



**Partnership Forum:
Partnership between civil society
and business sector in BiH – challenges
and opportunities**

Report



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Partnership Forum: Partnership between civil society and business sector in BiH – challenges and opportunities

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INTRODUCTION

The Conference “**Partnership Forum: Partnership between civil society and business sector in BiH – challenges and opportunities**” was organized within the framework of the People to People component of the TACSO project.

The purpose of the conference was to gain insight into the opportunities and challenges in development and maintaining successful economic activities and partnerships with companies, as mechanisms for improving the sustainability of CSOs.

Conference objectives were:

1. To develop recommendations for the support measures and mechanisms for improving the sustainability of CSOs;
2. To examine existing models of cooperation and partnerships between companies and CSOs in BiH, to present examples of good practice in the region and BiH and to define recommendations for improving partnerships;
3. To present relevant research in the areas of philanthropy and social entrepreneurship as a good model to achieve greater sustainability of CSOs;
4. Investigate the areas in which CSOs can have advocacy actions, which will contribute to more sustainable economic activities and successful partnerships with companies.

The key features of the practices and legislation related to CSOs sustainability, philanthropy and models of cooperation between CSOs and companies in BiH, Serbia and the Region of Western Balkans and Turkey were presented at the conference by the resource organization Smart Kolektiv. Representatives of the donor community have presented some of the most successful and active programs for supporting economic activities of the CSOs.

The discussions were organized in a way that enabled participants to provide individual inputs and actively participate in small groups discussions. Highlight of both conference’s days were lively and engaging discussions, during which participants of the conference analyzed key factors, needs and role of different stakeholders in improving the sustainability of the CSOs. Dynamic discussion resulted in a **set of recommendations and steps** to be conducted in different areas: **skills and knowledge, internal management, legislation and financial mechanisms.**

At the conference 20 speakers have shared their good practices, experiences, advices and lessons learned (8 from CSOs; 3 from companies, 2 from media, 3 representatives of donors and 4 presenters). More than 20 good practices and models of CSO’s economic activities and cross – sector partnership were presented at the Forum.



The conference brought together 54 participants selected through an open application process from the civil society sector, social enterprises (SE), government institutions, companies and media in BiH.

The results of the evaluation to be added

DAY I – CSOs sustainability and economic activities

Summary of the Agenda:

- Opening ceremony
- Session 1: The future of civil society: mechanisms of support, social entrepreneurship and philanthropy – Presentation and Panel Discussion
- Session 2: Ecosystem for more sustainable CSOs
- Session 3: Visit to HUB *Networks*

OPENING CEREMONY:

The event was opened by the Resident Advisor (RA) of TACSO BiH Office, Ms. Slavica Draskovic, who welcomed participants and introduced them with the purpose and objectives of the Partnership Forum.

Goran Kucera from Ministry of Justice BIH, member of Local Advisory Group of TACSO project also addressed the participants and underlined the importance of the Conference and efforts of TACSO in strengthening capacities of the CSOs in the region to be more sustainable.



Picture no.1: Participants at the opening of the Partnership Forum



Picture no.2: Goran Kucera at the opening of the Partnership Forum



SESSION 1: THE FUTURE OF CIVIL SOCIETY – MECHANISM OF SUPPORT, SOCIAL ENTREPRENEURSHIP AND PHILANTROPY

1.1. Introductions

All the participants were asked to shortly introduce themselves - name and the organization they are representing.

After the introductions, participants had the opportunity to individually express what they see as crucial factors and challenges for achieving the CSOs sustainability and partnerships with companies. The main factors and goals recognized by participants were divided four categories – Knowledge and skills, internal management, financial mechanisms and Legislation:

1. Knowledge and skills: more education opportunities; knowledge and skills in marketing, communication, business, sales.
2. Internal management: investing in internal management and education; educated financial management, networking, HR and management education.
3. Financial mechanisms: partnerships with companies, social entrepreneurship, more financial instruments (donations, venture funds, grants etc.), tax reliefs.
4. Legislation: harmonization of the legislation in all the entities, improving administration, strategy on Social entrepreneurship development, law on social entrepreneurship, tax reliefs.



Picture no.3: Participants writing down crucial factors and challenges for achieving CSOs sustainability



Picture no.4: Participants writing down crucial factors and challenges for achieving CSOs sustainability

1.2. Presentation: Sustainability of the CSOs

After the workshop, Mr. Neven Marinovic from Smart Kolektiv (Serbia) presented findings from few relevant researches regarding situation, problems and perceptions of CSOs in the region. He pointed out that **key sustainability factors for CSOs are: social, technical, legal, political, organizational, internal, environmental, financial and reputation.**



Picture no.5: Mr. Neven Marinovic presenting research on perception on CSOs in the region

When it comes to **development of partnerships between CSOs/SEs and companies**, some key factors for success and challenges are:

| <i>Factors for successful partnerships:</i> | <i>Challenges for development of partnerships:</i> |
|---|--|
| · Mutual interest | · Inability to meet deadlines and quantities |
| · Product/service quality | · Lack of information about the offers of SE |
| · Willingness of decision makers | · Lack of defined base of needs for SE |
| · Building of partnership relation | · Lack of awareness about the importance of SE |

Table 1: Key factors and challenges for development of partnerships between CSOs and companies – Presentation: Sustainability of CSOs, Neven Marinovic from Smart Kolektiv.

1.3. Panel discussion: Mechanisms for development of CSOs' sustainability – Economic activities and cooperation with companies

Panel discussion *Mechanisms for the development of CSO sustainability: Economic activities and cooperation with the business sector* gathered 9 representatives of CSOs. The panelists have presented their economic activities, partnerships with companies, challenges they have in their work, successes achieved and advices for other CSOs. The panel was moderated by Ivana Stancic from Smart Kolektiv.

First group of the panelists were representatives of CSOs that have **developed strong economic activities**: Mr. Igor Trivic (CSO *Most*), Mrs. Nada Markovic (Women association *Maja*), Mr. Veselin Rebic (TMP Sarajevo), Mr. Vladimir Coric (Youth Culture Center *Abrasevic*) and Mrs. Jasmina Zukan (NAHLA).



Picture no.6: Panel discussion: Mechanisms for development of CSOs sustainability-economic activities



Picture no.7: Picture no.6: Panel discussion – Mechanisms for development of CSOs sustainability-economic activities

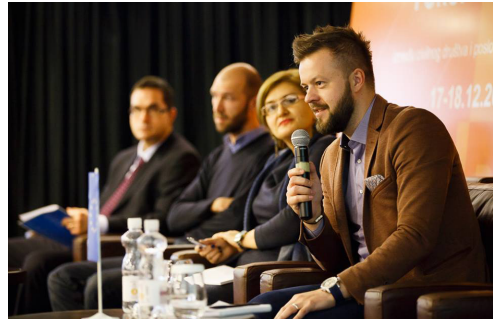
Conclusions from the Panel discussion: Mechanisms for development of CSOs sustainability-economic activities

- Most of the panelists are coming from the CSOs that have developed economic activities as a way of achieving greater independence from donors and sustainability in their work;
- Most of the economic activities are relying on the existing resources of the CSOs (knowledge, skills, space, human resources);
- Establishing of cooperative and enterprise as separate entity brings benefits such as bringing more entrepreneurs to work together, to participate together on the market, to offer different services on the market;
- Economic activities helped some of the panelists to cover up to 75% of expenses of CSOs. Recipe for success of the panelists is to develop several complementary economic activities that are smaller scale, rather than one, large scale economic activity;
- Crucial challenges CSOs and SEs face in their work are: lack of entrepreneurial spirit; lack of business knowledge and skills; lack of experience in creating and conducting a business model; financial insecurity; confidence for vulnerable groups in their appearance and work on the free market; confidence and skills in approaching to companies and donors; how to balance market demands, competence and social cause.
- Recommendations for other CSOs and SEs: invest in your personal capacities – in education of your staff, have an open mind and persistence in development of your economic activities, test and develop your business ideas.

The second group of CSOs was those who have good practices and experience in **development of the cooperation and partnership with business sector.** The participants at this panel were: Mr. Almir Mukaca (Bigmey), Mrs. Jasna Jasarevic (Tuzla Community Foundation), Mr. Asim Sahinpasic and Mr. Adnan Tatarevic (Pomozi.ba).



Picture no.8: Panel discussion – Mechanisms for development of CSOs sustainability: partnerships with companies



Picture no.9: Mechanisms for development of CSOs sustainability: partnerships with companies

Conclusions from the Panel discussion: Mechanisms for development of CSOs sustainability-economic activities

- CSOs should approach to partnerships with companies strategically. CSOs should think about what interest can company have in the partnership and develop a proposal for cooperation based on that assessment. It is extremely important for CSOs and SEs to produce new value, to be innovative and entrepreneurial – minded when approaching to companies and proposing ideas for cooperation;
- There is a wide range of different ways business can support a social cause of CSOs apart from direct donation of financial means such as: donating percentage from the sale, involving CSO/SE in supply chains, skill based volunteering, joint promotion, sponsorships etc.
- CSOs have to be transparent and to report on the results and impact they are producing;
- CSOs have to be better in promotion and communication of their results and to be more visible in the community. Those who are more visible and better in communication are more attractive partners to companies.
- CSOs can be service providers to companies. CSOs have certain skills and knowledge that can be useful to companies.

SESSION 2: ECO- SYSTEM FOR MORE SUSTAINABLE CSOs

Based on the results and conclusions from previous sessions, participants have continued discussion on key factors for achieving sustainability of CSOs. In accordance with their affiliations participants have chosen a group of factors they find most challenging and interesting: Legislation, Financing mechanisms, Skills and Knowledge, Internal capacities – management. In the groups participants discussed together preconditions and recommendations for development of more sustainable CSOs. Planned result of the workshop was to determine problems in these 4 areas, to identify key needs/factors and recommend concrete measures and mechanisms of support.



Picture no.10: Participants discussing key factors for achieving sustainability of CSOs



Picture no.11: Participants discussing key factors for achieving sustainability of CSOs

| FACTORS AND RECOMMENDED ACTIONS FOR SUSTAINABILITY OF CSOs | | |
|--|---------------------------------|--|
| | KEY FACTORS | KEY STEPS AND RECOMMENDED ACTIONS |
| FINANCE | 1. Donations and grants | 1. Fundraising, development of Start up grants and loans for Ses |
| | 2. Partnerships with companies | 2. Sales development, involving in supply chains of the companies, PR, outsourcing |
| | 3. Individual donations | 3. Memberships, donations, volunteering |
| | 4. Social Businesses | 4. Development of economic activities |
| LEGISLATION | 1. Law on volunteering | 1. Liberalization of volunteerism |
| | 2. Legislation framework for SE | 2. Adoption of a special law on the SE or amendments on the existing laws |
| | 3. CSOs of public interest | 3. Amending the law on organizations and Foundations |
| | 4. Tax reductions | 4. Introduce incentives for CSOs and unleash SEs from the profit tax |
| | 5. Public procurements | 5. Better application of the law on public procurement |
| KNOWLEDGE | 1. Business skills | 1. Networking |
| | 2. Communication | 2. Peer to Peer Education |
| | 3. Fundraising | 3. Formal and Informal Education |
| | 4. IT | 4. Online learning |
| | 5. Management | 5. Conferences, assemblies |
| | 6. Finance | 6. Networking |
| | 7. Innovation | 7. Learning from the business sector and SEs |
| INTERNAL | 1. Innovation & creativity | 1. Networking |
| | 2. Resistance to change | 2. Education, examples of good practice, exchange |
| | 3. The Financial literacy | 3. Training, practices, models, crowdfunding |
| | 4. Fear of risk | 4. Partnership for risk sharing (business) |
| | 5. HR management | 5. Compensation, training, experience of other CSOs |
| | 6. Business skills | 6. Direct support, professional support |

Table 2: Eco system for more sustainable CSOs: factors and recommended action for sustainability of CSOs – results of the discussion

SESSION 3: VISIT TO HUB NETWORKS

Part of the conference was a study visit to HUB Networks, where participants were introduced with the concept of co - working and innovations. During the visit they could learn about how business logic works, but also what are the trends of opening HUBs in Europe and BiH. At the Hub, participants also had the possibility to hear more about the E - catalogue and presentations of their proposals for cooperation with companies. Some of the ideas were presented during the discussion and collected feedback and ideas for improvement from representatives of Smart Kolektiv, HUB Networks and other participants of the conference.



Picture no.12: Participants visiting HUB Networks



Picture no.13: Participants visiting HUB Networks

DAY II

Summary of the Agenda:

- Presentation: Overview of the legislative framework for philanthropy in BiH
- Session 4: Companies and CSOs – from cooperation to partnerships
- Session 5: Platform for more sustainable CSOs and cross-sector partnerships for community development

Second day was designed to provide insight in philanthropy practices and legal framework, good practices of companies-SEs partnerships from Serbia and good practices of partnerships between companies and CSOs/SEs in BiH. Highlight of the day was a discussion in group on the role of different stakeholders in creating more favorable environment for sustainable CSOs and concrete advocacy initiatives that should be initiated.

Presentation: Overview of the legislative framework for philanthropy in BiH

Ms. Ivana Stancic from Smart Kolektiv presented legal framework for philanthropy in BiH and also reviewed the Catalyst Balkans research on donations in BiH. The legal framework analyzed different regulations on two levels: the level of Federation of Bosnia and Hercegovina and the level of Republika Srpska. The main conclusion for the legal framework was that there is a great inconsistency of regulations and their implementation between entity level and federation level.

Regarding donations in BiH, research has shown that BiH is in the third place in the region in the amount of donations and forth when we measure it per capita. Biggest donors in BiH are companies (43,7%) and individuals (30,4%). Most common users of donations are individuals/families (41,7%) and CSOs (20,9%). Also, most common topics are health, reduction of poverty, marginalized groups and education.



Picture no.14: Participants during the presentation on legislative framework for philanthropy



Picture no.15: Participants during the presentation on legislative framework for philanthropy



SESSION 4: COMPANIES AND CSOs – FROM COOPERATION TO PARTNERSHIP

4.1 Introduction workshop

At the beginning of the session, participants were asked to individually think of a mark or characteristic of civil or business sector. The answers were briefly reviewed by the facilitator and key characteristics were:

| CSOs' characteristics: | Companies' characteristics: |
|---|--|
| Too extensive in communication | Poorly informed about possibilities for cooperation with CSOs |
| Lacking in transparency | Unavailable for cooperation |
| Not strategically linked | Should show more sensibility for CSO activities |
| Not familiar with the logic of business sector | Seek promotion |
| Human resources source | Good opportunity for networking |
| Flexible | Partners in solving social problems |
| Tool for promotion of business sector in media and in community | Donors |
| Persistent | Have knowledge and skills |
| Human rights fighters | Professionals, profitable |
| | Poorly informed about possibilities for cooperation with CSOs |

Table 3: Companies' and CSOs' characteristics – From cooperation to partnership: results of the discussion

4.2.Presentation: Modalities of partnerships of companies and CSOs in Serbia

Mr. Neven Marinovic from Smart Kolektiv presented models and good practices of cooperation and partnership in Serbia. This presentation had aimed to get participant familiarized with different modalities, examples and benefits from partnerships with companies.



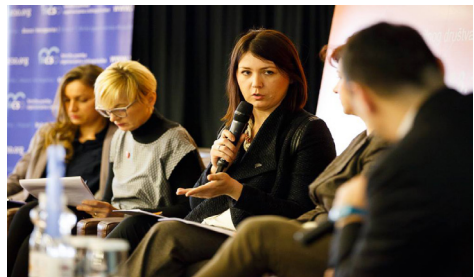
Picture no.16: Mr. Neven Marinovic presenting models of good practice of partnerships in Serbia

4.3. Panel discussion: Companies and media in BiH – mechanisms of cooperation and support to CSOs

Panel discussion *Companies and Media in BiH: Mechanisms of cooperation and support for CSOs* gathered 3 representatives of companies and 2 representatives of media to discuss existing models of cooperation and to introduce new possibilities for partnership with CSOs. Representatives of companies and media shared their experience in working with CSOs and SEs and gave important recommendations for further development of cooperation/partnership models. The participants at the panel were: Mrs. Aida Salkić (Prevent), Mr. Edin Mehić (Networks), Mrs. Emina Dedić (Tvornica cementa Kakanj), Mrs. Vesna Andree Zaimović (Radio Sarajevo) and Mrs. Dobrila Močević (Prime communications).



Picture no.17: Panelists discussing mechanisms of cooperation and support to CSOs



Picture no.18: Panelists discussing mechanisms of cooperation and support to CSOs



Results - Panel discussion: Companies and media in BIH – mechanisms of cooperation and support to CSOs

- They find the role of local institutions and government to be very important in creating a favorable system for partnerships;
- CSOs often only identify the problem in society, but do not give a concrete solution or a elaborated proposal for partnership;
- Good partnerships are mutually beneficial, which means that both CSOs and companies/media need to see benefit and new value that came out of it;
- CSOs need to communicate better and more often what they do and how they help improve society;
- CSOs need to find out the mission and the goal of the company/media in order to propose a mutually beneficial partnership. That way CSOs can also be helpful to the company/media and assist them to in providing better impact to society;
- Propositions for partnership need to be very concrete and elaborated;
- Both companies and media need to see the results of the partnership. That is way CSOs need to report on their work, activities, successes, problems and the implementation process;
- CSOs need to be innovative in their approaches, ideas and proposals for cooperation and partnership.

SESSION 5: PLATFORM FOR MORE SUSTAINABLE CSOs AND CROSS-SECTOR PARTNERSHIPS FOR COMMUNITY DEVELOPMENT

Participants then took part in the final session, which resulted in an extremely interactive workshop. They were divided in 4 groups in which they discussed the importance of the roles of *CSOs, Companies, Donors, Media* and *Academic community* in creation of more favorable eco-system for sustainable CSOs.

Each group analyzed what concrete steps and actions they can make in 4 areas: *Legislation, Financing mechanisms, Skills and Knowledge, Internal capacities – management*. What are the main problems within the area, what activities and steps would they recommend and which recourses are needed in order to achieve these goals?



| | IMIDIATE ACTIONS | IMIDIATE STEPS | RESOURCES REQUIRED |
|-----------|---|---|-------------------------------|
| CSOs | To develop profitable activities | To develop strategic plans | Experts |
| | To network with business sector | Business networking | Human resources |
| | To initiative changes in Law on taxes, tax reliefs, SE | Promotional campaigns and advocacy campaigns | Research |
| | To develop sale and communication skills | Education, exchange of experiences, promotion of good practices | |
| | To wider internal capacity | | |
| COMPANIES | Financial help for CSOs | Find strategic partners among CSOs | Human resources |
| | Market placement of products / services of CSOs | Lobbying for changes in legislation and participation in platforms | Partnerships |
| | Improving law on tax reliefs | Organization of joint training and education with CSOs | Media |
| | To offer their knowledge and skills to CSOs | | Internal resources |
| DONORS | Support for start-ups – with mentorship support | Development of Structural Funds | Human resources |
| | Subventions for stimulating growth of | To initiate lobbying for law changes | Knowledge |
| | SE or other profitable activities | Development and support of capacity building programs (mentorships etc) | Financial resources |
| | Law on Public Procurement | | Networks of CSOs for advocacy |
| MEDIA | More media space for CSOs | Reporting on the activities of CSOs | Human resources |
| | To help CSOs develop communication skills with the media | To provide education to CSOs | Financial resources |
| | Change the negative perception of the CSOs | Partnership between the media and CSOs for advocacy activities | Technical resources |
| | Presentation of the impact which CSOs generate | | |
| ACADEMIC | Support in realization of CSOs ideas | To offer use of their laboratories | Human resources |
| | To share knowledge and skills to CSOs staff | Organization of trainings, workshops, seminars | Equipment |
| | To develop partnerships with CSOs through the implementation of concrete projects | Raising awareness about the importance of CSOs activities | Space |
| | Joint policy making | To get involved in the preparation of legislation | Expert knowledge |

Table 4: Platform for more sustainable CSOs and cross sector partnerships for community development: recommendation gathered from the discussion



E-catalogue – Partnership proposals for business sector

Complementary activity to the Partnership Forum was development of the proposals for cooperation between CSOs and companies. Smart Kolektiv has provided mentorship support to six CSOs that have sent their applications for participation in the e-catalogue.

During December and January, Smart Kolektiv team has shared advices and suggestions to representatives of selected CSOs on how to develop and improve their proposals for cooperation, how to make them more attractive to companies and how to communicate values they bring in these partnership.

Support and development of the proposals for the Catalogue was provided to following CSOs: *Duga*, SEC – Social Education Center, Parents' Association *Neven*, Association of Women *Maja*, COD *Luna* and Center for education.



Annex I: Agenda

Day 1: 17.12.2015

| | |
|---------------|---|
| 11:30 – 12:00 | Registration of participants |
| 12:00 – 12:15 | <p>Opening ceremony Introductory speech, objectives of the conference, presentation of the content Slavica Drašković - Resident Advisor - TACSO BiH (moderator of the opening part of the conference) Da li imamo još nekog govornika na otvaranju?</p> |
| 12:15 - 14:00 | <p>Session 1: The future of civil society – mechanisms of support, social entrepreneurship and philanthropy Introductions <u>Presentation: Sustainability of the CSOs</u> Neven Marinović – Smart Kolektiv, moderator of the conference <u>Panel discussion: Mechanisms for development of CSOs' sustainability – Economic activities and cooperation with companies</u> Igor Trivić – CSO Most Nada Marković – Women association „MAJA” Almir Mukača – Bigmev; krompir.ba Veselin Rebić – TMP Sarajevo Vladimir Ćorić – Youth Culture Center Abrašević Jasna Jašarević – Tuzla Community Foundation Jasmina Zukan – NAHLA Asim Šahinpašić – SOS Children's Village BIH Adnan Tatarević – Pomozi.ba Moderator: Ivana Stančić – Smart Kolektiv</p> |
| 14:00 – 15:00 | Lunch break |
| 15:00 - 16:00 | <p>Session 2: Ecosystem for more sustainable CSOs Work in groups Moderators: Neven Marinović and Ivana Stančić - Smart Kolektiv</p> |
| 16:00 – 18:00 | <p>Session 3: Visit to the HUB Networks What OCDs can learn from businesses? Identifying elements for cooperation with businesses</p> |



Day 2: 18.12.2015

| | |
|---------------|--|
| 09:00 – 09:15 | Recap of the previous day. Short introduction to second day goals. |
| 09:15 – 09:30 | Presentation: Overview of the legislative framework for philanthropy in BIH Smart ili TACSO? |
| 09:15 – 11:00 | Session 4: Companies and CSOs – from cooperation to partnerships <u>Presentation: Modalities of partnerships of companies and CSOs in Serbia</u> Ivana Stančić - Smart Kolektiv <u>Panel discussion: Companies and media in BIH – mechanisms of cooperation and support to CSOs</u> Džejna Bajramović - FDS Aida Salkić – Prevent Edin Mehić – Networks Emina Dedić – Tvornica cementa Kakanj Gordan Petrović – Coca Cola Hellenic Vesna Andree Zaimović – Zid d.o.o. Dobriła Močević – Prime communications Moderator: Neven Marinović – Smart Kolektiv |
| 11:00 – 11:30 | Coffee break |
| 11:30 – 12:45 | Session 5: Platform for more sustainable CSOs and cross-sector partnerships for community development Work in groups Moderators: Neven Marinović and Ivana Stančić – Smart Kolektiv |
| 12:45 – 13:00 | Closing: Key initiatives and proposals; Next steps; Evaluation of the conference. |
| 13:00 – 14:00 | Lunch, departure of the participants |



Annex II: List of Participants

Project name: TACSO

Identification number: EuropeAid/133642/C/SER/Multi

Date: 17th-18th December 2015

Place: Hotel Bristol, Sarajevo

Partnership Forum between civil society organizations and business sector – Challenges and Opportunities

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