working. There will be no changes because a donor decides to fund something. I would really like TACSO to carry out some monitoring. TACSO, when I say TACSO, I mean really everyone who is tied with TACSO, including the Advisory Group. They can do something. They can be a force that is pushing in one direction. They can listen and say what is needed. They can help – that is TACSO's goal. They can, because the European Commission is behind that. I said the same thing last year, i.e. I filled out the questionnaire. I would like to see some progress in one year. I would like that, although I doubt it. But I am afraid that 2012 will

be a year when many will have a noose tied around their necks. I do not know if people are aware of that. It does not matter now if we are talking about TACSO or about the foundation, or about anyone else, but I feel that it will be terrible for a whole lot of people. (female, social inclusion, Sarajevo)

Our strategic focus is in line with our mission to depoliticize the process of return and to ensure sustainable return for all refugees and displaced persons. We are certainly sticking to that both in our projects and in cooperation with our associations. Some say the return process will be completed in 2014. I myself cannot give my opinion on whether it will or will not. The problem is not just refugees and if a house is built, but whether their return is sustainable, if they get a job, if a road is built to their house. I mean, if you are asking whether we will change anything – well, in the next four years we will be guided by these basic ideas and I do not think there will be major changes. (male, refugee return, Sarajevo)

Sample List

Poll CSO/NGO

- 1 - Centar za promociju civilnog društva – Sarajevo
- 2 - UG „DON“ – Banja Luka
- 3 - Genesis Project – Banja Luka
- 4 - Asocijacija za razvoj LEDA – Sarajevo
- 5 - Međureligijsko vijeće u BiH – Sarajevo
- 6 - Omladinski centar „Vermont“ – Brčko
- 7 - Udruženje roditelja u borbi protiv zloupotrebe droga – Bihać
- 8- Transparency International Bosne i Hercegovine – Banja Luka
- 9 - UDRUŽENJE GRAĐANA BUDUĆNOST - Modriča
- 10 - Udruženje „Zemlja djece“ Tuzla – Tuzla
- 11 - U.G. Svjetlost – Zenica
- 12 - Udruženje roditelja djece i osoba u autističnom spektru (URDAS) – Sarajevo
- 13 - VESTA – Tuzla
- 14 - Asocijacija XY – Sarajevo
- 15 - Udruženje „ZENA BIH“ Mostar – Mostar
- 16 - Centri civilnih inicijativa (CCI) – Tuzla/Sarajevo
- 17 - Fondacija CURE – Sarajevo
- 18 - Fondacija za socijalno uključivanje u Bosni i Hercegovini (FSU u BiH) – Sarajevo
- 19 - Inicijativa za bolju i humaniju inkluziju (IBHI) – Sarajevo
- 20 - Medijske inicijative – Sarajevo
- 21 - Udruženje „Obrazovanje gradi Bosnu i Hercegovinu“ – Sarajevo
- 22 - UDRUŽENJE ZA POMOĆ LICIMA SA POSEBNIM POTREBAMA „Podrška“ - Sokolac
- 23 - SUMERO - SAVEZ ORGANIZACIJA ZA PODRŠKU OSOBAMA S INTELEKTUALNIM TEŠKOĆAMA F BiH - Sarajevo
- 24 - UPIT – Udruga za promicanje informacijskih tehnologija – Široki Brijeg
- 25 - Udruženje roditelja i prijatelja osoba s posebnim potrebama „Sunce“ – Mostar
- 26 - Udružene žene – Banja Luka
- 27 - UNIJA ZA ODRŽIVI POVRATAK I INTEGRACIJE U BIH – Sarajevo
- 28 - Udruženje „Vaša prava BiH“ – Sarajevo
- 29 - World Vision – BiH
- 30 - Zdravo da ste – Banja Luka

In-depth interviews CSO/NGO

1. INFOHOUSE – Sarajevo
2. Asocijacija za razvoj LEDA – Sarajevo
3. Genesis Project – Banja Luka
4. Omladinski centar „Vermont“ – Brčko
5. Udruženje roditelja u borbi protiv zloupotrebe droga – Bihać
6. UDRUŽENJE GRAĐANA BUDUĆNOST - Modriča
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13. UDRUŽENJE ZA POMOĆ LICIMA SA POSEBNIM POTREBAMA „Podrška“ - Sokolac
14. SUMERO - SAVEZ ORGANIZACIJA ZA PODRŠKU OSOBAMA S INTELEKTUALNIM TEŠKOĆAMA F BiH - Sarajevo
15. Udruženje roditelja i prijatelja osoba s posebnim potrebama „Sunce“ – Mostar
16. Udružene žene – Banja Luka
17. UNIJA ZA ODRŽIVI POVRATAK I INTEGRACIJE U BIH – Sarajevo
18. Udruženje „Vaša prava BiH“ – Sarajevo
19. Zdravo da ste – Banja Luka
20. Humanost u akciji BiH - Sarajevo

Poll Media

1. Radio-televizija Republike Srpske, Banja Luka
2. Radio-televizija Federacije BiH, Sarajevo
3. Radio Federacije BiH, Sarajevo
4. Televizija Hayat, Sarajevo
5. Alternativna televizija, Banja Luka
6. BH Radio 1, Sarajevo
7. RTV Brčko
8. RTV Vogošća
9. TV Kantona Sarajevo
10. Magazin DANI

Poll State Institutions

1. Direkcija za evropske integracije Vijeća ministara BiH
2. Federalno ministarstvo zdravstva
3. Gradska razvojna agencija Banja Luka – CIDEA
4. Institut za javno zdravstvo RS
5. Institut za mjeriteljstvo BiH
6. Općina Centar Sarajevo
7. RAK - Regulatorna agencija za komunikacije
8. SERDA - Razvojna agencija, Sarajevo
9. Vanjskotrgovinska komora BiH
10. Ministarstvo uprave i lokalne samouprave RS