



The European Union's IPA 2012 Programme for Bosnia and Herzegovina

# **Impact Assessment of IPA 2012 Grant Scheme for Supporting Issue-based Networks in Bosnia and Herzegovina**

*Final Report*



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## Acronyms

BiH	Bosnia and Herzegovina
CBGI	Capacity building of governmental institutions
CfP	Call for Proposals
CSO	Civil society organisations
CSFP	Civil Society Facility Programme
CSSP	Sustainability of the Civil Society Programme
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
HO EUD	Head of the EU Delegation to BiH
IBN	Issue-based network
ILO	International Labour Organisation
IPA	Instrument for Pre-Accession Assistance
NGO	Non-governmental organisation
RS	Republika Srpska
SECO	Sector Organisations Consultative Mechanism
TACSO	Technical Assistance to Civil Society Organisations
ToR	Terms of Reference
USAID	U.S. Agency for International Development
WB	Western Balkans

## **Executive summary**

### **Background**

This report has been commissioned by the Delegation of the European Union to Bosnia and Herzegovina, with an objective to assess the impact of the Civil Society Facility Programme - IPA 2012: "Support to issue-based NGO networks" and to obtain recommendations on future assistance to civil society based on sector approach. For purposes of this report, the impact of the 12 specific CSO networks, beneficiaries of the IPA 2012 grant scheme, has been assessed.

The Civil Society Facility Programme 2012 (CSFP) introduced a qualitative shift from supporting civil society organisations through grants for individual projects to assisting them in playing a strategic role in the development of Bosnia and Herzegovina and its accession to the European Union. The Call for Proposal (CfP) was launched in March 2012 under reference no: EuropeAid/132-796/L/ACT/BA aiming at contributing to a more dynamic civil society which is actively participating in public debates on democracy, human rights, social inclusion and the rule of law and bearing the capacity to influence policy and decision-making processes.

### **Methodology**

The impact of the Civil Society Facility Programme - IPA 2012: "Support to issue-based NGO networks" was assessed against the questions of interest specified in the Terms of Reference. The report provides the assessment on the following:

- Level of improvement of cooperation between grant beneficiaries and targeted institutions involved in the project implementation.
- Level of improvement of cooperation among CSOs gathered in the network.
- Level of improvement of cooperation between the CSO network and external CSOs in particular fields.
- Recommendations for future EU assistance to CSOs based on the sector approach
- Recommendations on linking CSOs and the EUD's designated programme managers and programmes in particular fields.

The impact assessment was carried out through three phases: 1) Desk research phase, 2) Field interview phase, and 3) Synthesis phase in the period August - November 2016.

## Key findings

### Level of improvement of cooperation between grant beneficiaries and targeted institutions involved in the project implementation

- **The new dimension of a dialogue:** It is obvious that the last CSF 2012 Call for Proposals encouraged the new perspective of dialogue and cooperation between CSO networks and governmental institutions. Through this process, the funded networks were profiled and mostly consolidated allowing them to continue with enhancing the constructive dialogue and collaboration with public authorities. This type of an assertive dialogue has been proven to be fruitful as well as having the potential to be effective and impact-oriented.

### Level of improvement of cooperation among CSOs gathered in the network.

- **Improved focus on the collective impact:** Most of the organisations apprehend there is no long-lasting impact and sustainable social change if an organisation works individually. Organisations involved in the targeted networks have shown strong commitment to jointly address common issues which would be impossible to solve through separate efforts of each organisation individually.
- **Improved focus on the network's consolidation:** The consolidation process has proven to be highly demanding and challenging. According to interviewees' statements, the project implementation period was sufficient only for the first consolidation level. The networks require more time to identify their strategic orientation and become reliable partners to respective governments. The organisations recognise the necessity to consolidate the network and continually work on its development and positioning.

### Level of improvement of cooperation between the CSO network and external CSOs in particular fields.

- **Evident reluctance to expansion:** There is evident reluctance in the network concerning the its membership expansion. That is more visible in developed networks which created demanding procedures and requests for the new members. For most of the networks, the motto "less is more" is a predominant approach in the phase of the networks' consolidation. The networks prefer to work with a limited number of organisations which know each other, sharing the same values and willing to adjust their methods of operation to the network's actions. However, most of them are familiar with the necessity to open networks to new



members, but they are postponing such a status until the point when most of the procedures are developed and tested.

## **Key recommendations**

### **Recommendations for the future EU assistance to CSOs based on the sector approach**

1. To continue with the financial support to strengthening the sector-based thematic networks.
2. To consider the long-term support needed for the networks' consolidation.
3. To encourage the cross-sectoral cooperation as it has proven to lead to longer-lasting results.
4. To encourage regional networking and promotion of the regional EU perspective.
5. To encourage further capacity building and technical assistance to networks' organisational development and sustainability.
6. To encourage further capacity building in EU integration and transfer of knowledge from the sectoral regional network and EU-based platforms to the national networks.
7. To consider the option of the institutional grant support to the networks' secretariat.
8. To take into account the option of the sub-granting scheme for specific advocacy actions of the networks.

### **Recommendations for linking CSOs in particular fields and the EUD's designated programme managers and programmes**

1. To initiate a dialogue with governmental authorities on EU co-financing opportunities ++.
2. To enhance the dialogue for a more effective mechanism for sectoral consultations.
3. To initiate the dialogue to enable an environment more favourable for the networks' development.
4. To encourage the CSOs involvement in the further development of cross-sectoral partnerships at the local level.
5. To plan the further capacity building of the networks based on the results already obtained through other EU-funded programmes.

## Introduction

### 1.1. Background

Article 11 of the Lisbon Treaty of the European Union notes the importance of the civil dialogue as well as the condition by the EU to Balkan countries to encourage this dialogue so that the civil society can exercise its role in this process and increase the democratic representation of the society.

According to Paffenholz (2010, 60) *“the civil society consists of a large and diverse set of voluntary organisations and comprises non-state actors and associations which are not purely driven by private or economic interests, are autonomously organised, show civil virtue, and interact in public sphere”* .

Ashman, D. (2005) defines civil society networks as civil society groups, organisations and sometimes, individuals that come together voluntarily to pursue shared purposes of social development or democratic governance.

The policy objectives of the European Commission in the field of enlargement are supported by the Instrument for Pre-Accession Assistance (IPA)<sup>1</sup>. The instrument is the means by which the EU supports reforms towards the alignment to EU standards and acquis in the enlargement countries through both the financial and technical help. IPA funds build up the capacities of countries throughout the accession process, thus resulting in progressive, positive developments in the region.

The Civil Society Facility (CSF) was established in 2008 to provide the financial support to the civil society’s development. It includes both national and multi-beneficiary initiatives which are programmed in a coordinated manner to achieve shared outcomes. The aim of the CSF is to support the development of a civil society which is actively participating in public debates on democracy, human rights, social inclusion, and the rule of law, and has the capacity to influence policy and decision-making processes.

The Civil Society Facility Programme 2012 (CSFP) introduced a qualitative shift from supporting civil society organisations through grants for individual projects to assisting them in playing a strategic role in the development of Bosnia and Herzegovina and its accession to the European Union. The Call for Proposal (CfP) was launched in March 2012 under reference no: EuropeAid/132-796/L/ACT/BA aiming at contributing to a more dynamic civil society which is actively participating in public debates

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<sup>1</sup> IPA replaced the previous instruments for pre-accession: PHARE, ISPA, SAPARD, the pre-accession instrument for Turkey, and the financial instrument for the Western Balkans, CARDS.

on democracy, human rights, social inclusion, and the rule of law, as well as bearing the capacity to influence policy and decision-making processes. Specifically, it partly intended to *“stimulate and strengthen the issue-based CSO networks, cooperation, exchange of knowledge and experience between them in order to become a stronger partner in the dialogue with the governmental authorities.”*<sup>2</sup>

The CSF programme presumed that civil society organisations, which have interest and stake in issues pertaining to the European integration process and which have the potential to serve as advocates, policy advisers and agents of change in BiH, should be involved in the dialogue on the European perspective of BiH. CSOs are seen as a potential powerful partner in developing and consolidating democracy, building inclusive, tolerant and fair societies, strengthening equality, raising awareness on rights and active citizenship.

Under this call for proposals, 16 projects have been funded in the total amount of almost EUR 3 000 000 EUR.<sup>3</sup> As per Terms of Reference<sup>4</sup>, this report is focused on 12 out of 16 projects which were funded under Lot 1-9 related to issue-based CSO networks active in the following sectors: Social inclusion, Youth, Environment, Entrepreneurship, Education, Culture, Rural development and combating Unemployment and Health.

In order to envisage the impact of the CSF IPA 2012 grant scheme for supporting issue-based CSO networks in Bosnia and Herzegovina, i.e. the impact of the 12 funded projects, the process involved all grant beneficiaries (main applicants and their partners in the networks) as well as public institutions targeted by the projects funded under the Call.

## **1.2. Objectives**

Terms of Reference stated two main objectives to be reached:

- assessing the impact of the IPA 2012 grant scheme “Support to issue-based CSO networks”,  
and

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<sup>2</sup> Guidelines for Applicants, EuropeAid/132-796/L/ACT/BA

<sup>3</sup> Calls for proposals & Procurement notices, EuropeAid webpage

<sup>4</sup> The ToR is attached to the Report

- providing recommendations to the EU Delegation to BiH on the future assistance to the civil society based on the sector approach.

As requested by the Terms of Reference, the following expected results have been achieved and findings are elaborated in the Report:

- Level of improvement of cooperation between grant beneficiaries and targeted institutions involved in the project implementation;
- Level of improvement of cooperation among CSOs gathered in the network;
- Level of improvement of cooperation between the CSO network and external CSOs in particular fields;
- Recommendations for the future EU assistance to CSOs based on the sector approach;
- Recommendations on linking CSOs in particular fields and the EUD's designated programme managers and programmes.

## 2. Methodology

### 2.1. Research design and methods

The research design has taken into consideration relevant analysis and working papers as specified in the Bibliography. Primarily, networks are considered *“as structures that link individuals or organisations who share a common interest on a specific issue or a general set of values”* (Perkin-Court, 2015). When they function, according to Perkin and Court, networks need to be particularly skilled at fulfilling key functions (the three 'Cs'):

- Communication: across both horizontal and vertical dimensions;
- Creativity: owing to free and interactive communication amongst diverse actors;
- Consensus: like-minded actors identifying each other and rallying around a common issue.

There is a considerable body of evidence suggesting that networks can help improve policy processes through an enhanced use of information. These networks should act to produce the social impact.

*“Impact concerns long-term and sustainable changes introduced by a given intervention in the lives of beneficiaries. Impact can be related either to the specific objectives of an intervention or to unanticipated changes caused by an intervention; such unanticipated changes may also occur in the*

*lives of people not belonging to the beneficiary group. Impact can be either positive or negative, the latter being equally important to be aware of.” (Blankenberg, 1995.)*

The essential starting point in developing a methodology for assessing an impact is the need to take a primarily qualitative perspective into account.

Kania and Kramer (2011)<sup>5</sup> demonstrated that a large-scale social change comes from better cross-sector coordination rather than from isolated interventions of individual organisations. *“Different stakeholders need to come together around the common agenda to create collective impact. Opposite, isolated impact is results of permanent intention of most funders to support organisations which can make the greatest contribution towards solving a social problem. However, no single organisation is responsible for any major social problem not can any single organisation cure it. Social problems arise from the interplay of governmental and commercial activities not only from the behaviour of social sector organisations. Therefore, complex problems can be solved only by cross-sector coalition that engages those outside the non-profit sector. Shifting from isolated impact to collective impact is not merely a matter of encouraging more collaboration. It requires systematic approach to social impact that focuses on the relations between organisations and the progress toward shared objectives. That requires a creation of new set of CSO management that have skills and resources to assemble and coordinate the specific elements necessary to collective action to succeed.”*

A methodological approach was used to test the main observations of the authors about social impacts and to examine possibilities for a substantial application of the required actions towards the desired civil dialogue in Bosnia and Herzegovina.

The authors of the “Collective impact” (Kania and Kramer, 2011) promoted the five conditions for successful collective impact and powerful results:

1. A common agenda,
2. Shared measurement system,
3. Mutually reinforcing activities,
4. Continuous communication, and

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<sup>5</sup> “Collective impact“ by John Kania & Mark Kramer, 2011

## 5. Backbone support organisation.

These five conditions are cross-checked in the interviews with key stakeholders and the findings are presented herein.

In order to assess the potential impact of the implemented projects, i.e. the CSF IPA 2012 grant scheme “Support to issue-based CSO networks”, the following research design has been applied in the period August – November 2016.

### 1. Desk research

By analysing the organisational documents received from the grantees, such as the logical framework, final narrative report and independent evaluation report (in some cases), the outcome indicators have been detected. Through such an analysis, the main outputs of the networks’ activities were identified – from those related to building of the network constituency to those which illustrate the level of communication with targeted public authorities. Moreover, the desk research spotted the CSOs’ different approaches of networking which became an additional point to examine. Finally, the main stakeholders in each of targeted projects were identified for follow-up interviews. The grantees provided contact details for each of the identified stakeholders.

### 2. Interviews

Personal field interviews were organised in the period September-October 2016. In order to examine the potential impact of each network funded under this grant scheme, the interviews were conducted with the main applicant (mostly a leader of the network) and followed by additional interviews with at least two partners. Each project has been analysed through the lens of targeted public authorities.

As required by the ToR, specific questions had to be addressed in communication with the CSOs leading the networks (beneficiaries of the IPA 2012 “Support to issue-based CSO networks” grant scheme) and their partners:

- Has the cooperation between the CSO/s in concern and targeted public institutions improved and what are the concrete improvement indicators, if any? What were the challenges?
- Has the cooperation among CSO networks improved and what are the concrete improvement indicators, if any? What were the challenges?
- Has the network managed to expand the issue-based CSO network and what are the driving factors of external CSOs to join such a network, if any? What were the challenges?

- Are the project results sustainable?
- Are there any plans to continue with the activities initiated under the project? If yes, please specify.
- What would be the respective CSO's recommendation for the improvement of this type of assistance?

The public institutions which had established the cooperation or just monitored the implementation of the activities of issue-based networks were asked to elaborate the following:

- What was the involvement of the public institutions in each project?
- Has the cooperation improved with specific CSOs? What were the challenges?
- Are there any plans to continue the cooperation with the CSOs concerned as well as the activities initiated under the project? If yes, please specify.
- Are the project results sustainable?
- What would be the public institutions' recommendations for an eventual improvement of this type of assistance?

### **3. Synthesis**

In order to verify and assess the impact of the CSF IPA 2012 "Support to issue-based CSO networks" grant scheme, which can assist the EUD BIH in channelling their resources towards initiatives mostly affecting the society, all the data collected through the desk research and interviews were analysed with the aim of differentiating:

- Outcomes focused on the change: including the increase, maintenance, or decrease in behaviour, skills, knowledge or attitude,
- Outcomes focused on targets: stating specific levels of the achievement.

The analysis was conducted on the way to highlight the key findings and recommendations for the future EU assistance to CSOs based on the sector approach as well as the recommendations for linking CSOs and the EUD's designated programme managers and programmes in particular fields.

### 3. Findings

#### 3.1. Level of improvement of cooperation between grant beneficiaries and targeted institutions involved in the project implementation

- **New dimension of a dialogue:** It is obvious that the last CSF Call for Proposals encouraged the new perspective of dialogue and cooperation between CSO networks and governmental institutions. Through this process, the funded networks were profiled and mostly consolidated enabling them to continue enhancing the constructive dialogue and collaboration with public authorities. This kind of an assertive dialogue is proven to be fruitful and with the potential to be effective and impact-oriented.
- **Proper targeting:** There is strong evidence on the established cooperation between CSOs and public institutions during the project implementation. Each issue-based network has identified and targeted the relevant authorities to cooperate with. Both local and national public authorities took part in the project implementation which demonstrates the interest of governments to cooperate with the CSO network and contribute to solving the addressed problems.
- **Average level of involvement:** Some of targeted public authorities were involved in an early phase of development of the project idea resulting in a stronger impact of problem solving. In certain cases, the project was a logical continuation of the already established cooperation between public institutions and CSOs, and such involvement sustained a strategic approach to dealing with sectoral issues.
- **Cooperation vs opportunism:** Advocacy actions of the networks were based on the constructive dialogue and had a strong partnership dimension. This approach is recognised by the networks as more effective than the one they observe as the “watchdog approach”. This was demonstrated by observations made by several networks which received funding from other donors who prefer to see civil society organisations as those making a permanent pressure on decision makers and acting more as critics and opponents.
- **Common agenda adjusted:** It has been found that the common agenda is a precondition for fruitful cooperation between institutions and CSO networks. It is evident that CSO networks, which were acquainted with the latest developments in policy reforms, maximised their efforts and provided the relevant expertise and assistance. The European integration process requirements laid by public officials or institutions are boosting transparency in their work through the CSO networks’ involvement and by promoting the common agenda.



- **Expertise recognised and valued:** Public institutions demonstrated willingness to cooperate with organisations with a proven record of results and achievements and it also has often been an entering point for cooperation with corresponding networks, led by those recognised CSO leaders in the specific sector. Networks are recognised by governments if they possess relevant arguments and in-depth understanding of the content of the addressed issues. In that sense, it is possible for the CSO network to provide particular expertise and demonstrate capacities to collect data relevant for governmental authorities in policy reforms. Moreover, the leading organisation is usually able to transfer its own quality standards which are already acknowledged by public authorities, into the network.
- **Formal recognition obtained:** Some of the networks have already been recognised as the relevant contributors in the policy development, and therefore, they have their representatives as formal members in government task forces, working groups or commissions established for specific reform agendas. Such formal recognition allows them to advocate for certain issues identified by the network and develop the action's sustainability.
- **Repeated actions applied:** It is evident that the permanent cooperation, based on the mutual interest, enhanced the partnership and sustainability of the actions. Repeated actions strengthened mutual understanding of capacities and capabilities in problem solving and ensured building of trust among key stakeholders.
- **Corrective role ensured:** Public authorities appreciated the critical feedback from CSO networks and considered it as another point of view which might stimulate officials to be more effective at work. However, it is of the utmost importance to provide a feedback on the professional performance, using arguments and illustrating the necessity for improvements instead of accusations and impeachments.
- **Time constraints for effective partnership:** It has been found that both CSO networks and public authorities consider that it takes time, a lot of efforts and visible actions before the effective dialogue and partnership take place.
- **Weak visibility of the network:** Recognition of the networks is anticipated in most cases through the leading organisation. That is usually related to informal networks which are not formally registered and where an organisation leads the initiative and communicates with authorities on behalf of the network. On a long-term basis, it influences the visibility of the network and creates confusion in perceiving the task division among the network and organisation. Public relations of the networks are seen as a weak spot in their institutional development.

- **Credibility of the networks emphasised:** Credibility of the network is very often perceived through the credibility of the leading organisations. Once the network has been built on expertise, values and quality standards of the leading organisations, the dialogue with authorities becomes more efficient and productive.
- **Conservative political positioning:** Most of the networks took into consideration the political reality in BiH and planned their activities accordingly. For example, the activities at the national level, related to country-wide issues, had constraints on the identified lack of political will. The networks did not demonstrate capacities to advocate for sector-based country-wide policies as envisaged in the European integration process. Instead, they have chosen the entity-based approach and advocated for more achievable changes at the entity level. There have been limited efforts in line with EU requirements when it comes to country-wide strategies and these have been made in close cooperation with the state ministries (i.e. the BiH Ministry of Human Rights, Displaced Persons and Refugees).
- **Lack of financial contribution:** There is a distinct lack of financial contribution to the project implementation by public authorities. Even in cases where the involvement of public authorities is noted at an early stage of the development of the project idea, there has been no financial contribution and necessary co-financing to the project. This is very often justified as a lack of procedures as well as specific budget allocations for the purpose of co-financing. Therefore, the action of co-financing has become the main responsibility of the networks, i.e. partners in the project implementation.

### 3.2. Level of improvement of cooperation among CSOs gathered in the network.

- **Improved focus on the collective impact:** Most of the organisations have apprehended that there is no long-lasting impact and sustainable social change if an organisation works individually. Organisations involved in the targeted networks have shown strong commitment to jointly address common issues which would be impossible to solve through separate efforts of each organisation individually
- **Improved focus on consolidation of the network:** The consolidation process has proven to be highly demanding and challenging. According to interviewees' statements, the project implementation period was sufficient only for the first consolidation level. The networks require more time to identify their strategic orientation and become reliable partners to

respective governments. The organisations recognise the necessity to consolidate the network and continually work on its development and positioning.

- **Improved partnership approach:** There is certain evidence of forming networks based on the partnership approach to the project implementation. In some cases, the networking has been initiated by the CSF Call for Proposals where the leading organisations have recognised the opportunity to address sectoral issues with the support of other CSOs. Such decisions encouraged the further process of networking and consolidation among members. The organisations accepted to act in partnership/networks as they became acquainted with their limits in advocacy actions.
- **Ceded sovereignty of organisations:** Most of the organisations, members of the networks, are informed about the necessity of sharing a part of their sovereignty with the network, and these organisations take into account that the networks will ensure better institutional positioning and recognition in the sector.
- **Improved information sharing:** The initial phase of the network development is usually based on information sharing. Less developed organisations used to approach networks with the aim of strengthening their own capacities or exploring funding possibilities. It has been noticed that a few networks overcame this phase and their members started contributing to the networks' development instead of using or expecting the benefits from the network. In such networks, the policy dialogue became the priority and information were shared in order to lead the effective dialogue on policy changes with decision makers.
- **Partially improved internal procedures:** Most of the networks invested in the development of internal procedures. The procedures mostly addressed internal communication and decision-making processes. However, most of the procedures are still in the testing phase and require additional improvements.
- **Partially strengthened capacities:** Most of the networks implemented capacity building activities aimed at strengthening capacities of member organisations and the network itself. However, there is still a lack of knowledge when it comes to the networks' management, impact assessment, monitoring and evaluation, and advocacy. Moreover, the networks did not demonstrate full understanding of the European integration process as well as the role the CSO networks should play.
- **Implemented joint activities:** Taking joint actions contributed to the enhanced cooperation in the networks and ensured the responsiveness of most of the members. Each network managed to share responsibilities among members based on their capacities and expertise.

However, there are challenges seen in the network developments when reaching a consensus on common long-term objectives versus individual interests.

- **Increased obstacles for volunteerism:** The networks' members and especially leaders of the organisations have invested their time and expertise, on a voluntarily basis, to the networks, particularly in the period after the formal closure of the project, when the network usually has no financial resources for its operations. Although it ensures the continuation of the network's activities, such contribution influences the organisations members, and in the long run the contribution in time and expertise is decreased to the limited support.
- **Increased pressure on the leading organisation:** There is notable pressure on the leading organisations that are often seen by media and decision makers as the focal point for any issue. That is related to the informal status of the network where the leading organisation acts as a secretariat beside all activities it implements under its projects. It also contributes to the lack of visibility of the network due to the fact that the leading organisation/s is/are usually contacted and asked for the opinion.
- **No clear benefit of the (in)formal status:** A few networks funded under the CSF programme, opted for the formal registration while most of them choose to act as informal networks. There is no prevailing opinion or preference when it comes to the network's status. According to the interviewees, it is more relevant to have networks dealing with specific sectoral issues which are jointly addressed by all the members of the network rather than to have a registered, pro-forma entity. Networks, acting at the regional level or establishing a strategic partnership with corresponding EU-based platforms, have considered the option of formal registration. Yet, most organisations are reluctant to register a network since there is no financial strategy for the network's sustainability as well as no adequate legal framework to register the network. The BiH legal framework does not recognise CSO networks as separate entities and organisations cannot be legal founders of a network. The only way to register a network is to have individual representatives of members organisations as founders (at least three persons) but that will lead to forming one more association in the country.
- **Recognised benefits of both cross-sectoral and pure CSO networks:** Most of targeted networks have only CSOs as members. A few have chosen the cross-sectoral approach and have representatives of government institutions in their structure. The latter rely on more committed public officials actively contributing to problem solving by sharing their expertise and acting as advisers to the networks. Such professionals are not decision makers but provide the network with valuable information on how the decision-making process is taking

place, what is feasible and the method of request. Cross-sectoral networks perceive these professionals as supporters in the targeted government institutions and share the same values with them. Public officials use these opportunities to acquire knowledge on specific issues from a different perspective and to share valuable experiences.

- **Identified partnership-based project instead of networks:** Some of the actions were actually partnership-based projects not aiming at building a network or jointly advocating for specific social changes. Most of them applied this approach until the end of the project implementation and some of the leading organisations even withdrew from the network. In these particular cases, the organisations jointly implemented activities but there were no efforts made to establish the dialogue with authorities as a network but rather as an individual organisation. These partnership-based projects do not have strategic plans for the development of a network and no clear vision of future interventions.

### 3.3. Level of improvement of cooperation between the CSO network and external CSOs in particular fields

- **Evident reluctance to expansion:** There is notable reluctance in the networks concerning the membership expansion. This is more visible in more developed networks which created demanding procedures and requests for new members. For most of the networks, the motto “less is more” is a predominant approach in the phase of the networks’ consolidation. The networks prefer to work with a limited number of organisations which know each other, share the same values and are willing to adjust their manner of operations with the network’s actions. However, most of them apprehend that networks should be opened to new members but postpone such a status by the time when most of the procedures are developed and tested and the strategic course clearly defined and accepted by its funders.
- **No expansion in locally-based networks:** A few networks are locally based and do not aspire to expand its area of responsibility either to higher levels (cantonal, entity or national) or to enlarge their membership.
- **Improved regional cooperation:** 4 out of 12 networks have cooperated with corresponding regional networks and seized that opportunity for information sharing, capacity building and joint initiatives at the regional level. Moreover, some of them contributed to regional dimension of sector-based issues, by providing specific knowledge about the situation in BiH. The networks have generally perceived the regional networking as an opportunity for their own development as well as for contribution to the EU agenda in thematic areas. Once they

start cooperating at the regional level, the networks will confront formal registration requirements.

- **Lack of knowledge about EU sectoral-based platforms:** There is a general lack of knowledge on EU-based platforms (except in the case of rural development and children's rights) and the role they have in consultation processes with the European Union. The networks have hardly recognised the importance of representativeness and possibility to advocate for social changes on behalf of their members. 2 out of 12 networks have established formal contact with EU-based platforms and have already confirmed benefits of the cooperation.

#### 3.4. Sustainability of the action results

- **Substantial results:** There is evidence on substantial results of the actions demonstrated through the adopted legislation, contribution to strategic orientations or visible changes in governmental procedures. Sustainable results were achieved mostly in cases of cross-sectoral cooperation and strong involvement of government and public institutions in the networks' initiated actions.
- **Prevailed focus on the networks' consolidation:** The quality of the civil dialogue is directly influenced by the networks' primary goal of consolidation during the project implementation. Most of the networks, which had limited success in the civil dialogue with government authorities, were focused on capacity building and identification of common issues. Interviewees have believed that most networks required a minimum of five years of the continuous financial support for the network's consolidation.
- **Participation in working groups:** Representatives of some networks are appointed formal members of the government working groups, task forces and commissions, thus building the further sustainability of the action results. They are in a position to advocate for the network agenda within these government groups.
- **Financial sustainability and absence of co-funding from governments:** Networks mostly relied on the donors' financial support and have no clear financial strategy for diversification of their financial portfolio. The income obtained through the membership fee is still at an early development stage and it is not considered a realistic source of funding. There has been a significant obstacle when it comes to membership fees since most organisations, the networks' members, do not have open resources for membership fees due to the fact that they mostly implement projects through funding/grants schemes. There is a limited number of organisations having an income-generating project, capable of allocating means of membership fees in the amount relevant for the networks' sustainability.

- **The existence of backbone support organisations:** As identified by Kania & Kramer (2011), creating and managing the collective impact requires a separate organisations and staff with extremely specific skill sets to serve as the backbone for the entire initiative. In this particular case it is obvious that coordination takes time. The backbone organisations appear to be present in every network and they have devoted staff responsible of planning, managing and supporting the initiative through facilitation, communication, data collection and reporting. In most cases, the following positions in the networks are recognised: project manager, data manager and facilitator.
- **Lack of favourable environment:** There is no favourable environment for the registration of the CSO network or governmental strategic commitments related to the support to be ensured for the civil society's sustainable development. In such environment, it is difficult for the network to build sustainability on the previous results as they have to be predominantly focused on the network's operational existence.

### 3.5. Continuation of initiated activities

- **Donors' contribution recognised:** Some of the networks managed to obtain financial means through other EU funding schemes proposing the partnership-based projects or by expanding their activities to the WB region. The networks' growth was recorded through the USAID-supported "Sustainability of civil society", CSSP programme<sup>6</sup> in case of five networks (Employment and Labour Market, Economic Development, Healthcare, Environmental Protection and Energy Efficiency, Agriculture and Rural Development).
- **Limited government's financial support to the network ensured:** The financial support of respective governments is ensured in three cases: by the Government of Brčko District, the Federal Ministry of Agriculture, Water Management and Forestry and the Federal Ministry of Culture and Sport. The financial support is designed to contribute to the networks' operational activities on a long-term basis.
- **Support from regional networks:** A few networks established cooperation with the regional networks that contributed to the continuation of initiated activities. Through regional perspective and shared experience in respective issues, the networks are able to recognise possibilities for improvements and develop follow-up actions accordingly.

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<sup>6</sup> USAID CSSP programme: <http://cssp.ba/en/>

- **Absence of any financial support:** A few networks have not ensured resources to cover operational costs and have been intensively searching for financial opportunities. These networks communicate and act through rotating secretariats which are periodically trusted to one of the member organisations. The activities initiated in the projects under the CSF programme are limited to the actions not requiring any significant funds for its implementation.

## 4. Recommendations

### 4.1. Recommendations for future EU assistance to CSOs based on the sector approach

- There is an evident need for further financial support to strengthening sector-based thematic networks which are committed to contributing to the EU integration process.
- There are tangible arguments demonstrating that networks need time, clear objectives, guiding principles and support to become functional. It is highly recommended to consider the longer-term support to the networks' consolidation. The networks require time for building partnerships, developing procedures and adopting common values, prior to becoming a recognised partner in the civil dialogue with government authorities and other stakeholders addressing sector-based issues.
- Cross-sectoral cooperation should be encouraged as it has been proved to lead to longer-lasting results and sustainability of the actions.
- Regional networking and promotion of the regional EU perspective should be endorsed.
- Further capacity building and technical assistance to organisational development is needed in order to improve the networks' operational sustainability. Public relation strategies and visibility actions need to be strengthened, as they represent the weakest aspects of the networks' development in general. There is an evident need for capacity building in that regard.
- Further capacity building in the EU integration process is required. The networks should be more informed about the process and role of the civil society in particular sectors. It is highly



recommended to foreseen and encourage the type of activities ensuring the transfer of knowledge from the sectoral regional network and EU-based platforms to the national networks.

- The institutional grant support to the networks' secretariat should be ensured, especially when it comes to specific member associations of vulnerable groups, not in a position to pay a membership fee or some other co-financing form supporting the operation of the networks.
- Sub-granting schemes should be allowed for specific advocacy actions by the networks' members and other organisations ensuring the higher action's impact.

#### **4.2. Recommendations on linking CSOs in particular fields and the EUD's designated programme managers and programmes**

- It is recommended to consider the possibility that EU-funded projects aimed at strengthening the capacity of government and public institutions such as CBGI (Capacity Building of Government Institutions to Engage in a Policy Dialogue with Civil Society)<sup>7</sup>, initiate the co-financing dialogue of EU-funded projects in order to develop procedures and criteria as well as to adopt specific budget lines /financial allocations for this purpose.
- It is recommended to enhance the dialogue which will lead to the effective mechanism for sectoral consultations under corresponding EU-funded programmes. This is particularly important if the current status of BiH in the process of EU integration and obligations the state has on its path to the EU, as well as the civil society's role, is taken into consideration.
- It is recommended to initiate the dialogue for a more favourable environment for the development of BiH networks which assume the legal framework for the networks' registration.
- To encourage the CSOs involvement in the further development of cross-sectoral partnerships at the local level through the ongoing EU-funded programme "Support to Local Employment Partnerships in Bosnia and Herzegovina".

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<sup>7</sup> [www.cbgi.ba](http://www.cbgi.ba)

- It is recommended to further the capacity building of networks based on the results obtained through other EU-funded programmes, such as TACSO (Technical Assistance to Civil Society Organisations).

## References

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3. NGO Networks: Building Capacity in a Changing World, Claudia Liebler and Marisa Ferri, 2004.
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## Impact Assessment of IPA 2012 Grant Scheme for Supporting Issue-based Networks in Bosnia and Herzegovina

### APPENDIX 1: Summary of the findings per each network

1. Lead applicant	Institute for Youth Development KULT
Partners	<ul style="list-style-type: none"> <li>• Perpetuum Mobile, Centre for Youth and Community Development, Banja Luka</li> <li>• Democratic Youth Organisation Velika Kladusa</li> <li>• Youth Council in Vlasenica</li> <li>• Youth Council in Tomislavgrad</li> </ul>
Title of the Action Issue based network	Youth watch youth policy!- Monitoring of implementation of youth policy in Bosnia and Herzegovina
Implementation period	28 <sup>th</sup> December, 2012 – 28 <sup>th</sup> March, 2015
Overall objective	To contribute to a more dynamic civil society actively participating in public debates on democracy, human rights, social inclusion and the rule of law, with the capacity to influence youth policy and decision making processes related to the implementation of youth laws in Bosnia and Herzegovina.
Specific objective	<ol style="list-style-type: none"> <li>1. To build capacities and strengthen the youth issue-based CSO network and enable cooperation, exchange of knowledge and experience between youth CSOs and youth councils, in order to become a stronger partner in the dialogue with the government authorities in preparation, implementation and monitoring of the youth policy at all political levels in BiH.</li> <li>2. To establish a sustainable institutional mechanism of the government-civil society dialogue in order to impact joint preparation, monitoring and implementation of the youth policy in BiH.</li> <li>3. To establish a sustainable system for monitoring, evaluation, analysis and advocacy for the youth policy implementation at all political levels in BiH.</li> </ol>
Interviewed stakeholders	Key findings as per the ToR - Impact of the Action
<ul style="list-style-type: none"> <li>• Aida Sušić, KULT Project Coordinator</li> <li>• Belma Gijo, KULT Project Coordinator</li> <li>• Srđan Vidaković, The Youth Council of Vlasenica</li> <li>• Jasmina Keserović, Democratic Youth Organisation Velika Kladuša</li> <li>• Branka Malešević /Nela Sladojević, Ministry of Family, Youth and Sport of RS</li> <li>• Nermina Hadžimuhamedović, Municipality Gradačac</li> </ul>	<p><b><u>Improvements in cooperation between the network 'Youth Watch Youth Policy' and targeted public institutions:</u></b></p> <ul style="list-style-type: none"> <li>-Higher level of awareness and understanding of governmental obligations referring to the adopted Law on Youth (2010) ensured by the relevant local and cantonal governments, as a result of the network's advocacy actions.</li> <li>-Improved cooperation with the Federal governments and a number of support mechanisms (small operational funds for youth councils at local and cantonal level, work premises for numerous youth councils) ensured by the governments in accordance to the Law on Youth.</li> <li>-Nomination of the network's representatives in the working inter-sectoral government groups for youth-related issues.</li> </ul>

-Interviewers clearly highlighted that the progress in implementing the Law on Youth in the Federation of BiH would be less evident without the network's actions.  
-Less evident cooperation was established with the RS government structure.

**Challenges:** it has proven to be a highly demanding process requiring a lot of efforts and appropriate actions before the governments recognise the CSO networks as a partner in the civil dialogue.

**Cooperation among NGOs in the network and concrete improvement indicators**

-The internal Capacity Building (CB) programme led to appropriate strengthening of youth councils and transfer of know-how to newly established councils.  
-The CB ensured content-related actions that anticipated a qualitative approach for the youth policy monitoring and enhanced operational and organisational capacities of the members.  
-Networks are recognised in case they possess the relevant in-depth know-how of addressed issues.

**Challenges:** A consensus on common long-term objectives versus individual interests.

**Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the network's sustainability**

-The development of the network in line with the Law on Youth led to its transformation. As a follow-up impact of the Action the Federal Youth Council established and registered as a representative youth body in the Federation of BiH in accordance with the Law on Youth (representing over 300 youth association) at the end of 2015.

- Funds for the operational work of the Youth Council has been made available according to the Law.

- There is evidence of the good regional cooperation as well as EU perspective in the development of youth councils/networks.

-Lessons learned in the past period of over 5 years of the implementation of the Law on Youth are that CSO networks should serve as advocates for putting constructive pressure to governments to do their job. It is possible to make changes as longer-lasting outcomes only through institutional mechanisms and dialogues with governments.

**Recommendation for the improvement of this type of assistance**

-Networks need time, clear strategies, commonly shared guiding principles and the support to become functional.

-The support to be provided to CSO sectoral-based networks as strong representative bodies with the relevant capacity building support ensured.

2. Lead applicant	Entrepreneurship and Business Association LiNK Mostar	
Partners	<ul style="list-style-type: none"> <li>• Independent Office for Development – NBR Gradačac</li> <li>• Centre for Promotion of Local Development - PLOD Bihać</li> <li>• Association of Entrepreneurs and Employers – UPIP Žepče</li> <li>• Wood and Furniture Cluster Prijedor</li> <li>• COSPE – Cooperazione per lo Sviluppo dei Paesi Emergenti Italy</li> </ul>	
Title of the Action Issue-based network	Coalition for a higher voice of small businesses	
Implementation period	December 22 <sup>nd</sup> , 2012 – August 22 <sup>nd</sup> , 2014	
Overall objective	To accelerate reforms for the creation of a favourable business environment in line with the EU Small Business Act by operations of the CSOs network	
Specific objective	<ol style="list-style-type: none"> <li>1. To strengthen the voice of small businesses and make their requests comprehensible and easily applicable</li> <li>2. To increase awareness of government institutions and the public on the importance of respecting voices of small businesses</li> </ol>	
Interviewed stakeholders	Key findings as per the ToR - Impact of the Action	
<ul style="list-style-type: none"> <li>• Alisa Gekić, LiNK Project Manager</li> <li>• Tomislav Majić, LiNK Director</li> <li>• Enver Sarvan, Independent Office for Development – NBR Gradačac, Director</li> <li>• Maid Ljubović, Deputy Minister, Ministry of Economy Government of the HNC</li> <li>• Adisa Gotuvšić, Senior Associate for SMEs Sector, Ministry of Development and Entrepreneurship of the Tuzla Canton</li> </ul>	<p><b>Improvements in cooperation between Coalition and targeted public institutions:</b></p> <p>-The project of the Coalition for a stronger voice of small businesses within the LED net has provided a platform of concrete measures to support the business environment, such as speeding up the process of registration of companies, supportive environment for operations and easier procedures of business termination or conversion of its operations.</p> <p>-The project detected specific burdens of para-fiscal taxes on salaries and problems with the poor infrastructure and lack of favourable financial instruments for the business development.</p> <p>-Very good and concrete cooperation was ensured with the Federal Ministry of Development, Entrepreneurship and Craft; Ministries of Energy, Industry and Mining in the Federation of BiH and RS, the Government of the TC (MDE TC), the Government of HNC, the Federal Ministry of Agriculture, Water Management and Forestry and the Intermediary Agency for IT and Financial Services ad Banja Luka (abbreviated as APIF).</p> <p>-A number of measures proposed within the platform are also an integral part of the EU-supported Reform Agenda and the fact that the network has continued its activities under the CSSP project supported by the USAID has resulted in the <u>abolition of 8 para-fiscal</u></p>	

charges that have been detected and advocated for during the EU-funded project. There is strong evidence of the governmental dialogues with the Coalition and substantial response to the Coalition's requirements.

**Cooperation among NGOs in the network and concrete improvement indicators**

-The coalition of 15 associations managed to cover the entire territory of Bosnia and Herzegovina, except in Eastern Herzegovina (the reason is a poorly developed sector and the absence of NGOs involved in this thematic sector).

- Membership in the network is regulated by professional standards including a set of procedures related to its work transparency. The process of meeting membership conditions lasts up to six months and ensures common approach and shared values in the work.

-By entering the network, although informally, organisations share a part of their sovereignty with the network representing them in the process of advocating for the creation of a better business environment and a faster economic growth.

-On the other hand, in particular members of the leading organisations in the sector, contribute to creating a positive image and recognition of the network that is still in the development process.

**Challenges:** Approval of proclaimed standards and procedures including requirements related to transparency aspects by each network's member.

**Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the network's sustainability**

-Consolidation rather than expanding membership during the project has been chosen.

-The network's growth was recorded upon the finalisation of the EU-funded project and the continuation of the initiative through the USAID-supported CSSP programme.

-Having constructive dialogues with decision makers proved to be a precondition for contextual and institutional changes, and this approach is the one that the network has been promoting also through the CSSP programme opposite to the 'watchdog' and pressure-oriented approach promoted by the Programme Manager.

-Today, the LED network has 27 members and represents the voice of 13,000 SMEs, members of the entrepreneur's association. The network is not registered, and the preference is still to operate as an informal network. Activities with member associations is recognised as extremely important because it provides credibility to the network's voice. The network's perspective is BiH and regional expansion and joint initiatives with similar actors in Croatia, Serbia and Montenegro. The LED net's sustainability is linked to the extension of the action upon the finalisation of the EU-funded project, gradual growth of the network established in 2011 in line with strategic goals, standards, values and

	<p>constructive dialogues with local governments.</p> <p><b>Recommendation for improvement of this type of assistance</b></p> <p>-Longer-term support needed for the network's development (minimum 3 to 4 years)</p> <p>-Pressure transferred from the EU to the Council of Ministers regarding the establishment of a co-financing mechanism of IPA-funded projects.</p>
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<b>3. Lead applicant</b>		<b>ACED – Agency for Cooperation, Education and Development (Banja Luka)</b>
Partners	<ul style="list-style-type: none"> <li>• Association for Economic Development of Herzegovina – REDAH, Mostar</li> <li>• Citizens' Association "Nešto Više", Sarajevo</li> <li>• Local Action Group "Una-Sana", Sanski Most</li> <li>• European LEADER Association for Rural Development – ELARD, Brussels</li> </ul>	
Title of the Action Issue based network	Alliance for Common Rural Development in BiH – ACoRD	
Implementation period	December 22 <sup>nd</sup> , 2012 – June 21 <sup>st</sup> , 2015	
Overall objective	To contribute to the civic activism improvement through increased participation and representation of rural people in social and policy-related initiatives and the civil society impact on decision-makers (governance, social issues and policy-making) in the rural development sector.	
Specific objective	<ol style="list-style-type: none"> <li>1. To develop a strategic and strong partnership between key stakeholders in the rural development in Bosnia and Herzegovina</li> <li>2. To strengthen CSOs capacities, members of the RDN in BiH</li> <li>3. To enhance the contribution of the network members in developing and promoting mechanisms for increased civic participation, public sector reform processes and policy harmonisation in accordance with relevant EU policies in the rural development field</li> </ol>	
Interviewed stakeholders	Key findings as per the ToR	
<ul style="list-style-type: none"> <li>• Duško Vučić, ACED, Director</li> <li>• Miodrag Matavulj, CERD, Project Coordinator</li> <li>• Ivica Sivrić, Coordinator of the Centre for Rural Development and Agriculture, Association for Economic Development of Herzegovina REDAH (Mostar)</li> <li>• Duško Cvjetinović, Nešto više, Director</li> <li>• Pejo Janjić, Federal Ministry of Agriculture, Water Management and Forestry,</li> <li>• Malinovic Dragoljub, Ministry of Agriculture, Forestry and Water</li> </ul>	<p><b><u>Improvements in cooperation between the Rural Network in BiH and targeted public institutions</u></b></p> <p>-The network is recognised by state and entity's ministries responsible for the rural development but it is still a weak partner in a dialogue on the rural development and agriculture in BiH due to strong political constraints when it comes to this specific issue.</p> <p>- The network is invited to contribute to the development of the country-wide strategy for rural development initiated by the MVTEO BiH and act in the SWG coalition of the relevant ministries in agriculture and rural development in the WB region. Still, the network did not significantly influence any policy issue since its formal registration.</p> <p><b><u>Challenges:</u></b> A consensus about specific issues and a single voice in a dialogue about the</p>	



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rural development key issues might be one of the biggest challenges for the network. This can influence the governments' perception of the network as a key player in the dialogue. To ensure the reliable contribution, the network requires more time.

**Cooperation among NGOs in the network and concrete improvement indicators**

-The network is formally registered as the "Rural Network in BiH" and consists of the Steering Board and Assembly. The leadership has been trusted to one of the member organisations. There are strong effort to build a transparent network management, attractive to potential members. There is a plan to form sub-groups which will ensure sub-networking among specific groups in the rural development (milk producers, farmers...)

**Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the network's sustainability**

-The network has made a significant outreach in the region but still remains to be in the early phase of its development. The network has officially engaged and hired a part-time coordinator who is committed to work on its development on a daily basis.

-There is a plan for the network's expansion and clear commitment to operate as a CSO network representing interests of its members.

**Sustainability of the network**

-As part of the network's sustainability, there is a plan to collect membership fees amounting to 100 EUR from each member on an annual basis. Also, there is an evident commitment to ensure the needed means to become a member of other EU-based networks.

**Challenges:** The organisational and individual in-kind contribution to the network's development might cause a problem in the future. Some members can not perceive the distinction when to act as an individual organisation and when as the network. The further development will also require the cooperation with EU-based platforms, and the implementation of joint projects. The financial contribution from national ministries for rural development is not considered possible for a while.

**Recommendations:** The further support should be allocated to the professionalization of networks and should ensure a long-term financial assistance to the network's operational functioning. The application process should be based on the concept note as the first step (not applications in full).

4. Lead applicant	Partnerships in Health – Partnerstvo za zdravlje (PZZ)	
Partners	<ul style="list-style-type: none"> <li>• Association “Margina” Tuzla</li> <li>• Association “Viktorija” Banja Luka</li> <li>• Montenegrin Association against AIDS – CAZAS</li> <li>• Centre for Democracy “Nove Nade”</li> </ul>	
Title of the Action Issue based network	Contribution of civil society organisation to strengthening the partnership dialogue and cooperation of governmental and non-governmental sector in the public health system	
Implementation period	October 1, 2013 – December 27, 2014	
Overall objective	Strengthening the partner dialogue and cooperation of governmental and non-governmental sector in order to develop the public health system.	
Specific objective	<ol style="list-style-type: none"> <li>1. Capacity building for institutional mechanisms for the government’s cooperation with NGOs and private companies in the public health sector.</li> <li>2. Capacity building of the issue-based network of NGOs to take part in the policy dialogue in the public health sector.</li> <li>3. In collaboration with all governments’ and non-governments’ stakeholders develop a system of additional education and specialisation of health care workers in all sectors.</li> </ol>	
Interviewed stakeholders	Key findings as per the ToR	
<ul style="list-style-type: none"> <li>• Haris Karabegović, PZZ Project Coordinator</li> <li>• Damir Laničić, PZZ Project Coordinator</li> <li>• Vahid Đulović, Fenix, Director, new member organisation</li> <li>• Sanja Stanić, Udruženje građana Viktorija, Director</li> <li>• Dr. Stela Stojisavljević, Institute for Public Health of RS</li> </ul>	<p><b>Improvements in cooperation between the network and targeted public institutions:</b></p> <ul style="list-style-type: none"> <li>- Cooperation with government and public institution was ensured from the beginning of the project by nominating the project’s Steering Committee composed of representatives of both the Institute of Public Health of RS and the Federation of BiH.</li> <li>- For the first time all laws related to healthcare have been analysed as a result of the cooperation between the government and non-government sector.</li> <li>- This has become the starting point for the creation of guidelines for the development of cooperation mechanisms between government institutions and non-governmental organisations.</li> <li>-The developed CSOs register of CSO relevant in the health sector enhanced the role of CSOs and made the network of healthcare associations a more reliable partner to public institutions.</li> <li>-The network advocates in the case of the violation of adopted laws, such as the implementation of supportive measures for vulnerable groups.</li> <li>-The network’s members are seen as partners to public institutions, in particularly in the area of education, prevention and promotion of healthcare and direct on-field work with</li> </ul>	

	<p>vulnerable groups, where public institutions' capacities are limited.</p> <p><b>Challenge:</b> The health network is still in its development phase and relied significantly on capacities, linkages and the image of the network's leaders.</p> <p><b><u>Cooperation among NGOs in the network and concrete improvement indicators</u></b></p> <ul style="list-style-type: none"> <li>- The network operates as an informal body, and in the first place started as a partnership project.</li> <li>- The network's membership has been extended and periodical analyses and the prioritisation of initiatives ensures a joint agreement on the issues to be addressed and communicated local governments. The network's extension initiated the establishment of working groups which set the priority agenda for the network's actions.</li> <li>-Working on joint actions contributed to the enhanced cooperation.</li> </ul> <p><b><u>Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the network's sustainability</u></b></p> <ul style="list-style-type: none"> <li>-The further development of the network is based on setting up issue-based working groups depending on their focus area of operation and expertise.</li> <li>-The network confirmed the ability of CSOs to work in close cooperation with public institutions.</li> <li>- The network built its follow-up actions on achievements of the EU-funded project and advocated for enforcing the implementation of the Law, i.e. the elimination of co-payments on health services by socially vulnerable categories that are excluded from them by law.</li> <li>-In future developments they strongly opt for the dialogue and inter-sectoral cooperation with government and public institutions, although the other, more pressure-oriented advocacy approach is promoted by the Programme Manager within the CSSP programme.</li> <li>-Enlargement of the network is evident through the CSSP project.</li> </ul> <p><b>Challenges:</b> Development of the financial sustainability strategy to diversify funding sources of the Secretariat's operations, including the membership fee.</p> <p><b><u>Recommendation for improvement of this type of assistance</u></b></p> <ul style="list-style-type: none"> <li>-The support to be provided for strengthening of the capacity of the network's members, as to be capable to provide professional services according to market principles. This would, as stated by the CSOs interviewed, contribute to a certain extent to the sustainability of the network, as well as its members.</li> </ul>
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5. Lead applicant	Association/Humanitarian organisation for protection and exercise of children's rights "NAŠA DJECA" Sarajevo	
Partners	<ul style="list-style-type: none"> <li>• Sunce Mostar</li> <li>• Association for Assisting Mentally Challenged Persons, Banja Luka</li> <li>• Sretni Romi, Tuzla</li> <li>• Zemlja djece, Tuzla</li> <li>• Svjetionik, Prijedor</li> <li>• Naša djeca, Zenica,</li> <li>• Zdravo da ste, Banjaluka</li> <li>• Centre for Child's Rights, Konjic</li> </ul>	
Title of the Action Issue based network	Voice of Children	
Implementation period	December 24, 2012 – January 24, 2015	
Overall objective	Overall objective of this action is the participation of children in children's rights monitoring in the country.	
Specific objective	<ol style="list-style-type: none"> <li>1. Developing the children network inside the NGO network "Stronger Voice for Children"</li> <li>2. Capacity building of children's groups and NGO members of the network and</li> <li>3. Implementation monitoring of recommendations by the UN Committee on the Rights of the Child (OHCHR) given to the country concerning the development of a shadow report</li> </ol>	
Interviewed stakeholders	Key findings as per the ToR	
<ul style="list-style-type: none"> <li>• Berina Ceribašić, Naša djeca, Project Manager</li> <li>• Mirsada Bajramović, Zemlja djece, Director</li> <li>• Aleksandra Štrbac, Zdravo da ste, Program Coordinator</li> <li>• Saliha Đuderija, BiH Ministry for Human Rights, Displaced Persons and Refugees. BiH Council for Children</li> </ul>	<p><b>Improvements in cooperation between the network and targeted public institutions:</b></p> <ul style="list-style-type: none"> <li>-The informal network of 13 CSOs started its activities in 2009.</li> <li>-Recognition of the activities of the network „Stronger Voice for Children” is evident through a number of indicators among which is the nomination of two networks' representatives in the BiH Council for Children within the Ministry of Human Rights and Refugees of BiH, as well in a number of the working groups appointed by governments focused on the children's rights.</li> <li>-The continuity of the work in preparation of the Shadow Report for the UN Committee on the Rights of the Child by the network members resulted in a more responsible approach of BiH governments in implementing the proclaimed and adopted Convention on the Rights of the Child.</li> <li>-The network has proven to be the focal point for communication and consultation with governments in the area of the rights of the child.</li> </ul> <p><b>Challenge:</b> Improvement of cooperation with local authorities whose understanding of the</p>	

issues, the UN Convention and related Optional protocols is still weak.

**Cooperation among NGOs in the network and concrete improvement indicators**

-The 'Voice of Children' represents an action of the non-formal network of 13 NGOs „Stronger Voice for Children,“ aiming at improving the situation of the rights of the child in BiH.

-The project enabled consolidation of the network and development, adoption and application of numerous internal procedures with no attempt to extend the membership in this phase of the network's developments.

-The impact of the project was related to both enhanced capacities of members and capacities of children groups. The CB programme resulted in the formation of children's groups that will together with the network's members present their reports to the Committee on the Rights of the Child (CRC) in Geneva.

-Upon the finalisation of EU-funded project, the network managed to ensure its basic operations with no external funding in 2015, due to the commitments made by its funders.

-The latest impact of the network's actions is the adoption of the UN Third Optional Protocol to the Convention on the Rights of the Child by the Council of Ministers who issued a consent to sign the Protocol.

**Challenge:** The network's members are aware of the needs required for its growth for the next phase; dilemmas such as professionalization of the position of at least a PR officer; registration of the network or the continuation of its activities as an informal network will be addressed.

**Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the network's sustainability**

-The network has expanded its activities at the regional level and opened the space for a new development phase by linkages made with the ChildPact Coalition covering the wider Black Sea region. The Coalition is supported by the World Vision, and as a network of sub-networks it brings together 600 child-focused NGOs from 10 different countries. ChildPact advocates for the regional cooperation and believes children's rights networks play an essential role in promoting child protection reforms and innovations.

-The first joint action resulted in contribution to the Child Protection Index providing a cross-national comparison that benchmarks progress and identifies next step reforms.

**Recommendation for improvement of this type of assistance**

-The networks require time to build partnerships, develop procedures and adopt common values, prior to becoming a recognised partner in the civil dialogue.

- Regional and EU perspective and significance of the networks' operations and

	<p>achievements to be encouraged.</p> <p>- Public relation activities need to be strengthen as they represent the weakest aspect in the sector in general.</p>
<b>6. Lead applicant</b>	<b>Association XY</b>
Partners	<ul style="list-style-type: none"> <li>• Youth organisation "Centar" Mrkonjić Grad</li> <li>• Association of International Pharmaceutical Manufacturers of BiH</li> <li>• Helsinki Committee for Human Rights in Republika Srpska</li> <li>• CAH</li> </ul>
Title of the Action Issue based network	Contribution of civil society organisations in improvement of position of people with rare diseases in Bosnia and Herzegovina
Implementation period	December 27 <sup>th</sup> , 2012 – December 26 <sup>th</sup> , 2014
Overall objective	To strengthen the network of CSOs in ensuring quality health protection of people with rare diseases based on collaboration, exchange of expertise and knowledge and in dialogue with authorities
Specific objective	<ol style="list-style-type: none"> <li>1. To establish a strategic framework for improvement of the health protection for people with rare diseases in Bosnia and Herzegovina</li> <li>2. To develop and enhance capacities of civil society organisations for a partner dialogue with government bodies, the creation and implementation of policies and programmes in the area of health protection.</li> </ol>
Interviewed stakeholders	Key findings as per the ToR
<ul style="list-style-type: none"> <li>• Emina Osmanagic, Association XY, Director</li> <li>• Borislav Đurić, Youth organisation "Centar" Mrkonjic Grad</li> <li>• Jasminka Vučković, Ministry of Health and Social Welfare of Republika Srpska</li> <li>• Tarik Ćatić, Association of International Pharmaceutical Manufacturers in BiH</li> </ul>	<p><b><u>Improvements in cooperation between the network and targeted public institutions:</u></b></p> <p>-The project started as a partnership among 4 CSOs and was based on the inter-sectoral partnership and direct cooperation with government institutions.</p> <p>-Cooperation was initiated in the preparatory phase of the project, and ensured full participation of representatives of the Ministries of Health and other government and public institutions in the process of the project implementation.</p> <p>-The main impact of the actions is related to the development and adoptions of the Strategy for the rear disease by the Ministry of Health of RS and the Federation of BiH.</p> <p>-The direct involvement in the appointed working groups by the relevant ministries was also ensured for members of the beneficiary associations - rear disease associations.</p> <p>-It is obvious that institutions are welcoming this kind of support and are open for the next steps related to the development of the rear diseases register, patients and professionals specialised for the particular disease in the region.</p> <p><b>Challenge:</b> There was no clear evidence whether the network would be able to ensure cooperation with government institutions without strong involvement and capacities of the leading organisation and already established reliable partnerships among XY and institutions</p>

in the healthcare sector.

**Cooperation among NGOs in the network and concrete improvement indicators**

-A partnership was enhanced between the project partners and beneficiary associations mainly representing persons with rear diseases and their families.

-The project enabled the capacity building programme of the 13 network's members including the experience sharing from the Croatian Coalition, but the network still relies on capacities of the XY association both in organisational and institutional aspects.

**Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the network's sustainability**

-Any further development of the network gathering vulnerable groups would require the support of a professional association or professional secretariat; due to the members' primary focus on the priority needs treatment and placement on the list of essential medicines for rare diseases, and not on „advocacy strategies“.

-No membership fee is expected to be introduced as the potential co-financing support to the network's operational work.

-Owing to this initiative and the Coalition's work, the RS Union of Rare Diseases Organisations was established, whose impact has already been recognised in RS and which have managed to draw attention to rear diseases problems in RS and collect its first valuable funds at the donors' conference.

-Further action of the network, as seen by the partners, requires the cooperation with medical institutions and facilities since it has proven to be the institutional framework needed for longer-lasting results.

-The action in the upcoming period will focus on joint activities in the development of the Action Plans, registering of patients and the database of professionals in the region for certain rare diseases. Rear diseases are one of the priorities of the Third programme of the EU in the healthcare sector for the period 2014 – 2020.

**Recommendation for improvement of this type of assistance**

-It is highlighted by the partners that at least 4 years are needed for the networks to consolidate and create preconditions for the joint actions.

-Inter-sectoral partnerships should be encouraged as it has proven to lead to longer-lasting results.

-Interviewers have recommended the institutional grant support to the networks' secretariats especially when it comes to specific member associations of vulnerable groups, which are not in a position to provide a subscription or some other form of co-financing for the operation of the network.

7. Lead applicant	Mozaik – Community Development Foundation	
Partners	<ul style="list-style-type: none"> <li>• Women’s Association “Priroda” Bratunac</li> <li>• Youth Club “Pod istim suncem” Jablanica OKPIS</li> <li>• Association of Citizens against Tolerance of Diversity - ToPeeR Doboj</li> <li>• Sara-Srebrenica, Srebrenica</li> </ul>	
Title of the Action Issue based network	CDD Network towards inclusive LCCs	
Implementation period	December25 <sup>th</sup> , 2012 - December25 <sup>th</sup> , 2014	
Overall objective	<ul style="list-style-type: none"> <li>• To contribute to building a vivid and strong civil society, recognised as a reliable partner to local governments (LGs) and influential actor in achieving social inclusion and fulfilling rights of women and the youth in decision-making processes</li> <li>• To contribute to the inclusion of all community members in the public life on the local level.</li> </ul>	
Specific objective	<ol style="list-style-type: none"> <li>1. To ensure effectiveness, efficiency and sustainability of the Community Driven Development (CDD) Network in its effort to join LGs and CSOs in increasing the inclusion of women and youth and other traditionally excluded community members in the work of local community councils (LCCs) in BiH</li> </ol>	
Interviewed stakeholders	Key findings as per the ToR	
<ul style="list-style-type: none"> <li>• Vesna Bajšanski Agić, Mozaik Executive Director</li> <li>• Željana Pjevalica, Women’s Association “Priroda”, Director</li> <li>• Haris Halilhodžić, Youth Club “Pod istim suncem” Jablanica OKPIS</li> <li>• Lidija Aladzic, LG Doboj</li> <li>• Ljiljana Majstorović, LC Makljenovac, Doboj</li> </ul>	<p><b><u>Improvements in cooperation between the network and targeted public institutions:</u></b></p> <p>-The network has established cooperation with authorities in the targeted municipalities and ensured capacity building activities for members of the elected local councils. The results ensured the presence of the network’s members in consultation processes for strategic documents related to the community development at local level. The network manages to keep permanent contact with the selected local communities and offer them assistance in the PCM and similar.</p> <p>-The network has not achieved significant changes in the policy development when it comes to the status of local communities in BiH or targeted areas. There is a limited contribution to local policies related to gender sensitive budgeting in two sectors and a strategic positioning of LCs.</p> <p><b>Challenges:</b> The networks’ activities were based on the assistance offered directly to the LC where personal changes in the leadership are frequent and therefore has a limited long-term impact. The networks will need to find out how to improve cooperation with municipalities and ensure long-term benefits for LCs. By doing this, the network will need to work in partnership with other organisations and agencies such as the UNDP.</p> <p><b><u>Cooperation among NGOs in the network and concrete improvement indicators</u></b></p>	



-The Community Driven Development (CDD) Network has permanent members which act in a professional and a friendly way. The members have known each other for a long time and cooperated through joint projects in different areas. As the main indicator of good cooperation, the members stated that they communicate on a daily basis and share experiences.

**Expansion of the issue-based NGO network and driving factors of outside NGOs to join such a network and the network's sustainability**

-The network has no plans for an enlargement. The current members fulfil all the network's membership criteria.

- Although there is interest for other CSOs to join the network, it seems that the process is quite demanding.

**Challenges:** The network acts in professional manner and insists to have responsible organisations which will be ready to adopt the network methodology and apply it in its activities.

**Recommendation for improvement of this type of assistance**

The network suggests influencing decision makers to financially support the development of Local support centres which will serve as capacity building providers to LCs. In addition, a re-granting scheme would encourage final beneficiaries to take a proactive role in the implementation.

8. Lead applicant	Centre for Promotion of European Values EUROPLUS	
Partners	<ul style="list-style-type: none"> <li>• Business and Technical High School, Doboj</li> <li>• Association of Citizens “BiosPLUS”, Derventa</li> <li>• Association of Citizens “Budućnost”, Modriča</li> <li>• Association of Informatics in Bosnia and Herzegovina, Sarajevo</li> </ul>	
Title of the Action Issue based network	Centre for Lifelong Learning	
Implementation period	28 <sup>th</sup> December 2012 – 27 <sup>th</sup> April 2015.	
Overall objective	Establishing of a cooperation mechanism between CSOs working on the improvement of position of civil categories with particular employment difficulties and representatives of decision-makers with emphasis on the strengthening of technical, institutional and educational capacities for these categories of citizens	
Specific objective	<ol style="list-style-type: none"> <li>1. Identify needs for additional education of adults on area of the Doboj region (requalifications and further qualifications)</li> <li>2. Form a Centre for lifelong learning, which will enable individuals to improve their knowledge, skills and competence within personal, citizen, social perspectives and/or perspectives in employment.</li> <li>3. Train categories of citizens with particular difficulty for employment and create preconditions for their selfemployment</li> <li>4. Introduce European and world standards into processes of education of PC users on area of the entire Doboj region.</li> </ol>	
Interviewed stakeholders	Key findings as per the ToR	
<ul style="list-style-type: none"> <li>• Dijana Đurđević, Europlus, Team Leader</li> <li>• Drago Tadić , Association of citizens “BiosPLUS”, Derventa;</li> <li>• Gordana Vidović, Association of citizens “Budućnost”, Modriča</li> <li>• Dragan Pajić, Representative of the Municipality Derventa</li> </ul>	<p><b><u>Improvements in cooperation between the network and targeted public institutions:</u></b></p> <p>The project is created as a local inter-sectoral partnership.</p> <p>-Collaboration is developed with government institutions (Doboj, Modriča and Derventa Municipalities) and the Employment Office / Branch Office in Doboj, signatories to the Agreement on Cooperation.</p> <p>-Municipalities provided the required level of participation in the project and the joint promotion of the results.</p> <p>-Cooperation based on jointly achieved results provided follow-up activities and the support to the project partners in the new project funded by the EU.</p> <p>-The design of the approach as inter-sectoral has enabled a far better cooperation with institutions, than it was the case so far. “Sustainable cooperation is possible only when government institutions see the effect of joint action”, as stated by the OCD involved.</p> <p>-The project implementation ensured a functional Centre for lifelong learning in the premises of Europlus in Doboj.</p> <p>-Regarding the efforts in influencing legal procedures and by-laws, partner’s joint initiative resulted in adjustment of one module within the curriculum of education in the textile industry in accordance with the market needs, employers’ requirements, new technological standards and adult education principles. Proposed changes initiated by the local partners</p>	

network was accepted by the Institute of Adult Education and Ministry of Education and Culture of RS upon the finalisation of the EU-funded project.

Local partnership among key actors has been a chosen and accepted approach by all involved with no intention for extension.

**Cooperation among NGOs in the network and concrete improvement indicators**

-The cooperation between the Project Leader and two partner CSOs, Bio Plus and Budućnost, was more at the operational rather than strategic level.

-The cooperation was enhanced with one of the two CSO partners and is continued in the new project funded by EU.

- Success in the cooperation among COs members was partly achieved.

-The cooperation with employment offices is developed at the level far beyond the earlier cooperation due to the fact that employment offices directly undertake the recruitment of participants of adult education courses and act as a proactive partner in the process.

-Municipalities have also been committed to continue their cooperation within the local partnership network and be more proactive in linking local market needs with the support to qualified labour forces.

**Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the network's sustainability**

-It is obvious that no attempt will be made in expanding the network or changing the approach.

-There were no efforts made to opening or promoting the network among civil society organisations.

-The motto was - LESS IS MORE.

-The network will continue to act as an inter-sectoral local partnership with current members (Europlus, Municipalities of Dobož, Modriča and Derвента, CSO BiosPlus from Derвента and the Employment Bureau in Dobož).

-This is why it is difficult to see this cooperation as the network's effort; it is more of a local partnership that leads to better employment conditions at the local level.

-The inter-sectoral cooperation is seen as the only way to succeed with the strong position taken and statements brought that the OCD itself cannot ensure sustainable results.

**Recommendation for improvement of this type of assistance**

It is recommended to consider the possibility that EU-funded projects aimed at strengthening the capacity of government and public institutions initiate the establishment of a budget line for co-financing of EU-funded projects.

9. Lead applicant	Youth Centre "Vermont"
Partners	<ul style="list-style-type: none"> <li>• Forum Građana o sigurnosti u zajednici (Citizens' Forum on Community Safety)</li> <li>• Izviđači Brčko distrikta, Brčko (Scouts of Brčko District, Brčko)</li> <li>• Omladinska organizacija Svitac (Youth organisation "Svitac")</li> <li>• Asocijacija mladih Brčko Distrikt BiH (Youth Association of Brčko District Bosnia and Herzegovina)</li> <li>• Omladinska organizacija Izvor (Youth Association "Izvor")</li> <li>• Savez studenata Ekonomskog fakulteta (Students' Union of the Faculty of Economics)</li> <li>• Udruženje RAZvoj Zajednice kroz Rad i EDukaciju, "RAZRED" (Association - Community Development through Work and Education "RAZRED").</li> </ul>
Title of the Action Issue based network	Establishment of the Business Resource Centre of the youth NGO network of Brčko District
Implementation period	6 <sup>th</sup> December, 2013 - 26 <sup>th</sup> March, 2015
Overall objective	To contribute to the democratic stabilisation and further development in Bosnia and Herzegovina by encouraging the civil education and cooperation with government institutions in order to reduce the number of unemployed people in Brčko District.
Specific objective	1. Establish a Business Resource Centres Network of NGOs in Brčko District, Gračanica and Bijeljina benefiting all citizens with special emphasis on the youth of Brčko District and the said municipalities.
Interviewed stakeholders	Key findings per Tor
<ul style="list-style-type: none"> <li>• Branka Đukić, Youth Centre "Vermont"</li> <li>• Damir Radenković, Youth Centre "Vermont"</li> <li>• Tomislav Gligorević, Savez studenata Ekonomskog fakulteta (Students Union of Faculty of Economics);</li> <li>• Rada Majstorović, Udruženje RAZvoj Zajednice kroz Rad i EDukaciju, "RAZRED" (Association Community development through work and education "RAZRED")</li> <li>• Sead Ušanović, Head of Department for Education in the Government of Brčko district</li> </ul>	<p><b>Improvements in cooperation between the network and targeted public institutions:</b></p> <ul style="list-style-type: none"> <li>-The Resource Centre established in Brčko made a strong partnership with the government of Brčko District and this cooperation resulted in the sustainable centre which serves both CSOs and authorities.</li> <li>-This synergy ensures fruitful mutual cooperation and benefits for citizens of Brčko District.</li> <li>-The centre is financially supported by the government and ensures daily support to various CSOs. At the same time, the Centre ensures the CSO's involvement in developing strategic policy documents.</li> <li>- The network is the focal point for the number of the voluntary actions and as such played a significant role in the catastrophic flood rescue actions in 2014, recognised from the Brčko District government.</li> <li>- A specific policy involvement was evident and stressed by the government representative through the promotion of anticorruption measures and the implementation of the Lay on Youth law in Brčko District.</li> <li>- The success in Brčko is not repeated in other targeted municipalities due to the lack of local authorities' support.</li> </ul>

**Cooperation among NGOs in the network and concrete improvement indicators**

-Partners in the networks have mutual understanding of their roles and obligations. The capacity building for the new networks' members is ensured by the networks' members competence for certain fields of operations. The user-friendly and supportive environment within the Centre contributes to the significant enlargement of its membership. The members support each other and jointly work as contributors to the number of actions for the well-being of the citizens of Brčko District.

**Challenges:** High expectations and a number of regular requests for assistance and support will require the Resource network to cope with this issue in the near future and make strategic choices of the programme portfolio for its long-term actions.

**Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the network's sustainability**

Due to the fact that the Resource centre is supported by the government of Brčko District, the network constantly increases its membership. Newcomers can use the premises and all available facilities of the Resource centre for their activities as well as initiated joint actions. The government's department for cooperation with CSOs support the Resource centre and often instruct grass-root organisations to approach the Centre and ask for assistance. This recognition and direct support provided by the Government in terms of the facilities and operational grant is a model of unique cooperation between the CSO and government among networks supported in this scheme. The sustainability of the Resource centre is supported by the local government and the Centre served as a hub for CSOs in the region.

**Recommendation for improvement of this type of assistance**

The assistance to the network should encourage partnerships with the government and public institutions.

10. Lead applicant	Caritas Italiana	
Partners	<ul style="list-style-type: none"> <li>• Associazione Mantovana Allevatori</li> <li>• Environmental and Rural Research Development Organisation (ERRDO)</li> <li>• Association of Agricultural Producers of RS – Prnjavor Municipality</li> <li>• Association of Agricultural Producers “Simental”</li> <li>• Caritas Diocese in Banja Luka</li> <li>• Regional Farmers’ Association in Posavina</li> <li>• Association “Grmečlije” Smoljana</li> </ul>	
Title of the Action Issue based network	Agricultural Development Plus (AgriDevPlus)	
Implementation period	December 31, 2012 – December 31, 2014	
Overall objective	To empower Farmers’ Associations – FAs – as CSOs which will democratically involve public institutions and policy-makers to promote and improve development and social inclusion in rural areas through new policies and laws to deal with agriculture, human and environmental defence	
Specific objective	<ol style="list-style-type: none"> <li>1. To empower FAs competitiveness and efficiency introducing new targets and parameters related to quality of milk &amp; dairies productions with analysis of stables, fodder, and other cares.</li> <li>2. To promote capacity building &amp; trainings aimed at farmers and municipal agricultural experts, on EU criteria for quality evaluation and management of animal rearing in the target region</li> <li>3. To promote and develop a qualified FA network aimed at production, statistical results for excellent quality and quantity output, and to lobby for new legislation on social inclusion of people in rural areas.</li> <li>4. To enhance a FAs role as the main counterpart within agriculture and environment departments of public administration and the government through their active participation in policy and decision-making processes.</li> </ol>	
Interviewed stakeholders	Key findings as per the ToR	
<ul style="list-style-type: none"> <li>• Daniele Bombardi, Caritas Italiana</li> <li>• Draženko Budimir, ERRDO</li> <li>• Fazlić Džemil, Udruženje poljoprivrednika Simental</li> <li>• Malinović Dragoljub, RS Ministry of Agriculture</li> </ul>	<p><b><u>Improvements in cooperation between the network and targeted public institutions:</u></b> -The network succeeded to initiate changes at the local level by enhancing cooperation between small producers and local authorities. They stressed obstacles in cooperation with the higher level of authorities and the lack of political will for cooperation which is a primary reason for a weak impact at entity and national level.</p> <p><b><u>Challenges:</u></b> The network positioned one of its members to act as a promotor of the network’s ideas and to advocate for changes in communication with authorities. The selected organisation represents the network’s members in that dialogue but there is no clear procedure on how the ideas are generated and disseminated, or feedback to members provided.</p>	

**Cooperation among NGOs in the network and concrete improvement indicators**

The network's members cooperate with each other through joint projects led by the lead applicant. There is no evidence on joint follow-up initiatives or joint efforts when it comes to the dialogue with decision makers.

**Challenges:** To find a way for stronger and regular communication between members which are not project-based or initiated by the lead applicant.

**Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the network's sustainability**

-The network is established as an initiative of the lead applicant in the partnership-based project. There is no strong evidence of efforts in the network's expansion.

-The lead applicant is willing to reduce its presence in the network and ensure the local ownership in further activities. It is not known how many farmers are members of involved associations and how that kind of a membership can be expanded in order to have a stronger voice in the dialogue with decision makers.

**Recommendation for improvement of this type of assistance**

-The network representatives recommended the development of CSO networks in BiH to be supported by effective partnerships with counterparts across the EU and valuable sharing of experience.

<b>11. Lead applicant</b>	<b>PKRS – Područna privredna komora Banja Luka (CCI RS – Chamber of Commerce and Industry of the Banja Luka Region)</b>	
Partners	<ul style="list-style-type: none"> <li>• Chamber of Commerce and Industry of Republika Srpska</li> <li>• Chamber of Commerce and Industry of the Federation of Bosnia and Herzegovina</li> <li>• Chamber of Commerce and Industry of the Una-Sana Canton</li> <li>• Chamber of Commerce and Industry of the Sarajevo Canton</li> <li>• Chamber of Commerce and Industry of the Dobojski Region</li> </ul>	
Title of the Action	WEB – We Enforce Businesses	
Issue based network	WEB – We Enforce Businesses	
Implementation period	January 1 <sup>st</sup> , 2013 – March 31 <sup>st</sup> , 2015	
Overall objective	To stimulate and strengthen issue-based CSO networks, cooperation, exchange of knowledge and experience between them in order to become a stronger partner in the dialogue with government authorities.	
Specific objective	To strengthen the Chamber of Commerce and Industry system of Bosnia and Herzegovina and to raise its capacities to influence policy and decision-making processes in forming the BiH business environment for ICT companies through regional exchange of experiences, fostering dialogue with decision-makers, forming advocating bodies and raising awareness about the use of ICT in business.	
Interviewed stakeholders	<ul style="list-style-type: none"> <li>• Goran Račić, Project Manager, Chamber of Commerce of RS</li> <li>• Snježana Antonić, Chamber of Commerce of RS</li> <li>• Slobodan Dragičević, Chamber of Commerce of Republika Srpska</li> <li>• Enisa Kadić, Federal Chamber of Commerce</li> </ul>	<p>Key findings as per the ToR</p> <p><b><u>Improvements in cooperation between the network and targeted public institutions:</u></b></p> <p>-The network initiated a dialogue on the legislative regulation needed for the implementation of e-business and digital certificates and managed to involve key stakeholders into discussion.</p> <p>-Although no legislative changes adopted, the network succeeded to raise issues and provoke initiatives in governmental structures which should contribute to enabling the SME's environment when it comes to the IT support. The network makes this effort visible through the active web site col.ba.</p> <p><b><u>Cooperation among NGOs in the network and concrete improvement indicators</u></b></p> <p>-Chambers of commerce involved as partners in the project stress the action benefits for their own sustainability.</p> <p>-Capacity building services provided under the Action ensured stronger competencies of partners in the PCM which they apply regularly in other CfPs as well as in ICT consultancy services. The improvement has also reflected in sharing the experience with regional chambers of commerce including a study visit to Trieste.</p>



**Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the network's sustainability**

-The Association for Information and Communication Technologies in CCI of Republika Srpska and the Association for Information and Communication Technologies in Chamber of Economy of the Federation of Bosnia and Herzegovina have been established as a result of the project.

-These associations communicate with ICS companies in both entities and have strong commitment to work on the membership expansion. The associations became a strong advocacy tool for both chambers and continue with involving key stakeholders in promoting the e-business.

**Recommendation for improvement of this type of assistance**

-The network suggests continual financial support for building stronger coalitions which will advocate for necessary reform changes.

<b>12. Lead applicant</b>	<b>Association - Centre for Development and Support, Tuzla</b>	
Partners	<ul style="list-style-type: none"> <li>• Association for protection of Flora and Fauna, Lukavac</li> <li>• E group, Zenica</li> <li>• Eco Forum, Zenica</li> <li>• Energis, Sarajevo</li> <li>• Green Action Zagreb, Croatia</li> </ul>	
Title of the Action	EFFECTive (Environment-Friendly Energy Coalition Team) Action	
Issue based network	EFFECTive (Environment-Friendly Energy Coalition Team) Action	
Implementation period	December 1, 2013 – October 15, 2014	
Overall objective	To contribute to reaching mandatory EU environmental targets by the BiH energy sector, through the full implementation of legally binding country's obligations to significantly increase energy efficiency and use of renewable energies with emphasis on solar energy, and active public participation in environment decision-making	
Specific objective	<ol style="list-style-type: none"> <li>1. Strengthening accountability, capacity and strategic orientation of EFEKT Coalition for public policy dialogue proactively setting an urgent need for the environment improvement by replacing fossil fuels with increased EE&amp;RE/solar growth, on local, cantonal, entity and state decision-making agenda;</li> <li>2. Increased public awareness on legally-binding international and national environmental commitments of the BiH energy sector, support to and recognition of EFEKT Coalition's efforts to credibly and legitimately represent citizens' concerns</li> <li>3. Increased awareness of cantonal and city/municipal authorities in the target area of win-win remedies to energy-related environmental pressures committed to respond to citizens' concerns by enforcing the implementation of environment and EE&amp;REs reforms with the extensive use of substantial solar energy</li> <li>4. National, entity, cantonal, and city/municipal energy and environment decision-makers and institutions increasingly engaged in an open and constructive institutional dialogue with EFEKT Coalition, demonstrating their acceptance of the latter as an authentic and resourceful constituent of the public</li> </ol>	
Interviewed stakeholders	Key findings as per the ToR	
<ul style="list-style-type: none"> <li>• Ervin Đember, CRP Project Coordinator</li> <li>• Alma Tihčić, PR Manager of the EFFECT Coalition</li> <li>• Biljana Trivanović, Ministry of Foreign Trade and Economic Relations of BiH (MOFTER)</li> </ul>	<p><b><u>Improvements in cooperation between the network and targeted public institutions</u></b></p> <ul style="list-style-type: none"> <li>-The project has enabled the establishment of the first Coalition for energy efficiency and renewable energy by 6 CSOs.</li> <li>- The EFEKT Coalition's efforts put on the agenda on the most polluted areas in Bosnia and Herzegovina in Sarajevo, Zenica, Tuzla.</li> <li>-A series of meetings and round tables involved a number of government institution willing to respond to citizens' concerns.</li> <li>- Direct meetings with government institutions on the topics of legally-binding international and national environmental commitments of the BiH energy sector, have led to the recognition of efforts and responsiveness of governments to a number of informational and educational events led by the Coalition's leader.</li> </ul>	

**Cooperation among NGOs in the network and concrete improvement indicators**

The capacity building programme has contributed to the better understanding of the environment protection by replacing fossil fuels with increased EE&RE/solar and growth and awareness on legally-binding international and national environmental commitments of the BiH energy sector among the coalition's members.

**Challenges:** The Coalition's common strategic approach has proven to be challenging due to:

- The primary focus of the partner organisations to the geographical areas in which they operate.

- Different approach to advocacy actions of the partner organisations who opted for strong pressure, demonstration and other similar actions towards governments, while the leader of the Coalition choose the option of the constructive dialogue with governments,

- This was one of the key reasons for the transformation of the Coalition upon the finalisation of the project.

- The project itself made a strong impact on the CRP that has strategically chosen the sector of energy efficiency as one of the key sectors of its future operations.

**Expansion of the issue-based NGO network and driving factors of external NGOs to join such a network and the networks' sustainability**

At a closing ceremony of the EU-funded project, the CRP as the leader of the Coalition announced the continuation of the Coalition's work through the CSSP programme supported by the USAID.

*-Changes introduced resulted in building of the Coalition on the principles of the inter-sectoral cooperation and individuals instead of organisations, as members of the network.*

- The pool of 113 committed professionals in the field of energy and environment are members of the Coalition and are coming from the academia, civil society associations, public and government institutions.

- The EFEKT Coalition has become the recognised focal point in the sector in the country and abroad.

- It was also noted that the dialogue with decision makers is seen as the key for progress, and this network's approach is strongly communicated to the management of the CSSP programme when the Coalition actions are expected to be more decisive towards governmental policies.

- The membership of the committed professionals and experts in the sector is seen as an assumption for the network's sustainability regardless of the project funding.

**Recommendation for improvement of this type of assistance**

- Investing in strengthening capacities of networks in terms of expertise, technical capacities and professionalization in thematic sectors of operations as to be competent counterparts in dialogues with governments.

- Investing in the development of communication strategies, social networks and clear messages to the public in a way that citizens can see the benefits and engage in initiatives.



# Impact Assessment of IPA 2012 Grant Scheme for Supporting Issue-based Networks in Bosnia and Herzegovina

## APPENDIX 2: List of interviewees

1. Aida Sušić, KULT project coordinator
2. Belma Gijo, KULT project coordinator
3. Srđan Vidaković, The Youth Council of Vlasenica
4. Jasmina Keserović, Democratic Youth Organization Velika Kladuša Branka Malešević
5. Nela Sladojević, Ministry of family, youth and sport of RS
6. Nermina Hadžimuhamedović, Municipality Gradačac
7. Alisa Gekić, LINK project manager
8. Tomislav Majić, LINK director
9. Enver Sarvan, Independent office for Development – NBR Gradačac, director
10. Maid Ljubović, deputy minister, Ministry of Economy Government of HNK
11. Adisa Gotuvšić, Senior Associate for SME sector, Ministry of development and entrepreneurship of Tuzla Canton
12. Duško Vučić, ACED, director
13. Miodrag Matavulj, CERD, project coordinator
14. Ivica Sivrić, Coordinator of the Center for Rural Development and Agriculture, Association for Economic Development of Herzegovina REDAH (Mostar)
15. Duško Cvjetinović, Nešto više, director
16. Pejo Janjić, Federal Ministry of Agriculture, Water Management and Forestry,
17. Malinovic Dragoljub, Ministry of Agriculture, Forestry and Water Management of Republika Srpska
18. Haris Karabegović, PZZ project coordinator
19. Damir Laničić, PZZ project coordinator
20. Vahid Đulović, Fenix, director, new member organisation
21. Sanja Stanić, Udruženje građana Viktorija, director
22. Dr. Stela Stojisavljević, Institute for Public health RS
23. Berina Ceribašić, Naša djeca, project manager
24. Mirsada Bajramović, Zemlja djece, director
25. Aleksandra Štrbac, Zdravo da ste, program coordinator
26. Saliha Đuderija, BH Ministry for human rights, displaced persons and refugees. BH Council for children
27. Emina Osmanagic, Association XY, Director
28. Borislav Đurić, Youth organization "Centar" Mrkonjic Grad
29. Jasminka Vučković, Ministry of Health and Social Welfare of the Republic of Srpska
30. Tarik Čatić, Association of International Pharmaceutical Manufacturers BH

31. Vesna Bajšanski Agić, Mozaik executive director
32. Željana Pjevalica, Women's Association "Priroda", director
33. Haris Halilhodžić, Youth Club "Pod istim suncem" Jablanica OKPIS
34. Lidija Aladzic, LG Doboj
35. Ljiljana Majstorović, LC Makljenovac, Doboj
36. Dijana Đurđević, Europlus, Team leader
37. Drago Tadić, Association of citizens "BiosPLUS", Derventa;
38. Gordana Vidović, Association of citizens "Budućnost", Modriča
39. Dragan Pajić, Representative of Municipality Derventa
40. Branka Đukić, Youth Centre "Vermont"
41. Damir Radenković, Youth Centre "Vermont"
42. Tomislav Gligorević, Savez studenata Ekonomskog fakulteta (Students Union of Faculty of Economics);
43. Rada Majstorović, Udruženje RAZvoj Zajednice kroz Rad i EDukaciju, "RAZRED" (Association Community development through work and education "RAZRED")
44. Sead Ušanović, Head of Department for Education in the Government of Brčko district
45. Daniele Bombardi, Caritas Italiana
46. Draženko Budimir, ERRDO
47. Fazlić Džemil, Udruženje poljoprivrednika Simental,
48. Malinović Dragoljub, The Ministry of Agriculture in RS
49. Goran Račić, Project manager, Chamber of commerce of RS
50. Snježana Antonić, Chamber of commerce of RS
51. Slobodan Dragičević, Chamber of commerce of Republic of Srpska
52. Enisa Kadić, Privredna/Gospodarska komora Federacije Bosne i Hercegovine
53. Ervin Đember, project coordinator CRP
54. Alma Tihić, PR manager of the EFECT Coalition
55. Biljana Trivanović Ministry of foreign trade and economic relations of BiH (MOFTER)
56. Amira Pintul, deputy minister, FBiH Ministry of energy, mining and industry