

# annual report 2001



## VISION

For an active, sustainable and influential NGO sector in Bosnia-Herzegovina.

## MISSION

The NGO Foundation is committed to the development of an active and sustainable non-governmental sector in Bosnia-Herzegovina through education, funding research and advocacy.



## **INSTEAD OF FOREWORD**

Activities and achievements of NGO Foundation of Bosnia and Herzegovina, which will be elaborated in this Annual report, should not be seen only as a concrete support to different NGOs. From a different view, it should be seen as an effort to increase the legitimacy of the third sector and contribution to the development of the civil society as whole. Results, even if modest and time-limited, are showing that the Bosnia-Herzegovina NGO Foundation is on the right way to partially fulfill part of its mission: to lobby for better legal, political and economical framework for the third sector, to raise awareness about the role and character of NGOs in Civil society building, to collect and spread information that are relevant for non-profit organizations, and accordingly to its abilities, to give direct support for strategic and long-term sustainability and capacity-building of non-governmental and non-profit organizations. Certainly, obtained results shall be seen in the light of strong efforts on consolidation and capacity-building of the Foundation itself, since its own six-year long development was followed with similar problems with those of the NGO sector in Bosnia and Herzegovina. Those problems were: until December 2002 lack of suitable legal framework for registration and functioning on the state level, lack of financial benefits for national for-profit donors, strong decrease of foreign assistance, low level of voluntarism and volunteer work etc.



**Zineta Rasavac, Chair of the Board of Directors**

All of these reasons determined a slow development of the Foundation that was then not able to contribute more in the field of support to NGOs. During this development phase, the Foundation is forced to work on bases of different programs, which means fund-raising from different donors in order to build its organizational, human resource and development capacities. At the same time, the Foundation is attempting to fund-raise for the support and development of local NGOs and build on credibility and legitimacy of NGO sector.

If all these limiting factors would be taken into consideration (small and time-limited funds, lack of possibility for systematic building and increasing of managerial teams) then we could surely say that the NGO Foundation fulfilled and obtained visible results and some of those we will mention here: continuity of the idea and the work concept; successful overcome of specific weaknesses that characterized phases before the current executive team was hired; the gained trust from our donors - CIDA (Canadian International Development Agency) and Care International BH/C was built and maintained; level of trust of NGOs in the NGO Foundation is constantly increasing; high level of cooperation with local, entities and state level of authorities was achieved; visibility obtained outside and inside our country; advocacy and lobbying process for the third sector has been initiated; attention is given to strategic planning and building of long-term sustainability of the Foundation; permanent education of the Executive team and the Board of Directors is ongoing, etc.

Unfortunately, the Foundation still did not succeed to obtain one premise which is crucial for long-term sustainable work, and that is to be founded as an endowment, to obtain financial means based on interest rates of an endowment and based on that fund to build its capacity and provide support to other grassroots NGOs. But, that is a goal which the NGO Foundation wants to achieve and, thanks to devoted and capable Executive team and committed volunteer Board of Directors, will definitely be achieved.

**In Sarajevo, April 2002**  
**President of the Board of Directors**  
**Zina Rasavac**

## **DEAR FRIENDS!**

On May 2 of 2001 I assumed Executive Directors' duties from the previous Director, Mr. Milan Mirić. I am very thankful to our Board of Directors and Milan for giving me an opportunity to successfully initiate and implement the Project «Development of the Third Sector and Helping the Vulnerable». Equally important, this project gave me 18 months time to consolidate the staff of the NGO Foundation and work on development of new strategic priorities.

The project provides a solid ground for the initial development of the NGO Foundation as an indigenous initiative that supports the development of the third sector. The Government of Canada has entrusted the Foundation with a project that enables development of an indigenous approach to project selection and grantmaking. In addition, Care International BH/C as partner of Government of Canada is performing an important role in developing the capacity of the NGO Foundation itself. Today, the building of Foundation's endowment is crucially different than six years ago during the Foundation's initial phase. From today's perspective, we can foresee difficult work to build a positive image of the Foundation. This can only be possible by working to enhance the Foundation's good track record in the areas of program implementation, capacity building and grant making. We sincerely believe that this approach will lead to consolidation of an independent endowment for the development of a sustainable NGO sector.

In our work we try to follow several main directions:

- The decision making process within Foundation is primarily led by our mission and vision that is jointly created and revised by the Board and our executive staff.
- The executive staff strongly believes in the Board being a foundation of good governance, and is committing a lot of energy into a good cooperation with the Board.
- Special importance is given to constant professional development of our employees, volunteers and Board.
- Professional staff along with the Board is constantly developing new options that will enable the Foundation to obtain a good track record and publish transparent financial and narrative reports.
- During the following two years the Foundation will work on obtaining good track record that will prepare the ground for a campaign to build an endowment that will serve the third sector in Bosnia and Herzegovina.

With this approach, we intend to secure sustainability of the Foundations itself with an objective to become a model of good governance and an important element of the sustainability of the whole third sector. By reading the report, you can find out more about the Project that is funded by Government of Canada (**C**anadian **I**nternational **D**evelopment **A**gency), see some video records from the field and get familiar with our plans for the future.

We are aware that this annual report could be done even better. Our resources, however, are very limited at this moment and therefore this report is a result of a combined effort of both Board and staff and a lot of voluntary work. We sincerely hope that after reading of this report you will be able to "sense" the Foundation and its work. We also hope that you will send us your comments that we could use to improve our annual reports in the future.

**Sincerely, Zoran Puljić, Executive Director**



**Zoran Puljić,  
Executive Director of  
NGO Foundation**

**GOVERNMENT OF CANADA**  
**CANADIAN AGENCY FOR INTERNATIONAL DEVELOPMENT (CIDA)**

**ABOUT THE PROJECT**

“Development of the Third sector and Assisting Vulnerable in Bosnia-Herzegovina”

Donor: Canadian Government- Agency for International Development

Project start: May, 01.2001.

Expected completion of the project: November 30, 2002.

The project "Development of the Third Sector and Assisting the Vulnerable" is a result of joint efforts of previous executive director of the NGO Foundation, Mr. Milan Mirić, and Care International in Bosnia-Herzegovina/Croatia. Both program components are aiming at strengthening NGOs as local institutions that have a potential to protect rights of all citizens of Bosnia-Herzegovina including refugees and displaced persons.

One of the components aims to assist social reconstruction of communities through funding projects that give preference to common involvement of both domicile and returnee groups.

Second component is the capacity development of NGO activists, aiming to advance performance and knowledge of NGOs whose projects are funded through the program. NGO Foundation is providing tailored assistance to NGOs, suitable to their specific organizational needs, with objective to achieve maximal results with limited financial means at disposal.

Additionally, Canadian Government provided NGO Foundation with the funds to build capacity of its staff and Board of Directors as well as to increase its operational capacity.

**PROGRAM ADVERTISEMENT WITH NGOS**

During the project preparatory phase, several printed and electronic media throughout Bosnia-Herzegovina have been chosen to spread the information about the project. Those were: “Jutarnje novine”, “Slobodna Dalmacija”, “Nezavisne novine”, Radio and TV of Federation of Bosnia - Herzegovina, Radio “Dobre vibracije” Mostar and Radio “Nes” Banja Luka.

Advertisements were published on several occasions, on two specially selected days. Chosen radio stations advertised our project on July 26 and 27. These advertisements included all basic facts of the project, application process and cities for project presentations. Daily newspapers published on July 27 detailed a call for applications for NGOs on 1/4 of page.

Simultaneously, a message with the same content was sent to more than 200 e-mail addresses and also published on the foundations' web site ([www.ngofoundation-bih.org](http://www.ngofoundation-bih.org)).

From July to the first half of September of 2001, more than 1300 visitors visited our web site.

The process of announcing the project implementation was followed by meetings with the Ministries for Social Policy and Displaced Persons of Federation of BH and Republic of Srpska, as well as with the Ministry for Human Rights and Refugees of Council of Ministers of Bosnia and Herzegovina.

We would like to use this occasion to thank to very helpful representatives of these Ministries with whom we met several times during the preparation process:

- \* Mr. Mario Nenadić  
(Assistant to Minister at state level),
- \* Mr. Mijat Tuka  
(Deputy Minister in Federation BH),
- \* Mr. Mićo Mičić  
(Minister in Republic of Srpska) and
- \* Mr. Branko Vukadinović  
(deputy Minister at the RS Ministry)

## **PRESENTATIONS**

Projects were presented in six cities of Bosnia-Herzegovina (Sarajevo, Serb Sarajevo, Doboj, Zvornik, Banja Luka and Mostar). 114 NGO representatives attendee these presentations. All staff members and two members of Board of Directors took part in presentations, using prepared power point presentations and LCD projector.

## **APPLICATIONS**

As a result of such prepared and placed advertisements and presentations we received a total number of 110 applications from all parts of BiH.

## **GENERAL CRITERIA FOR FUNDING**

To be eligible for grants, NGOs had to fulfil these general criteria:

- To be registered with responsible government authority as a citizens association, humanitarian organization or a foundation
- NGO is not part of any political party, nor it is involved in any activity on behalf of political party
- Members of NGO leadership (i.e. Executive Director, President and Vice-president of Board or Assembly, Secretary or Treasurer) are not at same time delegated or elected for any leading position in any political party.
- Purpose of NGO is not limited to religious activities, nor any religious community is a founder of NGO.

## **PROJECT SELECTION CRITERIA:**

- Relevance of the project
- Equal representation
- Volunteer work

## PROJECT SELECTION PROCEDURES

After a careful consideration of all received applications, NGO Foundation has:

- Scored all applications and chosen 16 best rated projects - finalists in the first round of selection
- Visited 16 finalists, performed a capacity needs assessment and made additional verification of information submitted in project proposals submitted.
- Prepared all relevant data and analysis and submitted to the Grants Selection Committee which was formed of honourable members of B-H society and ministries for refugees. In accordance to the selection criteria, the Selection Committee selected nine best projects to be funded.
- Informed finalists about the results of the process.

### Chosen NGOs have:

- Committed or provided 20% in-kind contribution to the project (financial contribution, volunteer work, equipment usage etc.)
- Committed its involvement in all capacity development programs organized by the NGO Foundation during the project implementation period.
- Decided to use up to 20% of approved grant funds for its own operational expenses and/or purchase of equipment

## GRANTS SELECTION COMMITTEE

Members:

- Slavko Perić, Advisor to Minister in Ministry for social policy and displaced persons of RS
- Naris Bošnjović, Advisor to Minister in Ministry for Human Rights and refugees of Council of Ministers of Bosnia-Herzegovina
- Mehmed Teljigović, Assistant to Minister in Ministry for Social policy and displaced persons of FBiH
- Jakob Finci, President of Jewish Community
- Zineta Rasavac, Chairwoman of Board of Directors of NGO Foundation
- Novka Agić, member of Board of Directors of NGO Foundation
- Marijana Dinek, of Board of Directors of NGO Foundation



Grants selection committee

During the meeting on September 10, 2001 in Sarajevo, the Committee has chosen nine projects from applicants from Bosnia-Herzegovina. All the selected projects are aimed at fulfilling the basic needs of returnees and refugees.

The NGO Foundation awarded up to 20.000 KM for successful implementation of each project, and included selected NGO partners into its capacity development program.

Additionally, contacts with local authorities, institutions and media are developing, in order to improve effectiveness and sustainability of NGOs and their work.

Selected NGOs are listed below:

1. Futura – Teslić,
2. Budućnost – Modriča,
3. Vidra – Banja Luka,
4. Pod istim suncem – Jablanica,
5. Snaga žene – Tuzla,
6. Cer – Cer,
7. Maja – Kravica,
8. Alternative – Kakanj
9. Alter Art – Travnik.



Grants selection committee



NGO Representatives

## AWARDING CEREMONY

The Grants Awarding Ceremony took place on September 13 of 2001 in hotel "Grand" Sarajevo. During this Ceremony, all contracts between the NGO Foundation and its new partners were signed.

Present were representatives of nine NGO partners, Government of Canada (CIDA), Care International, Ministry for Human rights and refugees of Council of Ministers BH, members of Board of Directors of NGO Foundation, guests from other local and international organizations and institutions and staff of NGO Foundation. 50 people in total. Present Media representatives were from "BH radio 1", "Oslobođenje" and "Bosnia Daily"



Septembar, 2001. Awarding Ceremony.

## **ABOUT OTHER DONORS**

### **CHARLES STEWART MOTT FOUNDATION**

Charles Stewart Mott Foundation from USA in partnership with Care International provided additional opportunities for further capacity building of the NGO Foundation in order to help the Foundation to become one of the basic foundations for the development of NGO sector in Bosnia and Herzegovina.

### **PLANS FOR NEXT THREE YEARS**

During the year 2001, representatives of NGO Foundation made contacts with several organizations and donors from Europe and USA, hoping establish a partnership benefiting both sides.

The following list outlines names of organisations and potential cooperation:

- Canadian Government for project "NGO Consortiums as agents for change in B&H".
- Care International BH/C for project "YEP- Youth Enterprise Foundation".
- C.S.Mott Foundation (USA) for the capacity development of NGO Foundation and additional support to approved projects.
- King Baudouin Foundation (Belgium) for project "Living heritage" and "Interethnic relations".
- Allavida (UK) for the project that aims to support capacity building of youth organizations.
- German Marshal Fund (USA) for general support to sector in Bosnia-Herzegovina
- European Commission (EC) for project "Civil Society Development"
- World Bank mission to B&H for advocacy project for NGO sector.
- Charity Aid Foundation (UK) through preliminary contacts for the strategic partnership in Bosnia-Herzegovina.
- Freedom House (USA) for the capacity development program of NGO Foundation and regional visits to similar organizations.
- World Learning (USA) for capacity development of NGOs in Bosnia and Herzegovina.

We strongly believe that some of these initial contacts could result with tangible projects in the future



## NGO PARTNERS

**ORGANIZATION:** WOMEN ACTION "VIDRA" BANJA LUKA

**PROJECT:** SMALL SCHOOL OF AGRIBUSINESS

**Amount:** 17 968 KM

This project aims to support economic reintegration of returnees, refugees and local residents through the economic development of the local community, stimulation of agrarian development and creating new jobs. Vidra will achieve this through skill training practice and training of agricultural producers. Project will train 65 households on producing raspberries in three localities (Bosanska Gradiska, Orahova and Dubrave); distribute planting materials for six households that will begin commercial raspberry production; stimulate the reintegration of returnees in the community through connecting the returnee, refugee and local resident populations through their communication and cooperation based on concrete economic foundations.



Distribution of raspberries in Gradiška.

**ORGANIZATION:** WOMEN FORUM "ALTERNATIVE" KAKANJ

**PROJECT:** SUPPORT TO SUSTAINABLE RETURN TO KAKANJ MUNICIPALITY

**Amount:** 20 000 KM

Goal of this project is to initiate a public campaign and involve returnees with voluntary work in the activities and projects for securing the conditions for sustainable return.

This NGO thinks that secure and friendly surrounding and trust building will lead to creation of better conditions for life. Through this project the organisations aims to improve living conditions of 100 members of cultural-sports association "Haljinići". This association was formed as an initiative of returnees and 40 members of cultural and arts association "Queen Katarina" Čatići and their mission are to protect the tradition of Croats in this region. Different activities will encourage the returnees to initiate and lead public champagne to support sustainable return.



Work on the sport field in village Haljinići, Kakanj.

**ORGANIZATION:** "FUTURA PLUS" TESLIĆ

**PROJECT:** SUPPORT TO SUSTAINABLE RETURN TO TESLIĆ MUNICIPALITY

**Amount:** 17 960 KM

The project of Futura Plus has a goal to provide necessary services as well as intervene support for 150 minority returnees in Kamenica. Project will ensure better information flow concerning taxes, credits and business possibilities, so that the returnees could be able to re-build their society and lives in a way that contributes to a long-term reconstruction of their



Health care in village Kamenica, Teslić.

environment as well as community in general.

**ORGANIZATION:** "MAJA" BRATUNAC

**PROJECT:** "AGRICULTURE AS A TOOL FOR TRUST BUILDING"

**Amount:** 20 000 KM

This aims to build trust of different ethnic groups in Kravica Community by involving both returnees and domicile population into a food education and production program. Among the returnees of both nationalities (Serbs and Bosniaks) there is an interest for this type of activity since this is the only income generation opportunity they have received. Project builds on trust by providing bases for sustainable return. This project is the first multi-ethnic project in the area. Project includes 80 direct beneficiaries.



Beneficiare, Cvjetin.

**ORGANIZATION:** CITIZEN ASSOCIATION "CER" – DERVENTA

**PROJECT:** SUPPORT TO SUSTAINABLE RETURN THROUGH REBUILDING INFRASTRUCTURE

**Amount:** 20 000 KM

The main goal of the project is to support the returnee process through reconstruction of the part of local road to returnee area. This project is animating returnees, improves local communications, initiating further initiatives of returnee and rebuilding and organizing returnees on the volunteer base. Project includes the capacity development of the newly founded organization of the returnees "Cer".



Rebuilding of road to village Komarica.

**ORGANIZATION:** YOUTH CLUB "POD ISTIM SUNCEM", JABLANICA

**PROJECT:** SUPPORT TO YOUTH RETURNES

**Amount:** 20 000 KM

This project aims to assist young returnees through development and strengthening of youth organizations and informal groups of young people in Jablanica, Konjic and Prozor-Rama. Project will initiate social activities in area of Jablanica, Konjic and Prozor-Rama, involve 100 young people, train 30 young people on small business development and will educate 24 volunteers on running of social activities.



Workshop with youth representatives from Prozor.

**ORGANIZATION:**  
**CITIZENS ASSOCIATION "BUDUĆNOST" MODRIČA**  
**PROJECT SUMMARY:**  
**"STEP BY STEP TO CHANGES"**  
**Amount: 20 000 KM**

This project includes three two-day workshops on non-violent communication that will be held with different beneficiary groups. Meetings are held with a goal to present techniques of non-violent conflict resolution, to improve communication between different groups, improve organizing skills of community leaders, as well as to form a Community Board and attract new Board members that will present community needs to local authorities.

This Board is supposed not only to represent citizens needs but also to establish contacts with local authority. During the project implementation the Board will make their own program of work and activities, all based on citizens needs. These citizens will be given a chance to express their concerns during the public tribune that is part of the project. During the project period the Board will also lobby local authorities for solving certain problems, defined as community priorities



**Workshop of non-conflict communication, youth.**

**ORGANIZATION: HO "SNAGA ZENE", TUZLA**  
**PROJECT: WOMAN ASSOCIATION IN EAST BOSNIA**  
**Amount: 18 591 KM**

Humanitarian organization "Snaga Zene" supported establishment of a multiethnic citizens association of women in returnee area of Eastern Bosnia. This would improve the situation of the returnees in general, and create conditions for the members of the association to continue with their work independently and in cooperation with the local authorities. The organization will organize opportunities to educate members of the association in the area of development of civic society and women rights, medical counselling, education in agronomy and fruit cultivation, as well as sewing and crochet.



**Woman association in East Bosnia.**

**ORGANIZATION: HO "DRUGAČIJA UMJETNOST - ALTER ART" TRAVNIK**  
**PROJECT: SUSTAINABLE RETURN TO TRAVNIK – A PROCESS THAT NEEDS SUPPORT**  
**Amount: 20 000 KM**

The goal of this project is to decrease a gap between domicile people and returnees. The project will involve youth volunteers and the Municipality of Travnik into



**Press conference**

improving the situation of returnees. 100 children and youth from Travnik will learn about traditional culture, day to day work in villages, relations in society, tolerance, NGO sector and will assist and help 100 returnees and their families in their day to day work. All the results of camping will be presented at the end of the project in the cultural festival organized by Alter Art.

## **TRAINING**

### **Trainings, seminars and study visits**

NGO Foundation in its work focuses special attention to capacity-building of Executive team and Board of Directors, in order to improve their performance. Members of Executive team took part in many trainings, seminars and study visits, and part of those are listed below:

- Foundations for Europe, Building Social Capital - The Social Economy - Stockholm, Sweden-European Foundation Centre
- "Result-Based Management"- Sarajevo, Bosnia-Herzegovina, NGO Foundation
- "Organizational Development"- Herceg Novi, Montenegro, FRY-Care International
- "Strategic Plan Procedures" - Herceg Novi, Montenegro, FRY-Care International
- "Balkan/South Africa Peace Exploration" - South Africa-Crabgrass
- Grant Makers East Group - Sixth Annual Meeting - Bucharest, Romania - European Foundation Centre
- "Non-Profit Marketing" - Jahorina, Bosnia-Herzegovina-Quaker Peace & Social Witness
- "Design, Monitoring and Evaluation"-Sarajevo, Banja Luka, Bosnia-Herzegovina - Care International
- "Non-Profit Governance" - Washington, DC USA-National Center for Non-Profit Boards (Board Source)
- "Nuts and Bolts of Competitive Bids", Banja Luka, Care International

Board of Directors and Executive team defined Strategic plan of NGO Foundation. Additional education through various trainings is planned in operational plan of NGO Foundation.

### **NGO FOUNDATION ANNUAL FINANCE REPORT 2001.**

The NGO Foundation, although a Bosnian and Herzegovinian initiative, was legally registered in Holland due to the lack of favorable local legislative at the state level. As such, the NGO Foundation registered in Federation of BiH as a legal entity at the beginning of 2001 and is implementing a project that aims to improve the capacity of the third sector in Bosnia-Herzegovina. Project is being implemented in partnership with Care International Bosnia-Herzegovina/Croatia, and is funded by the Government of Canada through Canadian Agency for International Development.

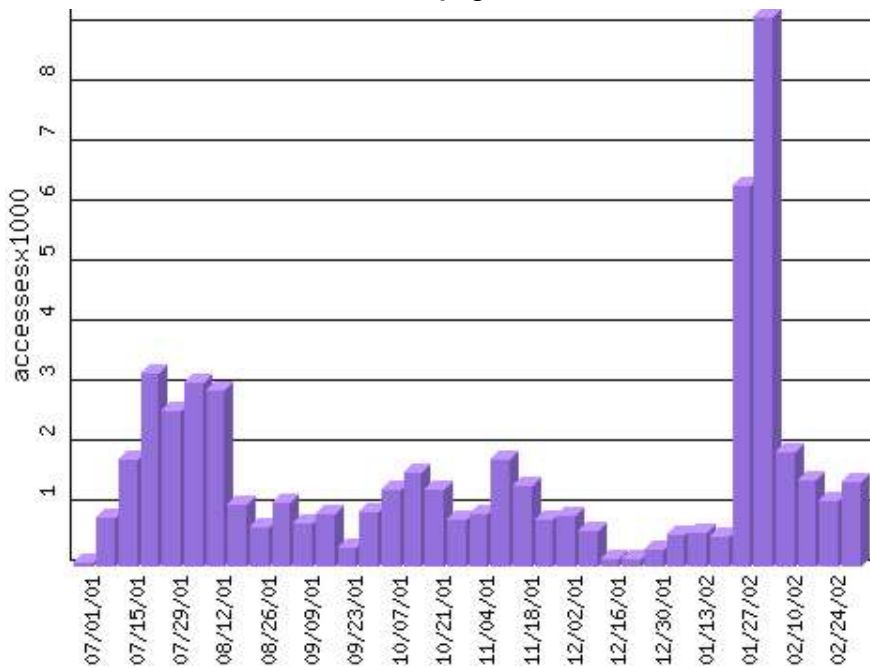
As part of the project strategy, all finances in 2001 were done within the Finance Department of Care International Bosnia-Herzegovina/Croatia. The following report is prepared in accordance with data from Care International Finance Department. All expenses are in accordance with the proposed budget of the project. .

<b>Support and Revenue</b>	<b>Prihod</b>	<b>KM</b>
I CIDA CANADA	CIDA KANADA	253074,84
II KING BAUDOUIIN FOUNDATION BELGIUM	KING BAUDIN FONDACIJA BELGIJA	1340,00
<b>Total support and revenue</b>	<b>Ukupni prihodi i donacije</b>	<b>254414,84</b>
<b>Expenses</b>	<b>Troškovi</b>	
<b>I Personnel</b>	<b>Plate zaposlenih</b>	<b>71217,38</b>
International staff	Međunarodno osoblje	18962,56
Local staff	Lokalno osoblje	52254,82
<b>II Operating expenses</b>	<b>Operativni troškovi</b>	<b>26246,61</b>
Office rent,utilities,office running costs	Zakupnina,režijski i ostali troškovi	9184,22
Office supplies	Kancelarijski materijal	5552,19
Communication	Komunikacijski troškovi	6272,83
Office equipment	Uredska oprema	5237,37
<b>III Travel</b>	<b>Troškovi putovanja</b>	<b>4700,53</b>
<b>IV Vechicles (purchase,fuel and maint.)</b>	<b>Vozila(nabavka,gorivo i održavanje)</b>	<b>49110,39</b>
<b>V Staff training NGO Foundation</b>	<b>Trening za osoblje NVO Fondacije</b>	<b>5631,69</b>
<b>VI Suport to local NGO</b>	<b>Podrška lokalnim NVO</b>	<b>93600,05</b>
<b>VII Sundry / Miscellaneous</b>	<b>Ostali nepredvidjeni troškovi</b>	<b>2568,19</b>
<b>Total expenses</b>	<b>Ukupni troškovi</b>	<b>253074,84</b>
<b>Net Assets</b>	<b>Razlika prihoda i rashoda</b>	<b>1340,00</b>
<b>Exchange rate: US\$ = 2,140 KM</b>	<b>Kurs: US\$ = 2,140 KM</b>	

**WEB**



Web page.



The numbers of visits each month.

**TOTAL NUMBER OF VISITS OF NGO FOUNDATION WEB PAGE  
IN PERIOD 01.07.2001. – 24.02.2002.  
IS 3121.**

[www.ngofoundation-bih.org](http://www.ngofoundation-bih.org)  
[www.nvofondacija.org](http://www.nvofondacija.org)

## NVO Fondacija finansira



Upravni odbor Fondacije: Pomoć nevladinim organizacijama

# Devet projekata za izbjegle i raseljene

● NVO Fondacija u partnerstvu s *CARE Internacional* BiH / Hrvatska (*CARE BHC*) priprema realizaciju projekta finansiranja od *CIDA Canada* (Kanadska agencija za među narodni razvoj) kojim se unapređuje kapacitet nevladinog sektora u BiH i zadovoljavaju osnovne potrebe povratnika u prijeratna prebivališta.

Ova fondacija će nevladinim organizacijama u BiH dodijeliti 100.000 američkih dolara za realizaciju projekata

pomoći raseljenim i izbjeglim.

NVO Fondacija odabrat će devet konkretnih projekata nevladinih bh. organizacija, iz oba entiteta, koji su usmjereni zadovoljavanju



osnovnih potreba povratnika u prijeratna prebivališta.

U narednih mjesec dana, odredit će se kriteriji načina apliciranja. Način i uslove postavlja donator.

U zadnje dvije godine stanje između vladinih i nevladinih organizacija se bitno promijenilo nabolje. Ministarstvo za socijalnu politiku, izbjegle i raseljene u Vladi FBiH izrazilo je spremnost za saradnju i podršku projektima povratka NVO Fondacije.

JUTARNJE, 17.07.2001.

## NVO FONDACIJA BIH

### Za projekte pomoći izbjeglicama 100.000 dolara

SARAJEVO - NVO Fondacija Bosne i Hercegovine priprema implementaciju projekta pomoći raseljenim i izbjeglim u saradnji sa Kanadskom agencijom za međunarodni razvoj (CIDA) i CARE international.

NVO Fondacija će odabrati projekte devet bh. nevladinih organizacija iz oba entiteta koji su usmjereni na zadovoljavanje osnovnih po-

treba povratnika. U otvorenom konkursu, za realizaciju ovih projekata, NVO Fondacija će nevladinim organizacijama u Bosni i Hercegovini dodijeliti do 100.000 američkih dolara

Osnovni cilj NVO Fondacije BiH je da pomogne aktivnost i samoodrživost NVO sektora u Bosni i Hercegovini.

OSLOBODJENJE 03.07.2001.

## FEATURES

### STUDY VISIT

November 2001, BOARDSOURCE, Washington DC, USA

The NGO Foundation has clearly stated capacity building as one of its long and short term objectives. As part of this process, the Executive Director of the NGO Foundation took part in a 17 day fellowship on non-profit governance, organized by BoardSource Washington DC. Igor Stojanovic from CCI Banjaluka was the only other participant from Bosnia and Herzegovina.



Director of NGO Foundation and representative of CCI Banja Luka visited Bosnian embassy in USA.

Current situation and the way «Governing Bodies» are organized in BiH non-profit organizations determined the topic selection. Intentionally, I am talking about «Governing Bodies» since, in my personal view compared to NGOs in BiH, in the rest of the world, and especially in the US, different «Governing Bodies» govern non-profit organizations. Especially due to that reason, in this short report I would like to try to compare the governance in non-profits in Bosnia-Herzegovina to the non-profits in the US.

Individual experiences of NGO Foundation members in working with Governing bodies significantly differ from working materials presented at the seminars and workshops organized by international agencies operating in Bosnia-Herzegovina. I must confess that I personally like the governance system that I was presented with in the US. But, on the other side we have to keep in mind the situation we have here in BH NGO sector, and the long way ahead we still need to go to develop the community and raise citizen awareness to be able to operate under this system.

Reading the history of non-profit sector in the USA I think that the Americans have gone through a long way that began in 1636, and have been continued in 1643 as Henry Dunster, first president of prestigious Harvard University, initiated registration process of that prestigious University. But that was not the leadership system, of which the Americans can be proud today, but it was the reflection of time they lived in. From that day on until today, the NGOs evolved and developed to organizations that value altruism, voluntarism, ethics, professionalism etc. That doesn't mean that they do not know of cases of corruption, false motives, and miss-usage of positions or falsification of bills. At the Annual National Leadership Forum in which I participated, we also got a very clear overview of the bad side of the non-profit sector. Yet, it was courageous to hear how the «healthy» part of sector is not ashamed of it, but on the contrary together, in cooperation with the government tries to improve the situation in a very transparent way.

My conversation with the professor of Practical Management from Harvard University, Mr. Allen Grossman, brought me to the point that I consider to be the main reason of differences between the practices of Bosnia-Herzegovina and USA: The process of establishment of non-profits in these two countries and its consequences:

- In the US, people for their own personal satisfaction or altruism or if they or their dears are suffering for whatever reason organize themselves and are trying to solve that problem. With



worthy volunteer work and very often with own money, those individuals start an organization, get involve on issue and eventually start fundraising in order to help target population as much as they can. As they get more successful and visible, it becomes necessary to separate the executive from the governing function. That is the moment when they must decide if they want to stay an executive member or they prefer to join the governing body. Most of the time in this fellowship was given to that moment: separation of functions in a way to avoid conflict of interest. In the US, most founders decide to continue working in the Board of Directors. Those mostly engaged become Board members (volunteers) and the empty positions in staff get filled through competitive and transparent process.

- In Bosnia-Herzegovina today, organizations are founded in a similar way, but there are also some of them which are founded in order to provide a job for group members. They are not the topic of this report, so I won't be mentioning them anymore. Eventually, when the moment comes to separate functions in BiH, most active members become executive directors or presidents, which leaves the Board side in most cases almost completely empty. And when we have found the person who would like to perform that function at the Board or Assembly, the executive director is still the key player within that NGO. This leads to a leadership system, which essentially mainly serves to satisfy the donors, more than to provide a foundation for a long-lasting development of a sustainable organization.

The seminar had not had the purpose to present the governing model in US as the only correct one. Actually, the goal was to learn from US model, in order to understand our needs better. Good idea, but how to implement this in practice is another issue.

Three months passed since I returned from the USA. This report represent my personal view of generic process of development of NGO sector in Bosnia-Herzegovina and USA as well as problems that NGO sector needs to deal with. It is clear that many people would probably disagree with this, but I hope that this short report will stimulate deliberation.

Furthermore, I enumerate some of important issues from this fellowship, participant list as well as names of organizations with whom I met during the informal part.

Sincerely,

**Zoran Puljić**  
**Executive Director**  
**NGO Foundation**  
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### **Seminar issues (all of them are related with the US sector)**

- Professional development program – How to design educational programs for Board of Directors of non-profit organizations, including whole leadership overview of the non-profit sector in US.
- Assisting consultants in working with one Board from Washington – I have worked with the
- Washington Peace Center.
- Presence on the 3-day annual Leadership Forum of non-profit sector in US (400 participants)
- Self-assessment of Board members

### **Participants:**

- Amani Yousseff, Egypt
- Amr Khalil, Egypt
- Balazs Sator, Hungary
- Bola Lana, Nigeria
- Florence Omosa, Kenia
- Gwen Jaffro, Ireland/France
- Hala Sukrallah, Egypt
- Igor Stojanović, BiH, Banja Luka
- Isabel Londono, Columbia
- Kelmend Zajazi, Macedonia
- Koketso Rantona, Botswana
- Lubica Lachka, Slovakia
- Maria Stephan Otto, Mexico
- Raymond Stephens, Latvia
- Roxana Braga, Romania
- Zoran Puljić, BiH, Sarajevo



**Participants.**

### **Names of organizations which I have met:**

National Endowment for Democracy (NED), Washington DC  
Paul McCarthy, Program Officer

German Marshal Fund (GMF), Washington DC  
Stephen Grand, Director of Programs

## SOUTH AFRICA

### BALKAN PEACE EXPLORATION PROGRAM REPORT

Program "South Africa/Balkan Peace Exploration Program" has been started by an American non-governmental organization "Crabgrass" and it included eighteen young persons working on civil society building in the countries of former Yugoslavia. The main goal of the program was to introduce the experiences of the South African civil society activists in racial reconciliation process following the fall of apartheid regime.

Balkan group conducted various meetings with the representatives of the NGOs, ex-member of the TRC-Truth and Reconciliation Commission), president of the Human Rights Commission of Rwanda and took part in different conferences. We have visited many cultural and historical sites of this beautiful country of differences, contradictions, poor and wealth and separations. All above mentioned activities were the opportunity to learn about the Africa, Republic of South Africa, but also for the active experience exchange between the groups from two far and still close regions.

Orientation meetings helped to group to learn about the planned activities, to create the rules of the group and to learn important facts about the history and current situation of South Africa.

Many meetings with the representatives of NGOs that are working in different society levels helped us partially in understanding how it works their society. Organizations working on local level (city quarters, small towns) as "Survivors of Violence"-Durban, "Youth Action" and "Conquest for life"- Johannesburg, "Quaker Peace Centre" and "UMAC"- Capetown, "Vezokuhle"-Port Elizabeth are the closest to the cruel reality of the poor people, mainly members of Black and "Coloured" community. The apartheid system itself has divided population into the three main groups: Whites, Blacks and Coloured, all with aim to ease the control of whites over the two other groups and for those two groups to be somehow against each other. The main problems of local community are the poverty and violence of many local gangs. These local NGOs are working on programs of support to victims of violence, education of youth or on inclusion of ex-members of paramilitary forces. Balkan group members find some of these issues similar to situation in their countries.

"NICRO" organization from Durban works with underage delinquents and successfully co-operates in its work with the authorities. Our group "put" this group in middle level of work, which relates to a successful co-operation and combined work of governmental and non-governmental sector. Their programs are aimed to inclusion of underage delinquents into normal life, first through the payback to society (useful community work) with the recommendation of the Court. Secondly, for these and for the other young people there are the possibilities of involvement in the business development programs with the initial funds for start-up of the business. This complete model of delinquency decrease and business development is an outstanding example of an adequate and well-defined approach in solving the youth problems.

The other organizations we have visited, such as "Accord", "Idasa" and "Olive" are working on the highest levels of co-operation with the authorities and the creation of the positive changes in different



26-28.08.2001. Youth summit,  
World conference against  
racism Durban, Južna Afrika.

societies and countries. Our group was especially impressed with the programs and professionals of "Accord", the organization working on training, research, advocacy and policy development. In some of African countries they have been even involved in writing of the Constitutions.

Very interesting and valuable dialogues were held with two professors of "College of Transfiguration"-Grahamstown and "Western Cape University"-Capetown, about the different praxis, approaches and experiences in conflict resolution and reconciliation, but also with the interest shown in school system functioning in RSA.



29.08.2001. NGO FORUM, World conference against racism Durban, Južna Afrika.

With courtesy of friends from "Accord" we have organized an open dialogue with Mr. Gasana Ndobu, the president of the Rwandan Human Rights Commission. This commission investigates war crimes and organises trials to those who committed war crimes. It is interesting that HRC organises most of the trials and that those trials

are organized under special principles depending on the level of crime committed (four degrees). According to Mr. Ndobu opinion, efficiency of the International War Crimes Tribunal for Rwanda is not really big, and that there are only few completed processes vs. high expenses of trials. Also, there are no ways to imprison high ranked war criminals since they are hidden in other countries.

Ms. Yasmin Sooka, former member of Truth and Reconciliation Commission of South Africa gave us a chance to learn about the experiences of this Commission. The report of TRC which is in the preparation will include names and of victims and stories about crimes during the apartheid regime. Commission heard stories of around 25000 victims, and received around 7000 amnesty requests. Amnesty was earlier accepted and proclaimed by African National Congress lead by Nelson Mandela. The work of the Commission is based on African "Ubuntu" concept and that is their prime principle. Commission don't look only at the individuals, but on the community too. Example: Audience is clapping even to a person who committed a crime, only due a fact that this person is telling the truth and that the process will finally discover what happened with those missing or being killed. Ms. Sooka has said many positive things about the work of TRC, but also about the forming process, problems and pressure under which TRC had to work. Her opinion is that civil society has played an important role in discussions about forming of TRC and its work. Government was not deciding and did not delegate their representatives in TRC, but all the candidates were democratically proclaimed and chosen by votes of the representatives of civil society institutions.

Historical site visits included Robben Island (island jail where Nelson Mandela was imprisoned few years), Soweto (town which was the centre of blacks resistance against apartheid regime; Museum-house of Nelson and Winnie Mandela), District 6 museum- Capetown (District 6 was the district with mixed population and it was completely destroyed and whole the population was displaced, and this museum is showing how the District 6 use to look like) and Egazini near Grahamstown (place where the big fight of Xhosa warriors lead by Makana against the English occupiers took place in 1819).

Group from Balkans took part in three conferences: Youth Summit and World Conference Against Racism / NGO Forum in Durban and 11<sup>th</sup> Conference of South African Association for Conflict Intervention in Port Elizabeth. Group held very interesting workshop together with youth of Port Elizabeth and most of the delegates of the conference attended to this workshop. That was also a great opportunity for presentation of the region and the countries where we come from to a delegates on the

conference. About the NGO Forum in Durban, one of the greatest gatherings of the NGOs world-wide, many articles and reports were published lately in the media. Non-governmental organizations pointed at injustice and problems in the world, especially concerning the rights of oppressed nations, reparations for slavery and problem of modern colonialism. Great part of the suggestion was included in UN declaration adopted in meeting of state representatives in Durban.

### **Instead of conclusion:**

The program "South Africa/ Balkan Peace Exploration" was an outstanding opportunity to learn about the realities of Republic of South Africa after the apartheid regime. The impression is that the reconciliation process is going in the right direction. One of the problems characterizing this country is noticeable separation of country in economic terms, where white population still holds the keys of power and resources, while most of the population lives in poverty. It is questionable if these economical differences will be solved or possible inequality can bring the problems as those in Zimbabwe. There is a huge gap existing between the rich business city centres and poor Black townships, whose poverty is hard to imagine even to someone coming from Bosnia and Herzegovina. My personal impression is that there is no will of White people existing for the reconciliation, and they consider it as a matter of importance for "others". NGOs are involved in reconciliation process in a very good way and on different levels and seems as a strong player in the society. I find many similarities between our two countries, especially in poverty, unemployment and interethnic issues, so I believe some of their experiences could be helpful in solving our own problems.

For the opportunity and honour to be a part of this prestigious program I owe to organizations "Crabgrass", "NGO Foundation", "Nešto Više". A special thanks goes to excellent group of friends coming from former Yugoslavia countries.

**Renato Zrnić.**