

**“THE ROLE OF NON-GOVERNMENTAL ORGANIZATIONS  
IN BUILDING TRUST AND GOOD GOVERNANCE  
IN MOSTAR”**

**Rebeka Kotlo**

**Mostar, March, 2005**

---

**The research work was produced with support  
of the Open Society Fund – Bosnia and Herzegovina through the  
Program of Support for Research in the Area of Public Policies**

I owe and wish to express a special gratitude to the Open Society Fund – Bosnia and Herzegovina for the trust they showed in me, for the support provided and the excellent opportunity to enrich my knowledge through participation in the Program of Research Support in the Area of Public Policies that this gave me. The result of which is this paper, with thanks to the international mentor Leslie Pal, and, also, to my professor Mirjana Nadazdin Defterdarevic, the national mentor, for the invaluable support and constructive critiques during research and production of the paper, as always in the past.

I thank everyone who gave their contribution in a different, but valuable way to the quality of this research work.

Rebeka Kotlo

Mostar, March 2005

**Contents:**

1. Introduction; Or, Why it is Important to Research this Issue.....	5
2. Non-Governmental Organizations as the Means for Building and Strengthening Trust and Respecting Principles of Good Governance in a Modern Democratic World.....	12
3. Summary of the Legal Treatment and Development of Non-Governmental Organizations in BH: Constitutional, Legislative and Tax Framework.....	16
4. Framework Evaluation of the State and the Role of Non-Governmental Organizations in Bosnia and Herzegovina in 2004 ...	23
5. Inter-Sector Approach to the Identification of the Role of Non-Governmental Organizations in Mostar Today.....	29
6. Critical Evaluation of the Research Results on Different Aspects of the Relationship Between Non-Governmental Organizations in Mostar and:	
6.1.1. Authorities–How to Cooperate on the Road to Good Governance? .....	33
6.1.2. National and International Governmental, Inter-Governmental, Non-Governmental Organizations and Private Foundations – How to Do it Together for the Good of the Local Community? .....	38
6.1.3. Citizens and Private Business Sector – How to Encourage Individual and Corporate Philanthropy? .....	42
6.1.4. Media – How to Earn a Good Image in Public and Raise Awareness on Importance of Non-Governmental Organizations?.....	43
6.1.5. Educational Institutions – How Together they can Bring up a Citizen to be an Active Member of Society?.....	45
7. Recommendations for a Feasible Strategy of Improvement of the Role of the Non-Governmental Organizations in Building Trust and Good Governance in Mostar through Interaction of all the Participants in Development? .....	48
8. Summary: The Key Findings of the Research.....	52

Annexes:

Annex 1

Creating the Sample and the Methodology of the Research .....63

Annex 2

Survey Forms.....67

1. Survey form for the non-governmental organizations in Mostar.....68
2. Survey form for the list of political parties candidates and coalitions, and for independent candidates for the City Council of Mostar, verified by the Electoral Commission of Bosnia and Herzegovina for the Municipal Elections held on the 2<sup>nd</sup> October 2004.....71
3. Survey form for the media in Mostar.....79
4. Survey form for primary and secondary schools in Mostar.....85

Annex 3

List of physical/legal entities who were: .....90

1. Consulted
2. Interviewed
3. Surveyed

Bibliography.....92

# **THE ROLE OF NON-GOVERNMENTAL ORGANIZATIONS IN BUILDING TRUST AND GOOD GOVERNANCE IN MOSTAR**

Rebeka Kotlo\*

## **1. Introduction; Or, Why it is Important to Research this Issue**

Non-governmental organizations (NGOs) are, generally speaking, considered a driving force and a key segment of civil society, especially in developing countries, countries in transition and countries at the beginning of democracy, such as Bosnia and Herzegovina.

As citizens' associations, the non-governmental organizations in Mostar, especially those whose primary activity corresponds with the subject of this research, directly provide and support, with a varying degree of success, organized citizen engagement that initiates trust, encourages communication and contributes to the models of collective action for the common good of the local community, looking for constructive ways of interaction of all the participants in development, which is necessary markedly in societies that still feel the consequences of heavy war destruction, such as in Mostar.<sup>1</sup>

---

\* Rebeka Kotlo is an assistant lecturer at the Law School, University Dzemal Bijedic, Mostar, department for the State Law and International Public Law, the Coordinator of the Center for Human Rights in Mostar, a non-governmental organization and Open Society Fund – Bosnia and Herzegovina Fellow through the Program for Research Support in the Area of Public Policies.

<sup>1</sup> Dr Christian Schwarz-Schilling, International Mediator for Bosnia and Herzegovina, in the recently completed documentary on his engagement in Bosnia and Herzegovina aired on the BH Federal TV, emphasized that terrible war destruction happened in Bosnia and Herzegovina, but the worst destruction of all was of the trust in neighbors, authorities, and the state.

The local non-governmental organizations are the ones in a good position to, if they use their comparative advantages, be actively, and with noticeable results, involved in the process of building and strengthening the trust between the local population on one side and the citizens in authorities on the other, contributing to the constructive participation of the citizens in the life and progress of the local community, and therefore the state as a whole. In addition, non-government organizations have a stronger or weaker influence on building good governance, which entails the participation of those responsible in government achieving consensus, accountability and transparency of authorities, ensuring its efficiency, the non-discriminatory treatment of the citizens, protection of rights and freedoms that are guaranteed to them and respecting the principle of the rule of law. Non-governmental organizations, as a result of being involved in different areas and having different working practices, as well as having a direct connection with the local community (and they, as a rule, get created for the purpose of realizing the needs and interests of the local community), are a significant and substantial segment of civil society, which is often defined as a group of institutions, organizations and social and political movements that are different from the authorities, business sector and family. Some of the important characteristics of non-government organizations are: close proximity to the local community and listening to the needs of the local community, flexibility and innovativeness, inclusive methods of activity within a broad spectrum of issues, such as humanitarian, educational, cultural, sport, research, professional character, protection of human rights and building of a civil society, carrying out expert analysis of the situation in the field and efficient and timely action combined with creating possibilities of interaction with other relevant active participants of social life. If they develop and improve their characteristics, i.e. advantages, non-governmental

organizations may be able to make possible what authorities or other participants involved in the development of society cannot or will not do directly and independently.

Chapter VI of the Decision on implementation and reorganization of the city of Mostar established the Confidence-building Committee, comprised of experts in different areas of relevant expertise, representatives of civil society and political and religious leaders. Chapter VI also defined the role of non-governmental organizations as a part of civil society and identified their key importance in reducing tensions, alleviating conflicts and building trust in ethnically still-divided society in Mostar during implementation of the Statute of Mostar, which came into effect on the 15<sup>th</sup> March 2004 and the reorganizations of the city of Mostar.

The Statute of the city of Mostar emphasized the need for the existence of a strong administrative, functional and legal unity of the City of Mostar in such a way that would improve efficiency in providing services to the citizens, guarantee the fundamental rights of all the citizens, enable the realization of mutual rights of the constitutive peoples and prevent the domination of one part of the population of Mostar by another.

“Before the Statute of the City of Mostar came into effect, which expressly requires the obligation of fulfilling the stated objectives, the organization of the City of Mostar was regulated by the Interim Statute of the City of Mostar, since 7<sup>th</sup> February 1996, which was adopted in very difficult time and as a direct result of the

Washington Agreement (confirmed by the Dayton Peace Agreement) with the basic goal: of ending of bloodshed in Bosnia and Herzegovina. Mostar reflects the situation that was based on such a goal.”<sup>2</sup>

“The Interim Statute provided an interim solution and framework for Mostar’s gradual recovery from war and the consequences of economic transition. Before its adoption, there was no established rule of law, and no legislation that might support its terms and intentions. It provided for the provisions of a minimal level of services, and for the slow reconstruction of community and social life. It neither guaranteed nor precluded the development of a city established along more standard guidelines. However, it provided preliminary opportunities for gradual cooperation among the war-torn communities, and was an initial part of the normalization process.”<sup>3</sup>

“The EU Administration worked to implement the Interim Statute and to prepare the ground for further normalization of the city. It was agreed that the Mostar City Municipality would be governed by an EU Administrator for up to two years, to facilitate the post-war transition, coordinate reconstruction in the destroyed city and initiate the basic development of essential structures in the City in the critical early years. The EU Administration ended its mission in July 1996, and was followed by a follow-on mission led by Special Envoy, before transferring responsibilities on 6 January 1997 to the Office of the High Representative and a broad set of international agencies involved in the peace implementation and development process. The EUAM was involved in Mostar in challenging time, but was successful in working with local citizens to redevelop and support basic infrastructure and community services, freedom of movement and the development of the Interim Statute. Its achievements,

---

<sup>2</sup>Commission for the Reform of the City of Mostar: Recommendations of the Commission, Report of the Presiding, 15th December 2003, p 12

<sup>3</sup> Ibid., page 48

however, were simply the foundation for more enduring solutions and reforms to come, which together would fulfill the goals and spirit of the Dayton Agreement.”<sup>4</sup>

As a result of war and ethnic cleansing in Bosnia and Herzegovina, in the past ten years the demographic picture of the City of Mostar has been significantly changed. “Perhaps the most alarming statistic is the fact that the overall population of Mostar has decreased by almost 20 000.”<sup>5</sup> The demographic structure of the pre-war Municipality of Mostar in 1991 was as follows: 43,856 (34.6%) Bosniaks; 43,037 (34%) Croats; 23,864 (18.8%) Serbs ; 12,768 (11.1%) Yugoslav; 3,121 (2.5%) Other but has been fundamentally altered. “As a consequence of the division of Mostar to East and West, years of obstruction of the return of refugees and displaced persons who were not allowed restitution, displaced persons from other parts of BH coming to Mostar, and illegal allocations of building sites in public ownership without any urban development plan, the demographic balance between Croats and Bosniaks has also been fundamentally disturbed.”<sup>6</sup>

This imbalance, with perhaps the most obvious example being that less than 1% of the almost 30% of Serbs and Yugoslavs, who had lived in Mostar before the war, “became the tool for the deepening of mutual fear and distrust between people and therefore make the normalization of the total conditions and communal relationships in the City more difficult.”<sup>7</sup>

“Although the Interim Statute of the City of Mostar provided the framework for gradually overcoming the consequences of war in the sense of establishing institutions necessary for the normalization of basic living conditions and mutual relationships, “as time passed the Interim Statute and the organization of the City of

---

<sup>4</sup> Ibid., p 50-51

<sup>5</sup> Ibid., p 55

<sup>6</sup> Ibid., p 14

<sup>7</sup> Ibid., p 14

Mostar divided into the six city municipalities primarily marking “achievements” of the former war divisions and is based exclusively on a national basis, reflecting demarcations and divisions that existed between Bosniaks and Croats at the time of cessation of conflicts”.<sup>8</sup>

“The six city municipalities – three Bosniak and three Croat – were formed along the former war demarcation lines and “manage the rights and obligations of authorities on behalf of all citizens, each exclusively for the good of “its own people””, completely taking over all the competencies, which, even under the Interim Statute of the City should belong to the City of Mostar. The six City-Municipalities created by the interim arrangement were not developed according to historical districts or democratic legal procedure, but simply reflected the purely undemocratic demarcation lines established through war. As administrative units based solely on the demographic of the “dominant peoples” within, these units serve not the citizens of Mostar, but specific national groups.”<sup>9</sup>

In the last ten years Mostar as a city has become a symbol of political divisions, organizational inefficiencies and structural deficiencies, combining to prevent reform and make progress difficult. In addition, political authorities at the city and municipal levels have not managed to unite Mostar according to the Interim Statute of the City of Mostar, as stated in the Report of the Commission for Reform of the City of Mostar, but have used the city municipalities to create parallel institutions for the purpose of ethnically dividing the City and maintain the destructive consequences of war. This resulted in the High Representative for Bosnia and Herzegovina forming the Commission for Reform of the City of Mostar with the aim of actively engaging local authorities in the development of a long-term legal

---

<sup>8</sup> Ibid., p 12

<sup>9</sup> Ibid., p 13 and 51

framework that will determine the future structure, administration and functioning of Mostar and that will ensure the development of Mostar as a normal, united city according to European norms and standards.

“In many ways Mostar also represents the best that BH can offer and the challenges that are yet to be overcome. Successful reform in Mostar can serve as a new starting point of urban revitalization throughout BH. The reform will bring closer the legal and judicial decisions made in the last few years, including the rights of the constitutive peoples, protection of vital national interests, measures of ensuring adequate representation, citizen participation and non-discrimination in all aspects of life. While the price of stagnation is high, the benefits from normalization will improve the lives of all the citizens of Mostar.”<sup>10</sup>

As a result, the potential and the role of non-government organizations in the field of explicitly expressed need for building trust and good governance in Mostar must be evaluated and improved.

This research work is different from all previous research undertakings in Mostar because, as far as I know, none of the initiatives of this kind – analyzing issues which are covered in the paper, with the involvement of different relevant target groups and combined methodology through application of qualitative and quantitative methods of compiling and analyzing data, has been undertaken in any of the institutions. Nor has it been undertaken by any person in order to carry out detailed research and get results in how NGOs can play an important role in building trust and good governance in Mostar upon adopting the Statute of Mostar and the set of appropriate decisions that came into force.

---

<sup>10</sup> Ibid., p 21

The purpose of this research work is to research and evaluate different aspects of engagement of NGOs in interaction with other participants in development (authorities, international and domestic governments, inter-governmental and non-governmental organizations, citizens and businesses/private sector, media and educational institutions) in renewing trust between different communities that live in Mostar and building the trust of citizens in authorities and principles of good governance that have to be respected. The aim of the research work, therefore, is to research and analyze the present situation and activity of the non-government organizations active in the defined areas, critically evaluate the possible options for improvement and recommend the best feasible strategy in given circumstances and legal framework with participation of all the relevant active participants, and to develop the mechanisms for advocating change, where the research points to that need.

## **2. Non-Governmental Organizations as the Means for Building and Strengthening Trust and Respecting Principles of Good Governance in a Modern Democratic World**

In numerous international and universally accepted documents on human rights and freedoms, and in the legal framework of states, the right to association is declared and guaranteed, the right which provides the formal-legal basis for forming non-government organizations as citizens' associations.<sup>11</sup> It is important to emphasize that, as a rule, non-government organizations are a not-for-profit, independent, non-political, non-criminal, non-violent, and separated from authorities and the business private sector citizens association. This happens through the resolve of citizens to react and /or address a need or a problem in their community in an

---

<sup>11</sup> The creation and development of non-government organizations around the world, in certain regions and periods, has been extensively documented, so I will, for the purpose of this paper, review their role in building and strengthening of trust and respecting the principle of good governance in the modern democratic world.

organized manner. In practice, some non-government organizations can be identified as having a tie to a certain political party, and some, justified or not, have an image of being profit acquiring organizations. Some non-government organizations make profits from economic activities related to the organization such as consultant contracts and sale of their own publications, and with that they are self-sustaining, which is both permitted and commendable. Besides political parties that struggle for power, by enjoying the right of free association, in modern countries, the citizens' associations are formed and play an important role in it – non-governmental organizations, which, unlike the political parties, do not struggle for power, but have influence on authorities. Non-governmental organizations have an especially important role in democratic countries in their fundamental mission is raising awareness, education on and protection of human rights, improvement of democracy, respecting the principles of good governance and the building of trust. However, non-governmental organizations are never constituted as a "state bureaucracy or military formation. Therefore, NGO is identified as an independent voluntary association of citizens who work together on continuous bases, for the purpose of realizing a common goal, which is not accumulating power, earning money or illegal activities"<sup>12</sup> "Often, one of the first tasks that imposes itself in that process is the need for undertaking activities concerning education and raising awareness of other members of the community as a whole on the existence of a problem and the need for its resolution. For that purpose, in the beginning of creating an organizational core of members and sympathizers is formed. If the proposed course of activities is

---

<sup>12</sup> Prof. Willetts, P. , What is a Non-Governmental Organization,  
<http://www.staff.city.ac.uk/p.willetts/CS-NTWKS/NGO-ART.HTM>

successful, the organization grows, additional means are applied in terms of financing regular activities and the organization starts becoming more and more professional.”<sup>13</sup>

Although NGOs have existed for a long time, what made them basically different today is their diversity, the scope of their activities, creation of domestic and international networks and their considerably larger visibility and recognizability.

The demands for respecting and improving the principle of good governance toward everyone and on behalf of everyone in a modern democratic society, is a pre-requisite for the state institutions to efficiently answer the expressed needs of the citizens, emphasize the necessity of strengthening the civil society and therefore, the role of non-government organizations in a democratic world. Under governance, one can pre-suppose “executing economic, political and administrative competencies in order to govern the state affairs at all levels. It encompasses mechanisms, processes and institutions, through which citizens and groups articulate their interests, enjoy their rights, carry out their duties and harmonize their differences”.<sup>14</sup> Good governance encompasses four main components: political governance, economic governance, civil governance and an efficient judiciary system, which should lean on and use (or at least that should be the case) both the influence and the capacities of the non-governmental organizations in society.

Civil society, the private sector and the state have to, therefore, work together in order to expedite progress and achieve greater human development. Especially important is the role of non-government organizations in protecting the rights of vulnerable categories of the population. This runs in conjunction with the role of NGOs in general as a means for mobilizing citizens to deal with issues of importance

---

<sup>13</sup> Group of authors, Non-Governmental Sector in USA – Contribution of Contemporary Mosaic of Civil Society, Center for Promoting Civil Society, Sarajevo, 2002, p. 10-11

<sup>14</sup> UNDP, How to Build Inclusive Policy Process: Institutionalising the dialogue between governmental and non-governmental actors, Practice from CIS countries, Bratislava, August 2002, page 5

for the local community and the role of NGO as an efficient mediator between citizens and authorities. The new alliance between civil society and non-governmental organizations must unavoidably be part of the development and strengthening the plans of the state, because a strong civil society does not imply a weak state. On the contrary, by strengthening all three sectors: state, business and non-governmental and by improving their positive interaction, a cohesive force in society is being created where every active participant, using their position towards a common good, by actively joining forces inevitably leads to progress.

Some NGOs can represent different segments of community or interests that are antithetical to good governance principles. Thus, it is not NGOs as such those that necessarily have the positive role in good governance, but it is a particular brand of some of NGOs.

By promoting the principles of good governance, which are closely connected and mutually conditioned by building and strengthening trust, certain non-government organizations are also engaged in the building and strengthening of trust as their primary mission. Some of the key activities and measures for the purpose of building trust, which non-government organizations often carry out and implement are; encouraging dialogue amongst the social participants, strengthening the obligation on authorities for transparent decision-making, support for inclusive participation, demanding that authorities prepare documents through cooperation with non-government organizations, continuous and consistent implementation of the consensus-approved standards and regulations for implementation of authorities' decisions, and the mutual exchange of information. Political dialogue is pre-requisite for the existence of all pre-suppositions both for building trust and good governance and entails not only the exchange of opinions, but also defining the roles and

approaches to a problem, harmonizing attitudes and interests, which are often different or even opposed aspirations of different social groups, in order to achieve the best solution possible. Trust and good governance are not achieved only by institutional reform and the reform of the public sector and public offices, but also by strengthening the capacities of the public – citizens to become active participants in the political dialogue who become informed, think, critically evaluate and influence the living environment.

### **3. Summary of the Legal Treatment and Development of Non-Governmental Organizations in BH: Constitutional, Legislative and Tax Framework**

The state and the entities' constitutions guarantee the right to association, which represents an opportunity for the citizens to join in associations with the aim of realizing their political, economic, social, cultural, sporting, individual, collective and other needs and interests of the country.

A brief framework account of the legal treatment and its development in BH can be divided into three periods: before the war in 1992, during the war from 1992 to 1995 and after the war, since 1995.

During the period under a socialist system, organizations of the civil society encompassed, among others, workers unions, sport and youth associations, and numerous associations that dealt in purely humanitarian issues, among which the most important organization was the Red Cross. These organizations and associations with their different and numerous activities had a significant impact on the social life, and some of them, at the time, established international contacts and cooperation.

At the beginning of the nineties, the national humanitarian associations renewed their activities: *Merhamet*, *Caritas*, *Dobrotvor* and *La Benevolencija*, whilst in

1992, at the beginning of the war, numerous international organizations, mainly humanitarian, commenced their activities.<sup>15</sup> In 1993, the first domestic NGOs began their activities in larger BH cities, which emerged as parts of projects of international organizations and the majority of them dealt in priority issues, such as providing psycho-social help to the different groups of war-traumatized citizens and providing humanitarian help. The international donors, by way of significant help from international assistance to Bosnia and Herzegovina, targeting the development of the civil society, offered support to the activities and development of non-governmental organizations, and apart from the direct financial assistance, they also initiated programs for building capacities of the non-governmental organizations. The pre-war NGOs had to invest great effort to continue their activities during the war, in conditions of general destruction of the society and the state of Bosnia and Herzegovina in which they had to work. Many of them simply did not succeed, stopped their activities and never continued their engagement.

After 1995 and signing the General Framework Peace Agreement in Bosnia and Herzegovina, which ended the war in Bosnia and Herzegovina, there was a sudden increase in the number of non-governmental organizations and according to some estimates there were more than 1500 NGOs at the time, which still cannot be considered a large number when compared with the number of NGOs in other transitional countries.

The differentiation between the physical manifestations of NGOs in the two Bosnian entities, the Federation of Bosnia and Herzegovina (FBiH) and the Republika Srpska (RS), can introduce us to, previously more than at present, a lack of

---

<sup>15</sup> Sali Terzic, *Sevima, Civil Society*, Chapter XI in: *International Policies for Supporting the South-Eastern European Countries – Lessons (Not)Learned in BH*, Open Society Fund – BH, Sarajevo, 2001, p. 177

coordination between the relevant entities' legislatures for non-governmental organizations.

“In the Federation of Bosnia and Herzegovina the NGOs can act as:

- Citizens' associations, which are established through the will of the citizens with the aim of realizing some common interests and goals, especially in the areas of culture, education, health, sport, ecology, amongst others.
- Humanitarian organizations, which provide direct or indirect humanitarian help, financial or otherwise, including providing services, which can be both domestic and international and
- Foundations, whose aim is humanitarian work in different areas, including providing financial support to other NGOs for their activities.”<sup>16</sup>

Under the Law of the Republika Srpska Citizens' Associations, only one mode of non-governmental organizations was regulated, and this was citizens' associations.

For the purpose of a more precise and illustrative explanation of the legal nature itself of the non-governmental organizations in Bosnia and Herzegovina we can use individual articles of the previous and the actual laws that regulate the establishment and activities of NGOs in Bosnia and Herzegovina.<sup>17</sup>

---

<sup>16</sup> Ibid, p. 178

<sup>17</sup> Under Article 2 of the Law on Citizens' Associations (The Official Gazette of the Federation BH, issue 6/95), citizens can freely and voluntarily join associations with the aim of promoting their cultural, educational, artistic, scientific, medicinal, social, humanitarian, sport, technical, professional, innovative, ecological and other activities needs and interests according to the Law. Articles 2, 3 and 6 of the Law on the Humanitarian Activities and Humanitarian Organizations (Official Gazette, issue 35/98) define humanitarian activities as activities through which, through financing, goods and services without compensation and without conditions regarding territorial, national, religious, political and other affiliations, provide humanitarian assistance to private persons and legal persons that desperately need it because of the situation they are in, through no fault of their own (diminished health and work abilities, the state of war, natural disasters and others). It is determined that the humanitarian organizations are established with the aim of carrying out humanitarian activities and have the status of a legal person, and that they are established as non-governmental organizations, and carry out their activities on the principles of humanity, impartiality, independence and voluntarism. According to the relevant regulations of the Law on Citizens' Associations and Foundations published in the Official Gazette of the FBiH on 20<sup>th</sup> September 2002, an association is any form of voluntary association of a

The new Law on Citizens' Associations and Foundations (Official Gazette, issue 32/01, 28<sup>th</sup> December 2001), adopted by the Parliamentary Assembly of Bosnia and Herzegovina, for the first time, allows the NGOs to be registered at the state level. Among other stipulations, the Law:

- Introduces the general principle of voluntary registration of associations;
- Demands at least three physical persons who are citizens or residents of Bosnia and Herzegovina, or three legal persons registered in BH for establishing an association;
- Allows both domestic and foreign persons to get directly involved in related economic activities.

The new Law on Associations and Foundations (Official Gazette of the Republika Srpska, issue 52/01, 17<sup>th</sup> October 2001), adopted by the Parliament of the Republika Srpska and rendered two laws inapplicable: the Law on Citizens Associations from 1990 and the Law on Foundations. The new Law on Citizens Associations and foundations adopted by the Parliament of the Federation of Bosnia and Herzegovina (Official Gazette FBiH, issue 43/02) brings many positive new things, amongst which the following are probably the most important:

---

number of physical or legal persons for the purpose of improving and realizing of a common or a general interest or a goal, according to the Constitution and the Law, and whose main purpose is not profit gain.

A foundation is a legal person, which does not have members, and the aim of establishing it is managing certain property in general or common interest.

The register of associations is managed by the Federal Ministry if the statute of the association stipulates that the association will act in the territory of two or more cantons, and if the statute stipulates that the association will act on the territory of one canton, the register of associations will be managed by the cantonal body.

The register of all foundations and all foreign non-governmental organizations is managed by the Federal Ministry.

On the day of implementation of this Law, the following Laws were rendered inapplicable: The Law on Citizens' Associations (Official Gazette of the Federation BH, issue 6/95), Law on Foundations (Official Gazette of the Federation BH, issue 16/98), and the Law on Humanitarian Activities and Humanitarian Organizations (Official Gazette of the Federation BH, issue 35/98), except for certain articles, which are not of key importance for the purposes of this paper.

- It ensured voluntary registration of associations;
- Demands at least three physical or legal persons for establishment of an association;
- Allows the NGOs registered in one BH entity to freely act in another BH entity, without further administrative requirements;
- Puts in equal position domestic and foreign founders;
- Prescribes liberal conditions for registration of foreign NGOs and
- Ensures clearer and more transparent conditions for dissolution of an organization.

The main advantages of the Law on Citizens Associations and Foundations adopted at the state level together with the subsequently adopted Law on Citizens Associations and Foundations of the Federation of Bosnia and Herzegovina and the Law on Citizens Associations and Foundations of the Republika Srpska are the creation of a new, more coordinated, harmonized legal environment and framework for non-governmental organizations in both BH entities and the state of Bosnia and Herzegovina, as well as achieving more conformity with international standards and best practices in the region.”<sup>18</sup>

One of the important elements for development is, in cooperation between the non-governmental, governmental and the private business sector, but also the citizens, is certainly the issue of tax treatment of non-governmental organizations as not-for-profit, and this is the factor that has had a significant impact on their (self) sustainability.

---

<sup>18</sup> See: ICNL NEWS Release, January 16<sup>th</sup> 2002 at [www.icnl.org/PRESS/](http://www.icnl.org/PRESS/)

“As the name itself says, the aim of activities and existence of the not-for-profit organizations is not some kind of business profit that would be distributed to its owners at the end of financial year, but their aim is realizing surplus profit that would cover the purpose of their existence.”<sup>19</sup> Although the non-governmental organizations are founded with the basic goal of providing help to groups of citizens, or assistance in developing the local community, they are not tax exempt nor have tax relief from any kind of tax. Furthermore, as will be seen further on, there follows a brief account of some important issues regarding the tax treatment of NGOs in the Federation BH.

The main difference between the profit and not-for-profit sectors is the fact that not-for-profit organizations do not operate with the aim of gaining profit. However as part of their main goal, from the aspect of business transactions, is realizing surplus income after expenditures, the not-for-profit organizations are not obliged to pay tax for profit.<sup>20</sup> Not-for-profit organizations do not pay any tax to the state for the expenses of presentation, and they are not accountable to the state for these expenses in the sense whether they exceeded their allowed amount for the expenses of presentation, but they justify these expenses to their sponsors. When paying salaries and other expenses to the employed “professionals” or associates engaged through temporary (author’s) work contracts and contracts for temporary and occasional work, non-government organizations pay tax at the same tax rate as the profit sector. Also, with the sale of products, generally speaking, not-for-profit organizations have the same tax status with regards to sales tax as all other profit

---

<sup>19</sup> However, “in the current Profit Tax Law there is an important article for them, and this is the 0.5% of humanitarian expenditures. This amount represents their potential profit because within this amount lie all other expenses of economic companies for humanitarian, cultural, educational, scientific and sport-related goals (except the professional sport), which profit organizations donate to different associations or simply directly market themselves. This is why, from the point of view of the not-for-profit organizations, it is very important to develop strategies to direct as large part of their surpluses through their organizations.” See: Krnic, Esmir, REVICON, Taxing NGOs in the Federation BH – Present Situation, TAX ADVISOR 1/2002 in: Views on NGO Sector in BH, ICVA, November 2002, p. 55

<sup>20</sup> Ibid, p. 56

organizations, with the exception of organizations that are registered as and do humanitarian work and which can receive without compensation or acquire all products, apart from cars and luxury goods, providing they do not sell these products, but use them for their intended purposes.

The not-for-profit sector is, generally speaking, tax exempt, until such moment when they, with a certain activity, start operating in profitable transactions. This is a considerable problem for the people in the not-for-profit organizations; to understand when their activities are within the framework of providing assistance to certain groups, and when it spills over to become profitable.<sup>21</sup>

Non-governmental organizations are allowed to be directly involved in related economic activities (those activities that are necessary for realizing the main statutory goals of the organization) and the income earned from such economic activities can only be used for the main (statutory) purposes, and as every other income and property of the non-governmental organizations, it is subject to limitations with which its distribution is forbidden. This means that non-governmental organizations cannot distribute, or use for personal gain of the persons in connection to the organization itself any surplus funds.

Offering tax relief/tax exemption on profit gained from related economic activities of the non-governmental organizations and creating more favorable conditions of taxation and administrative procedures in cases of donations by legal or physical persons to the non-governmental, not-for-profit organizations, certainly would contribute to creating better conditions and environment for financial (self)

---

<sup>21</sup> Ibid, p.59 At the moment of initiating a certain project and the sale of the final product of that project, that is, the payment of the people who were involved in certain activities, the basis for assessment and paying of tax arises. From the point of view of the not-for-profit organizations, it can be concluded that the most important thing in the entire operation, which cannot be avoided, is to pay taxes to the state.

sustainability of the non-governmental organizations and their interaction with other participants in the development of society, a practice borne out in other situations.

#### **4. Framework Evaluation of the State and the Role of Non-Governmental Organizations in Bosnia and Herzegovina in 2004**

“The non-governmental sector in BH has given an exceptionally high contribution to the post-war reconstruction of the country, the return of refugees and displaced persons, the protection of human rights and women’s issues. The NGO sector was engaged, by the most direct route, in establishing the basic foundations for democratic governance in Bosnia and Herzegovina”.<sup>22</sup> The Conference had the goal of demonstrating the completion of three-year of work on producing the key documents: “Agreement on Cooperation between the Ministers Council BH and the Non-Governmental Sector”, “Standards of Quality of Cooperation between the Government and the Non-Governmental Sector in BH”, “Code of Conduct for the Non-Governmental Sector in BH” and “Strategic Directions of Development of the Non-Governmental Sector in BH”.<sup>23</sup>

---

<sup>22</sup> This is according to the Report from “Conference of BH Non-Governmental Organizations”, held in Sarajevo on 7<sup>th</sup> December 2004, organized by the Center for Civil Society Promotion from Sarajevo, with the attendance and participation of 310 delegates and over one hundred guests from international organizations in BH, foundations, political parties and all levels of authorities.

<sup>23</sup> See: Center for Civil Society Promotion from Sarajevo, the Report from “Conference of BH Non-Governmental Organizations”, held in Sarajevo on 7<sup>th</sup> December 2004. With the Agreement on Cooperation Between the Ministers Council BH and the Non-Governmental Sector “it is striving to establish cooperation and confirm the commitment of the Ministers Council BH and the non-governmental sector to strengthen their obligations and responsibilities in fulfilling their assumed roles in development and providing public policy and for the Ministers Council to assume the obligation and strengthen its role in promoting voluntary and social activities in all areas of our public life”. With standards of quality of cooperation between the government and the non-governmental sector, as stated in the Report, the common values of civil initiatives are promoted, which are based on social changes, cooperation, solidarity, social justice, transparency, individual freedom and responsibility, participation in decision-making, personal integrity, self-organization, respecting organizational differences and continuously focused on creating effective models which will improve relationships between the Ministers Council BH and the Non-Government Sector. The aim of the Standards is establishing trust and cooperation between all levels of authority and non-governmental organizations, acting in the country as two important prerequisites for modernization and development of the civil society in Bosnia and Herzegovina. The Report identifies the “Code of Conduct for the Non-Governmental Sector in BH” “as a set of regulations and norms that self-regulate the work and activities of the non-

At the Conference, among other things, the following was concluded:

“...the non-governmental sector is still searching for the solution to the key problems of its engagement. The State and its institutions have not built the institutional framework for partnership with the institutions of the civil society. The majority of organizations remained outside the main political processes in the country. Service-orientation, which was mainly financially supported from abroad, had a crucial influence on today’s position of the non-governmental sector, and

- a. Did not build the value system as a premise for engagement and as such is unrecognizable in the communities and the country as a whole;
- b. Did not get involved in political processes in the country, its inner capacities are not sufficiently developed in order to successfully answer the social priorities in formulating public policies;
- c. It is not recognized by the citizens, the state and the profit sector as one of the key factors in identifying the alternative programs for the reform of the society, and that the cooperation in building a partnership between the state, non-governmental sector and the business sector has not been developed. *This tradition needs to be built and the government leaders and the leaders of the business sector in BH have to be convinced of the benefits that will result from that cooperation.*”<sup>24</sup>

---

governmental organizations in BH, established with the aim of promoting values of civil society in activities of non-governmental organizations and to, when there is a departure by one of the signatories of the Code, be a measurable instrument for acting in accordance with its values and principles.”

<sup>24</sup> Ibid.

The key requirements were further defined as: building of the non-governmental organizations, cooperation with authorities and cooperation with and linking up the non-governmental organizations with the profit sector<sup>25</sup>

“The Conference and the adoption of these four documents signifies the end of one and the beginning of another, very important phase in the development of the non-governmental sector. The majority of organizations remained and are still outside the main political processes. Under political processes I mean here the process of defining the social priorities or priorities for reforms and processes of formulating the public policies. To be a part of a democratic society does not only mean to have rights and demand that the government be efficient and solve problems. To be a part of democratic society means take on part of the responsibilities for social development, which means active participation in political processes”<sup>26</sup>

According to the Final Report “Evaluation of civil society in Bosnia and Herzegovina”, prepared for USAID/BH in June 2004:

- International community continues to lead the development and the agenda of the civil society, although there are opportunities for the “domestic sector to take over”;

---

<sup>25</sup> See: Center for Civil Society Promotion, Report from the Conference of Non-Governmental Organizations BH, Sarajevo, 10<sup>th</sup> January 2005. Thus, it is needed: Allowing implementation of the Code; Producing the “Strategy of Development of the Non-Governmental Sector in BH” for the next five-year period based on the adopted strategic directions; Producing the “Concept of Development of the Civil Society in BH” – a document which would contain the vision of development of the civil society in BH and values on the basis of which we will be engaged in the future; Establishing the Resource Center, which will work with 15 regional Reference Groups on strengthening, and institution building of the non-governmental sector BH. Regarding the future activities, it was agreed at the Conference to: Establish a vertical Representative Body of the BH non-governmental organizations; Form the “National Association of Not-for-Profit Organizations in BH”; Establish the “Committee for Cooperation with the European Commission”; At the Conference, a negotiation team was formed with the BH Ministers Council for reconciliation and signing of the Agreement; Implementation of the agreement and cooperation of the local authorities and the non-governmental sector in BH; Establishing an Institution/Office within the BH Ministers Council for communication and cooperation between the government and the non-governmental organizations at the BH level; Resolving the status issues of the not-for-profit organizations through domestic legislature by changing tax relief for the not-for-profit sector; Resolving the modality and the way of financing of partnership projects between the government and local self-management based on established regulations and procedures.

<sup>26</sup> See: Mrs. Dobra Govedarica, Executive Director of the Open Society Fund – Bosnia and Herzegovina, Center for Civil Society Promotion, Report from the Conference of Non-Governmental Organizations BH, Sarajevo, 10<sup>th</sup> January 2005.

- The legal framework for the civil society has been considerably improved, some omissions and inadequacies still remain, which influence the development of the sector and the abilities for success;
- The relationship between authorities and the civil society still has to be defined and decided upon as to how it will operate at higher levels;
- The critical mass of the professional NGOs exists, although the domestic infrastructure for support of the civil society remains underdeveloped;
- The public awareness and the public image of the sector are gradually improving, but they have to be further improved and deepened;
- Although present, the domestic finance resources are very limited;
- Advocacy campaigns on certain issues and local initiatives originating from the community have achieved noticeable successes, although the engagement of the civil society is limited and uneven;
- Cooperation between the non-governmental organizations and the political parties with the aim of improving political reforms, although very limited, exists;
- Reduction of international assistance for NGOs will lead to consolidation of the sector, which can be considered as an opportunity, rather than a negative outcome and
- It was concluded that the improvement in development of the civil society in BH has been achieved, with the contribution of USAID/BH and its implementation partners.<sup>27</sup>

In the last ten, post-war years in Bosnia and Herzegovina, at the time of general process of transition towards democracy and market-oriented economy, the civil society, and especially non-governmental organizations as one of its most important

---

<sup>27</sup> The recommendations from this Report will be taken into consideration as a comparative base in the part of activities concerning the inter-sectoral approach to the identification of the role and influence of the non-governmental organizations in Mostar of today and the critical evaluation of research results on various aspects of the relationship between the non-governmental organizations in Mostar and other participants in development.

parts, (should) play an important role. It is high time that institutions of all levels of authorities and representatives of authorities in BH accept NGOs as partners or at least those who contribute to the successful implementation of a wide spectrum of competencies prescribed by the constitution.

As is the case even with many neighboring developing countries, cooperation with the non-governmental sector entails using advantages of new knowledge and skills that NGOs have thanks to their flexibility and significant experience in the field acquired through frequent direct contact with citizens and they can adequately apply them when, where and if necessary.

Cooperation with the non-governmental sector can be established and developed through:

- awarding contracts for certain jobs/tasks,
- responsibility and competency in executing certain, for society, useful functions based on equal partnership,
- asking for consulting services,
- carrying out research in the field on different categories of the population,
- promoting activities and raising awareness on certain authorities' objectives, their usefulness being for the good of everyone and
- Jointly searching for the best possible way for their implementation through interaction between authorities, NGOs and citizens, informal education and development of skills, thereby achieving a much bigger level of adjustability and creativity in the approach to the efficient resolving of bigger political, economical and social problems which the state and the society in BH face today.

The war, the policy of ethnic cleansing, political and general reform of the legal system, an unstable and discriminatory environment, together with a host of difficult and sensitive issues, which the officials are not willing or do not have ability to adequately resolve, leaves a lot of room and need for active and significant engagement of NGOs in BH. Their role needs to develop from, in the beginning, activities of NGOs mainly being “domestic agencies for executing the mission of the international community” to, in recent years, the activities with the main goal of “realizing the project activities based primarily on the actual needs of the BH citizens”. The non-governmental sector, as the most prominent segment of the civil society in BH today, as seen by the international community, and whose development, as mentioned already, still spends a considerable amount of finances of the international assistance assigned to BH, is still however insufficiently developed and weak when compared in the international context. Despite all the efforts and means invested in the development and strengthening of NGOs in financial, technical and intellectual respects, the weakness of the non-governmental sector in BH is still noticeable, which then reflects negatively on the development of a democratic civil society and all its component elements.

In this context, the following priority must be satisfied – the needs of the BH citizens through adequate implementation of strategically and efficiently well conceived and developed projects by domestic non-governmental bodies and the organizations of the international community with desirable and even necessary interaction of all relevant participants of the BH society: authorities, political parties, media, educational institutions, private business sector and citizens. In order to satisfy this priority there is an explicitly expressed need for carrying out expert analyses, research works in the field, analysis and publication of research results and

recommendations for improvements in the area of public policy on various rafts of issues of key importance for BH as a state and the BH society in general, as well as the necessary NGO engagement, especially in the specific micro environments within Bosnia and Herzegovina.

Research and advocacy oriented and highly trained non-governmental organizations that would carry out expert evaluation of the needs of the BH society at the micro level would contribute considerably to the development of the role of the non-governmental sector in BH in the given micro areas on one hand, and achieving the goals of development and prosperity of BH as a whole on the other.

## **5. Inter-Sectoral Approach to the Identification of the Role of Non Governmental Organizations in Mostar Today**

From 31<sup>st</sup> July 1997 to 9<sup>th</sup> September 2004, in Herzegovina-Neretva canton, approximately 700 citizens' associations registered with the competent Ministry for Justice, Public Administration and Local Self-Management HNK/HNZ. Naturally, not all these associations are active today, but there is no complete or updated data base in the Ministry that would correspond with the actual situation, primarily because certain NGOs, although obliged by the Law, do not duly notify the Ministry about their status changes. About 9% of these associations have the primary mission that corresponds with the subject of this research work and their headquarters and/or activities are in the Mostar area, which makes them relevant for analysis. The method of creating samples and the research methodology are explained in the Annex 1. Annex 2 gives a more detailed review of results according to the target groups of respondents. Annex 3 contains the list of physical/legal agents who were consulted/interviewed/surveyed for the purpose of this research.

Inter-sector approach to the identification of the role and influence of non-governmental organizations in today's Mostar, based on the results of surveys and interviews has as its aim to provide the framework review of the situation, which will be elaborated in more details in the following chapters.

Not one group of respondents (non-governmental organizations, authorities/politicians, media, educational institutions, citizens and the private business sector) think that the influence and the role of non-governmental organizations in building trust and good governance in Mostar is great, but they evaluate them as little or medium. Also, not one group of respondents thinks that the state of non-governmental organizations in Mostar is good, they evaluate it as satisfactory or poor. When it is about a state of the NGOs with regard to their cooperation with other fields, "it is very hard to give a general answer, having in mind their weak mutual connection, big differences among themselves and their own seriousness, professionalism, promotion and alike", as one of the interviewees put it from the group of the NGOs.

In addition to that, one of the NGO interviewees said that "cooperation between NGOs and authorities, business sector and education institutions was poor and not very organized – which is joint responsibility. The cooperation between sponsors and NGOs was good – agreed/settled".

He said that "confidence building among citizens, authorities and NGOs was a long term process which had to be dealt with persistence and patience. In our conditions, after the war and its disastrous consequences, there is a question of which cohesive force within the society can bear this serious and responsible task. A force will have to be found which will be trusted by all citizens, and NGOs in this have strong possibility and obligation."

The most positive image of non-governmental organizations in Mostar was expressed by authorities/politicians, followed by educational institutions, which generally see the non-governmental organizations as a “good opportunity for citizens to organize themselves and in such a way solve important social issues” (41% politicians; 25% schools), and that “many capable people are not organized in political parties/politically active, but their opinion and activities, thanks to non-governmental organizations, are “felt” by the public (24% politicians; 21% schools).

The media mostly think that “ the majority of non-governmental organizations represent the means for skillful individuals to earn money and gain influence” (27%) and that “ non-governmental organizations serve only the interests of individuals and foreign countries and their foundations with whose help they are organized and financed” (13%) but also that “without these organizations and independent media it is not possible to limit and control the authorities”(20%), and a few respondents amongst the media think that “non-governmental organizations represent a good opportunity for the citizens to organize themselves and thus solve important social issues” (13%). 13 per cent of media companies gave their answers that they had a different opinion on NGOs, and the opinion is mostly negative.

Citizens and the private business sector have divided opinions on non-governmental organizations, in which nonetheless a slightly negative attitude prevails towards non-governmental organizations, including distrust in their work, insufficient knowledge of their achievements, lack of information on their activities (60%), but also the opinion that non-governmental organizations are necessary in Mostar and that their influence has to be noticed through their activities with concrete, visible and measurable results, with the aim, principally, of satisfying the needs of the local population and with transparent work (40%). All the groups of respondents agree up

to a point with the statement that the existing non-governmental organizations in Mostar are non-partisan and not-for-profit, and that they operate without mediating or control by the state, but, according to their opinion, this can be applied only to some of them.

Whilst the media workers would not engage in activities, or become members of a non-governmental organization mainly because they either “do not see any use in it, or do not have confidence in those organizations, or do not have enough time for it”, the authorities/politicians for the most part (90%) would “get active in the work of non-governmental organizations, support their work materially and /or with expert knowledge and skills, as well as seek help from a representative of non-governmental organization on issues pertaining to the domain of activities of the given non-governmental organization”.

All the respondent groups support the establishment and activities of a coordinating body for cooperation between non-government organizations and authorities in Mostar. Furthermore, all the respondent groups think that amongst the most needed activities of non-governmental organizations in Mostar are those whose primary activity is building/keeping peace, democracy and improvement and protection of human rights, as well as the activities of educational, scientific and research non-governmental organizations.

Also, all the respondent groups are open to cooperation with non-governmental organizations, but great responsibility for improvement of cooperation lies with the non-governmental organizations themselves. In the following chapters more attention will be paid to this specific aspect of the relationships and possibilities for a more efficient interaction between non-governmental organizations on one side and other

participants in development, especially in the domain of building trust and good governance in Mostar.

## **6. Critical Evaluation of the Research Results on Different Aspects of the Relationship Between Non-Governmental Organizations in Mostar and:**

### **6.1.1. Authorities – How to Cooperate on the Road to Good Governance?**

At the recently held meeting of the City Council of Mostar a set of recommendations of the Committee for Measures of Establishing Trust in Mostar was adopted, amongst which the Recommendation on Establishing a Department for Cooperation with the Non-Governmental sector within the City Administration of Mostar, and naming a coordinator, in order to ensure constant interaction between the city authorities and civil society groups in Mostar were adopted. Mid-2004 the City Council of Mostar adopted the Decision on Framework Criteria for Use of Current Grants to the Non-Governmental and Not-For-Profit organizations from the Budget of the city of Mostar.

Amongst other things, it says in the Decision that the City would support financially the projects of non-governmental and not-for-profit organizations and institutions, which fulfill the prescribed Criteria, and are engaged in: the area of bringing up and taking care of children, education and culture, including citizenship education directed towards building trust, preventing conflict, developing tolerance and respect in multicultural societies; work and employment, physical training and sport, promoting and monitoring human rights, civil freedoms, protection of privacy, and religious freedoms; realizing local, regional and local self-management; humanitarian activities, access of public administration and managing bodies with a

special emphasize on local governance, development of community, development of democracy at the local level and participation in the decision-making processes in the society, and ecology.<sup>28</sup>

In this Decision the City Council of Mostar emphasized that with it “a program is established, which is specially directed toward supporting the activities of non-governmental and not-for-profit organizations at the local level, which can, with their ability and specific activities, contribute to the development of a pluralist democratic society, strengthening of local self-management and participation of citizens in carrying out public affairs”, all with the aim to “contribute to the development of the bases of a democratic society and society of social prosperity for the citizens of this City”.

Therefore, the readiness for support and cooperation of authorities with the local non-governmental organizations in Mostar has been officially expressed. Analysis of the data obtained from the surveys and interviews with representatives of authorities and politicians also points to their openness towards non-governmental organizations, because they mostly see the relationship between authorities and non-governmental organizations as a “ partnership relationship (constant joint striving to achieve prosperity for the society as a whole)” (38%) and as a “relationship of cooperation (cooperation in activities which contribute to efficient realization of certain program objectives)”(50%), whilst only two respondents evaluated the relationship between authorities and non-governmental organizations as “relationship of confrontation (opposition regarding interests, goals and methodology of operating)”(12%).

---

<sup>28</sup> Decision on Framework Criteria for Use of Current Grants for Non-Governmental and Not-For-Profit Organizations from the Budget of the City of Mostar, July 2004, issue 13.

Not one respondent expressed the attitude that “it is not necessary to establish cooperation between authorities and non-governmental organizations”. One of the interviewees points out that “NGOs strengthen citizens’ consciousness about social life and there is not possibility for NGOs to get more involved for the benefit of the society due to the authorities’ harsh relation to the NGOs, which – on the first place – means that there is a poor system of financing the NGOs by the state. NGOs in Mostar have to be given more financial and all other kinds of help. Political parties, which would have understanding for NGOs and which would cooperate with NGOs, could get citizens’ support and could improve their political influence.” An opposite opinion to this one, a negative opinion, about NGOs was expressed by an interviewee who believes that “NGOs do not work anything, even they are foreign intelligence outposts and they are financed by the countries they work for.”

A number of respondents, if not already, intend to become a member of a non-governmental organization. Those who are not already members, or have not been engaged in activities of a non-governmental organization stated that they either “do not have time for it” or that they “have not had an opportunity nor has such a possibility been offered to them.”

They consider political instability, corruption, crime, and unemployment the most important social problems and are of the opinion that those problems can generally be solved “thanks to the engagement of the present authorities, opposition, non-governmental organizations and the media, with the support of the international community”.

They consider “legal prosecution, punishment (27%), education and raising awareness on the stated problems (23%), producing better laws and their implementation (23%), and a more active role of citizens and their associations (13%)

the most successful method of combating these problems.” Besides their engagement in a political party and participation in authorities or opposition, if they decide to additionally engage in solving certain social problems in Mostar, they would mainly do it through “addressing the public through the media, and joining and acting in one of the existing non-governmental organizations” (30%).

The biggest difficulty non-governmental organizations face in Mostar as they see it is “insufficient cooperation between NGOs and authorities, media, private business sector, educational institutions, and international and domestic governmental and non-governmental organizations (as sponsors)”. This is followed by inadequate technical equipment and staff training of NGOs, as well as the existing legal framework within which they operate. “Apart from financial problems, lack of appropriate personnel and incompetence pose serious difficulties for successful and effective work of the NGOs. All of that in a way discredits the NGOs’ work,” one of the interviewee’s comments.

The majority of respondents would support financing – assistance to non-governmental organizations through “budgetary subventions for operational expenses (47%) and financing through ministries and public funds (21%)”. Only one respondent would not support the assistance of the state in financing non-governmental organizations.

“Joint participation in producing laws, public discussions (45%), preparation of amendments, public campaigns, mutual exchange of documentation, information and ideas which can contribute to a more efficient realization of the program activities (25%), and development of cooperation between political parties and non-governmental organizations in establishing democratic institutions for control over authorities (30%)”, are the relationships between authorities and non-governmental

organizations which most of the respondents would support. The non-governmental organizations evaluate the level of cooperation with authorities mostly as poor and insufficient and they consider it, together with the lack of financial means and the existing legal framework, one of the most important difficulties NGOs in Mostar face.

“For concrete and well-meaning authorities, NGOs are a great help in solving the problems in the city”, emphasized one of the respondents. An interviewee from the NGOs points out that “it is necessary to work in partnership with government and to be a centre of information about ordinary people.” Another interviewee from the NGOs says that “their organization does not apply for funds in the government, but it provides services for the government on all levels and for business sector. The organization charges for those services and thus secures around one third of its annual budget.” He also says that generally “cooperation between authorities and NGOs in Bosnia and Herzegovina was very limited and selective three years ago. But now it tends to be improved, especially the cooperation between local authorities and NGOs, but also that generally NGOs did not succeed to prepare themselves for cooperation with government or due to their possibilities they are not able to meet the need of cooperation on all levels of government.”

“NGOs have to be more “aggressive”, for instance through media and education institutions, and they have to “approach the citizens” and by doing that hopefully they will succeed to “convince” the government that if it acts with NGOs then it will be closer to ordinary citizens,” thinks an interviewee from this target group.

From all this it can be concluded that *the readiness of authorities for improving their relationship and cooperation with the non-governmental sector*

*exists and is expressed, but it is up to the non-governmental organizations themselves to:*

*- by way of building their personnel capacities, knowledge and skills, thereby proving to the authorities and active participants in the political scene in Mostar that they are a serious and capable partner in achieving the common good of the local community.*

*- Special responsibility lies with those NGOs whose primary mission is building trust and good governance in Mostar, through activities in the field, direct assistance to the local community, and especially, research in the areas of public policies, lobbying and advocacy.*

### **6.1.2. National and International Governmental, Inter-Governmental, Non-Governmental Organizations and Private Foundations – How to Do it Together for the Good of the Local Community?**

A considerable portion of international help to Bosnia and Herzegovina is directed towards the strengthening of civil society, and accordingly, mostly to non-governmental organizations, now with the emphasis on further development of NGO's capacities in certain areas of activities, especially acquiring knowledge and skills necessary for the successful implementation of project activities that reflect the needs of the local community more and fit into the program strategy of the sponsor organizations, and strengthening the ability for evaluating the situation, lobbying and advocacy.

It is interesting that the opinions of respondents from the non-governmental sector (domestic NGOs) in Mostar on the issue of cooperation with international and domestic governmental organizations are divided, with an almost equal number of

those who think that cooperation is good, as those who think it is poor/or there is no cooperation. Furthermore, non-governmental organizations in Mostar give “significantly reduced effects of activities of NGOs, duplicating certain activities, and less possibilities for getting financial support from sponsors who seek partnership with organizations” as the most important consequences of the biggest difficulties they face in Mostar.

However, almost all NGO respondents (92%) confirm that they are or they used to be a member of a coalition or a network of non-governmental organizations, and that they used to have or have joint projects with other non-governmental organizations (92%). As one of the suggestion for the improvement of the situation of NGOs in Mostar, a significant number of respondents give “adequate coordination or work and activities of NGOs in the same or related areas”.

***It can be concluded that there is a need for a more efficient functioning of NGO networks or coalitions, which should be, structurally, thematically, organizationally and methodologically, better conceived and with a more intensive cooperation between their members.***

All the NGO respondents (the list is given in the Annex 3) have more or less numerous successful activities, and as examples of good practice we can underline:

Centers for Civil Initiatives (CCI), office in Mostar, which with other CCI offices and partner organizations work on encouraging and promoting the participation of citizens in democratic processes in Bosnia and Herzegovina and strengthening of the capacities both of individuals and organizations to successfully solve their problems in their communities, and the CCI methodology of work is made up of: advocacy, public relations (relationship with media, special events, printed materials), petition signing, individual meetings with authorities’ representatives,

networking with other NGO for the purpose of strength and power, and negotiating and lobbying.

Citizens' Association for Protection of Human Rights "ZGP" Mostar whose program orientation is providing free legal aid to all citizens, primarily the displaced persons, refugees and returnees, regardless of their background (national, social, gender, age, territorial) and education of citizens on human rights in the broadest sense.

The Youth Cultural Center "Abrasevic", as the umbrella resource organization of a network gathered around the Center's idea, whose mission is the socio-cultural engagement for all those who wish to fulfill their potential and realize individual or group initiatives in the domain of culture and civil society by creating open programs and workshops.

Zena BIH, an association that promotes and affirms women's human rights and promote economic independence, self-awareness and the full inclusion of women in all spheres of life.

"Altruist", whose mission is to assist people without means or those in difficult social circumstances – vulnerable categories (old, sick, infirm), disabled persons, victims of violence, collection and distribution of humanitarian help, and developing voluntarism and humanitarian activities.

La Strada, association focused on lobbying and public advocacy regarding changes in legislature, prevention and education, and social assistance, that is, direct support to the victims of trafficking through protection of their human rights, as well as raising public and individual awareness of professionals (such as public prosecutors, judges, policemen, social, medical, educational workers, and others), who, in their jobs, encounter the victims of trafficking.

“Vasa prava”, regional office in Mostar, whose primary activity is providing free legal aid to all vulnerable categories of population (returnees, refugees, displaced persons, socially vulnerable domicile population).

Nansen Dialogue Center in Mostar, a non-governmental, not-for-profit and non-political organization which, through promoting dialogue between groups with different points of view, and opinions, has as its aim promoting the democratic process in society.

Human Rights Center in Mostar, an association of citizens that pays special attention to raising awareness and education on the importance of respecting human rights and the protection of human rights and the processes of the legislature and judiciary and the reform of the public sector in Bosnia and Herzegovina.

Amongst their most important sponsors, the respondents singled out:

National Democratic Institute for International Relationships (NDI), International Foundations for Electoral Systems (IFES), European Council, European Commission, Open Society Fund – Soros, Charles Stewart Mott Foundation, United States Agency for International Development (USAID), DemNet/Ort, American government, Democratic Commission, Swiss Agency – Intercooperation, Canadian Embassy, Netherlands Organization for International Development (NOVIB), Organization for Security and Cooperation in Europe (OSCE), National Endowment for Democracy (NED), UK Government’s Department for International Development (DFID), Norwegian Embassy, Freedom House, Friedrich Ebert Foundation, American Development Fund (ADF), Olof Palme Foundation, East West Project of Parliamentary Practice (EWPPP).

*Through successful cooperation of activities of NGOs in the same or related areas, personnel training of NGOs, well conceived activities based on the needs of*

*the local community, constant monitoring and analysis of the situation in their areas of interest, professional presentation, ideas to sponsors and transparency in their activities, significant shifts can be achieved, because, as one respondent emphasized, “there are always financial means for a good project”. And this is true.*

### **6.1.3. Citizens and Private Business Sector – How to Encourage Individual and Corporate Philanthropy?**

Cooperation between non-governmental organizations and the business private sector was evaluated as the least developed, and this cooperation could contribute to more secure sustainability of the non-governmental organizations. Furthermore, the citizens as individuals are those who can through their engagement significantly support the activities of non-governmental organizations. However, in Mostar, and the situation is similar throughout BH, with some exceptions, the individual and corporate philanthropy is still under-developed, unlike organized philanthropy which is “often understood as a network of not-for-profit organizations and foundations that contribute voluntarily for the common good”.<sup>29</sup> Individual philanthropy relates to an individual's voluntary contributions, and corporate philanthropy means for humanitarian purposes by the private business sector.

*Respondents – citizens and private business sector consider as the key factors in stimulating voluntary contributions to the non-governmental organizations the following:*

*NGO’s activities that have concrete objectives and tasks, which are transparently carried out, have good media coverage, and most importantly, those*

---

<sup>29</sup> Balcans’ Fund for Support of Local Initiatives in Serbia and Montenegro, Report for the Representatives of Non-Governmental Sector, 2004.

*results are visible, with special emphasis on human rights, youth, and humanitarian work.*

*As the most important factors which discourage voluntary contributions to NGOs the following were singled out: unfavorable economic situation, distrust in the activities of non-governmental organizations, lack of information on their actions, discouraging existing legal regulations, and the lack of or an under-developed culture/awareness on the needs and importance of voluntary contributions.*

Whilst the private business sector is most eager to support the work of NGOs by providing material things and volunteers for work, the citizens, if they decide on support, would do it by giving intellectual services – knowledge and skills and smaller financial amounts, according to abilities.

*Both the private business sector and citizens are of an opinion that improved tax relief and simplifying of the procedure for voluntary contributions to NGOs would have an encouraging effect on philanthropy (85%).*

*Non-governmental organizations have to prove themselves to the public and need to clarify their role and importance through concrete results.*

#### **6.4.1. Media - How to Earn a Good Image in Public and Raise Awareness on Importance of Non-Governmental Organizations**

Media are one of the basic sources of information, and accordingly, they considerably influence the attitudes and thinking of people. The public perception is largely created through media, therefore, it is very important for the public image of non-governmental organizations and promotion of their activities, and widening scope and influence on the wider public, to have a successful cooperation with the means of mass communication.

The respondents from the group of non-governmental organizations mostly evaluated their cooperation with the media as satisfactory and good. The same evaluation was given by the respondents from the target group media. One interviewee pointed out that in media “there was a lack of understanding of NGOs’ work and of the position that NGOs have in current circumstances in Bosnia. **Both respondent groups agree that the cooperation needs to be improved further.** Non-governmental organizations, according to the statements of a larger number of respondents in the media, do not inform the media regularly of their activities (63%), and when they do, they do it through public announcement (47%), or more rarely, press conferences (20%), giving interviews (13%), and directly calling editors/journalists (13%). As the most frequent problem in communication between non-governmental organizations and the media, the majority of respondents from the media group says that “NGOs do not have sufficient knowledge on public relations (38%) and the use of modern communication technologies in public relations (31%)”, and that it is easiest for NGOs to place information in the public domain through media “if the information is current (43%) and if the media event is well organized (38%)”. **Respondents for the media group also think that both the media and non-governmental organizations need more knowledge of each other’s activities.** Media mostly either used to, or have an occasional column with contents on NGOs, they think they think they pay enough attention to NGOs and that their audience is mostly “not very interested about information on NGOs”. One of the interviewees emphasizes a particularly negative attitude towards NGOs and notes that he does not see “any sense in their existence, and that he does not see any control mechanisms of their work, pointing out that NGOs do not raise their voice against those things that really bother most of the people in Bosnia.” Another one thinks that “many of the

NGOs serve individuals for employing their relatives and for making profits.” His opinion on NGOs in Mostar, on of the interviewees from the media describes as follows:

“Unfortunately, people here work for the NGOs mostly to get money. It seems to me that there is no a category of real volunteers, those who will spend their free time in helping through NGOs without asking for money. The problem is that NGOs here were mostly founded during the war, in an extremely difficult economic situation, so that for some people NGOs were a good chance to survive. That is why a feeling of voluntary work has been lost.”

*Cooperation between NGOs and the media can be improved, as is the opinion of the majority from the media group, “through education of the NGO members on media and through developing a relationship of mutual benefit (for example, NGO, as a media sponsor gets media content from the NGOs).* “It is necessary that NGOs work on real problems of this society and not only (as usually) on some abstract issues that really do not have anything to do with real people,” one of the interviewees points out.

*Therefore, both the non-governmental organizations and the media should deepen the mutual knowledge and improve cooperation in a way that would enable NGOs to adequately use the power of the media for their successful activities.*

#### **6.1.5. Educational Institutions – How Together they can Bring up a Citizen to be an Active Member of Society?**

*The respondents from the target group educational institutions in Mostar consider building citizen identity, which contains establishing individual and collective sense for personal engagement, social responsibility and moral-political awareness in young people as important. They also think that education on NGOs*

*as formations of citizens', democratic society contributes to the development of citizenship identity in young people.* Of the notion on NGOs significance and role in building confidence and good government in Mostar, one of the interviewees noted: "Ten years after the war and with this kind of government system in Bosnia, especially in Herzegovina-Neretva Canton and Mostar, I have lost any sense of proper understanding of that notion, because the authorities simply do not care about that. I am happy to see that the NGOs are taking that role instead." Also, he notes that "schools in remote areas of the city do not have very frequent contacts with NGOs, and they are not informed much about NGOs work. And government so far, the one that we have right now, do not care to involve NGOs in problems of the society, which is something NGOs should be more persistent. There are so many competent people, not belonging to any political party, who are isolated and their work and activities are not being noticed (partially except for their work within NGOs), which actually suits to the government."

The pupils' interest for education on human rights is medium to great, and the activists of non-governmental organizations almost equally participate and not in extra-curricular activities of pupils.

*Educational institutions are open for even more successful cooperation with NGOs, but certain respondents point out that they do not know which NGOs to approach for cooperation.* Also, an interviewee notes that "contacts and offers that have been made so far by the NGOs were not recognized as an interest for schools or students, but more like the interest for individuals within the NGOs."

"The individuals use NGOs for their own purposes and for making themselves rich at somebody else's expense", said one of the interviewees. Another opinion says that "an individual position within NGOs has been rarely misused for personal

purposes.” An interviewee points out that “schools have extremely positive experience in previous and current activities of numerous NGOs and that NGOs’ further work and presence in Mostar are necessary in order to help the educational process.”

“There is a need for better cooperation between NGOs and government so that certain difficulties in ordinary citizens’ lives can be overcome. Government should also take more into account NGOs and to support them in order to make their work more successful,” one of the interviewees from the educational institution target group said. “Unfortunately, NGOs do not have partnership relations among themselves very often; leadership is a hurdle for the cooperation; individuals within NGOs do not work transparently”, one of the commentaries says.

*Favorable conditions for developing cooperation, the respondents think, are educational character of schools and NGOs, the same or similar target groups, the need for education of the young people, enrichment of educational and extracurricular educational contents, and contribution to opening schools for cooperation with other active participants in the society.*

The majority of respondents of this target group think that “adequate coordination of activities of NGOs in the same or related areas of interest (24,5%), as well as educational and media campaigns for raising awareness on importance of NGO engagement (48,5%) would contribute to improvement of the situation and cooperation between NGOs and schools. NGOs’ activities, intended for schools, are not equally available for all schools, i.e. schools are not properly informed about NGOs’ activities. If a school has people they know within NGOs, this will be the way for the school to find out about NGOs’ activities. NGOs should publicly present their programs and their results, otherwise one could get an impression that their work is

not transparent and limited to a certain group,” another commentary said. If the society pays them an adequate attention, NGOs will, with hard work, achieve results, and their situation in Mostar will be far better,” one of the interviewees from the educational institution target group said.

“NGOs have to be “inevitability” in every society, and bad relation towards the NGOs’ work will even more stop the development in all spheres of human reality and social life,” an interviewee from this target group believes. In the Inter-municipal pedagogical institute in Mostar they emphasize that cooperation between schools and NGOs is welcome, and that NGOs can offer schools, as is the case already, quality contents.

*It is important that the NGO activities suggested to educational institutions are in accordance with the interests of pupils, timely proposed and feasible.*

## **7. Recommendations for a Feasible Strategy of Improvement of the Role of the Non-Governmental Organizations in Building Trust and Good Governance in Mostar through Interaction of all the Participants in Development?**

*Recommendations for a feasible strategy for improvement of the role of non-governmental organizations in building trust and good governance in Mostar through interaction of all participants in development have already been given through certain chapters of the paper, therefore they can be summarized here.*

It is very interesting to note that a certain number of NGOs interviewees did not answer at all the question on how to improve the situation and activities of the NGOs in Mostar. On the other hand, like a positive example, a NGOs interviewee set forth some good recommendations:

*“For more successful and more effective work of NGOs, it would be necessary as follows:*

- To determine basic criteria which NGOs can work on certain activities;*
- To permanently educate the staff in professional and organizational sense for their work in NGOs;*
- To propose and to determine specific projects and programs that citizens really need, save for projects that donors prefer;*
- To establish good cooperation among NGOs, the cooperation that would be better than it has been so far, especially among organizations which have similar or same activities;*
- To establish a joint (among many NGOs) organization, completion of “more serious” projects or parts of the projects,*
- and to approach all the projects with more seriousness and responsibility,” because “due to the social improper organization, i.e. poor organization on all government levels and lack of the rule of law in the situation of numerous unresolved needs of poor ordinary citizens, there is an open space for full and diverse work of NGOs.”<sup>30</sup>*

The readiness of authorities for improvement of relationship with non-governmental sector has been shown, *but is up to non-governmental organizations to:*

- first of all, through building their personnel capacities, knowledge and skills prove to authorities and protagonists of the political scene in Mostar as a serious and capable partner in achieving common good for the local community,*

---

<sup>30</sup> According to: Association of Citizens for Human Rights Protection «ZGP», Mostar, survey form filled in for the purposes of this research work.

- *with a special emphasis on the responsibility of the NGOs which have as their primary mission building trust and good governance in Mostar, through activities in the field, direct assistance to the local community, and especially, research in the areas of public policies, lobbying and advocacy.*

*Significant shifts can be achieved through:*

- *successful coordination of activities of NGOs in the same or related areas,*
- *personnel training of NGOs,*
- *well conceived activities based on the needs of the local community,*
- *constant monitoring and analysis of the situation in their area of interest,*
- *professional presentation of an idea to a sponsor and*
- *transparency in their work, because “financial means can always be found for a good project”.*

*Non-governmental organizations have to prove and clarify their role and importance to the public through concrete results.*

*Both the non-governmental organizations and the media should deepen their knowledge on each other, and improve cooperation in a way that would enable the non-governmental organizations to adequately use the power of the media for their successful activities.*

*Adequate coordination of the work and activities of NGOs in the same or related areas of interest, as well as educational and media campaigns for raising awareness on importance of NGO engagement would contribute to improvement of the situation and cooperation between NGOs and schools.*

*It is important that the NGO activities suggested to educational institutions are in accordance with the pupils’ interests, timely proposed and feasible.*

*By strengthening the personnel capacities of NGOs and using favorable conditions for cooperation with other participants in development, the influence and the role of non-governmental organizations in building trust and good governance in Mostar can be/will be improved. There is universal readiness for it.*

## **8. Summary: The Key Findings of the Research**

### **Introduction**

As citizens' associations, the non-governmental organizations in Mostar, primarily those whose activities correspond with the subject of this research (should) directly provide and support, more or less successfully, organized citizens' engagement that initiates trust, encourages communications and contributes to the models of collective acting for the common good of the local community seeking constructive ways of interaction of all participants in development, which is necessary especially in societies that still feel the consequences of heavy war destruction, such as Mostar.

Chapter VI of the Decision on implementation and reorganization of the city of Mostar established the Confidence-building Committee, comprised of experts in different areas of relevant expertise, representatives of civil society and political and religious leaders. Chapter VI also defined the role of non-governmental organizations as a part of civil society and identified their key importance in reducing tensions, alleviating conflicts and building trust in ethnically still-divided society in Mostar during implementation of the Statute of Mostar, which came into effect on the 15<sup>th</sup> March 2004 and the reorganizations of the city of Mostar.

The potential and the role of non-government organizations in the field of explicitly expressed need for building trust and good governance in Mostar must be evaluated and improved.

### **The Purpose and Methodology of the Research**

The purpose of this research work was to research and evaluate different aspects of engagement of NGOs in interaction with other participants in development (authorities, international and domestic governments, inter-governmental and non-

governmental organizations, citizens and businesses/private sector, media and educational institutions) in renewing trust between different communities that live in Mostar and building the trust of citizens in authorities and principles of good governance that have to be respected.

The aim of the research work, therefore, was, through application and combination of qualitative and quantitative methods of compiling and analyzing data (surveying, interviewing, working in focus groups, and analyzing contents), to research and analyze, by the present situation and activity of the non-government organizations active in the defined areas, critically evaluate the possible options for improvement and recommend the best feasible strategy in given circumstances and legal framework with participation of all the relevant active participants, and creating a basis for dissemination of the results and for advocating changes, where the research showed necessary.

From 31<sup>st</sup> July 1997 to 9<sup>th</sup> September 2004, in Herzegovina-Neretva canton, approximately 700 citizens' associations registered with the competent Ministry for Justice, Public Administration and Local Self-Management HNK/HNZ. Naturally, not all these associations are active today, but there is no complete or updated data base in the Ministry that would correspond with the actual situation, primarily because certain NGOs, although obliged by the Law, do not duly notify the Ministry about their status changes. About 9% of these associations have the primary mission that corresponds with the subject of this research work and their headquarters and/or activities are in the Mostar area, which makes them relevant for analysis.

68 non-governmental organizations are either registered or carry out activities in the Mostar area, whose statute-declared mission corresponds with the subject of this research. They were asked to take part in the research through filling in the survey

form for non-governmental organizations. Out of 68 forms sent out, 25 non-governmental organizations responded by filling in the survey form, 21 (45,5%) did not, and 22 (32%) of the survey forms sent out were returned. This was because the recipients were not at the addresses that are registered as the headquarters of their relevant non-governmental organizations with the Ministry of Justice, management and local self-management of the Herzegovina-Neretva Canton. Therefore, out of 46 potential respondents, 25 non-governmental organizations (54,5%) responded to the survey form for non-government organizations, which can be considered sufficient for the nature of this research.

Apart from the non-governmental organizations, as primary groups of respondents, the other target groups of the research are:

Media – electronic and printed local media and those who have correspondence offices in Mostar, therefore, covering the Mostar region. Out of 16 media organizations, it was not possible to establish contact with two, 9 (64%) responded to the survey form for the media in Mostar, and 5 (36%) did not, which can also be considered a sufficient number of respondents for this research.

Educational Institutions (primary, secondary schools and universities), out of which 37 primary and secondary schools are relevant for this research, since in their curricula they cover human rights, democracy, and citizenship education, as separate subjects or within certain lessons. Out of 37 primary and secondary schools in Mostar, 22 (59%) responded by filling in the survey form for primary and secondary schools in Mostar, 15 (41%) did not, which is sufficient for this research. Groups of students from the University Dzemal Bijedic in Mostar and the University of Mostar were also interviewed.

Citizens and the private business sector – a sample of 50 citizens and representatives of the private business sector of Mostar was formed by the method of random sample and encompasses different ages, sexes, educational, professional, and national structure of the Mostar population, and, based on the public data on the representatives of the private business sector that support the work of NGOs and/or those whose business activities have been noticed in Mostar. These samples were used through survey and interviews, as an illustration, with the aim of obtaining some of the attitudes of the citizens and the private business sector of Mostar to the non-governmental organizations in Mostar.

Politicians in Mostar: holders of the Lists of political parties candidates, coalitions, and the independent candidates for the City Council of Mostar, approved by the Electoral Commission of Bosnia and Herzegovina for participation in the municipal elections held on the 2<sup>nd</sup> October 2004 – therefore, those who and/or whose parties/coalitions were active in the electoral campaign, came into power, that is, the council seats in the City Council of Mostar or today represent opposition, therefore all those who together make up the political scene of Mostar. Out of 27 holders of the political parties lists, coalitions, independent candidates, one was out of reach, and 16 (61,5%) responded to the survey form for the holders of the political parties lists, coalitions, and the independent candidates for the City Council of Mostar, approved by the electoral Commission of Bosnia and Herzegovina for participation in the municipal elections held on the 2<sup>nd</sup> October 2004, which can be, therefore, considered sufficient for this research work.

Domestic and international experts from organizations and the areas relevant for the research: authorities, educational institutions, media, national and international organizations, political parties were consulted and/or interviewed.

## **The Key Findings of the Research**

Not one group of respondents (non-governmental organizations, authorities/politicians, educational institutions, media, citizens and private business sector) do not generally think that the influence and the role of non-governmental organizations in building trust and good governance in Mostar are great, but evaluate them as small to medium.

Also, not one group of respondents thinks that the situation the non-governmental organizations in Mostar are in is good, but satisfactory or poor.

All the respondent groups think that amongst the most needed activities of non-governmental organizations in Mostar are those whose primary activity is building/keeping peace, democracy and improvement and protection of human rights, as well as the activities of educational, scientific and research non-governmental organizations.

Also, all the respondent groups are open to cooperation with non-governmental organizations, but great responsibility for improvement of cooperation lies with the non-governmental organizations themselves.

The most positive image on non-governmental organizations in Mostar was expressed by authorities/politicians, followed by the educational institutions, which generally see the non-governmental organizations as a “good opportunity for citizens to organize themselves and in such a way solve important social issues” (41% politicians; 25% schools), and that “many capable people are not organized in political parties/politically active, but their opinion and activities, thanks to non-governmental organizations, are “felt” by the public (24% politicians; 21% schools).

The readiness for improvement of relationship with non-governmental sector was shown by the authorities. Not one respondent expressed the attitude that “it is not

necessary to establish cooperation between authorities and non-governmental organizations”.

Authorities and politicians mostly see the relationship between authorities and non-governmental organizations as a “partnership relationship (constant joint striving to achieve prosperity for the society as a whole)” (38%) and as a “relationship of cooperation (cooperation in activities which contribute to efficient realization of certain program objectives)”(50%), whilst only two respondents evaluated the relationship between authorities and non-governmental organizations as “relationship of confrontation (opposition regarding interests, goals and methodology of operating)”(12%).

“Joint participation in producing laws, public discussions (45%), preparation of amendments, public campaigns, mutual exchange of documentation, information and ideas which can contribute to a more efficient realization of the program activities (25%), and development of cooperation between political parties and non-governmental organizations in establishing democratic institutions for control over authorities (30%)”, are the relationships between authorities and non-governmental organizations which most of the respondents would support.

Besides their engagement in a political party and participation in authorities or opposition, if they decide to additionally engage in solving certain social problems in Mostar, they would mainly do it through “addressing the public through the media, and joining and acting in one of the existing non-governmental organizations” (30%).

The media mostly think that “the majority of non-governmental organizations represent the means for skillful individuals to earn money and gain influence” (27%) and that “non-governmental organizations serve only the interests of individuals and foreign countries and their foundations with whose help they are

organized and financed” (13%) but also that “without these organizations and independent media it is not possible to limit and control the authorities”(20%), and a few respondents amongst the media think that “non-governmental organizations represent a good opportunity for the citizens to organize themselves and thus solve important social issues” (13%). As the most frequent problem in communication between non-governmental organizations and the media, the majority of respondents from the media group says that “NGOs do not have sufficient knowledge on public relations (38%) and the use of modern communication technologies in public relations (31%)”, and that it is easiest for NGOs to place information in the public domain through media “if the information is current (43%) and if the media event is well organized (38%)”.

The respondents from the group of non-governmental organizations mostly evaluated their cooperation with the media as satisfactory and good. The same evaluation was given by the respondents from the target group media. Both respondent groups agree that the cooperation needs to be improved further.

In Mostar, and the situation is similar throughout BH, with few exceptions, individual and collective philanthropy is still insufficiently developed, unlike the corporate philanthropy which is “often considered as a network of not-for-profit organizations and foundations which offer voluntary contributions for the common good”. Cooperation between non-governmental organizations and the business private sector was evaluated as the least developed, and this cooperation could contribute to more secure sustainability of the non-governmental organizations. Furthermore, the citizens as individuals are those who can through their engagement significantly support the activities of non-governmental organizations.

Citizens and the private business sector have divided opinions on non-governmental organizations, in which nonetheless a slightly negative attitude prevails towards non-governmental organizations, including distrust in their work, insufficient knowledge of their achievements, lack of information on their activities (60%), but also the opinion that non-governmental organizations are necessary in Mostar and that their influence has to be noticed through their activities with concrete, visible and measurable results, with the aim, principally, of satisfying the needs of the local population and with transparent work (40%).

As the key factors for stimulation of voluntary contributions to non-governmental organizations the respondents – citizens and private business sector-consider: the activities of NGOs which have concrete objective and tasks, are transparently carried out, have good media coverage and, most importantly, whose results are visible, with a special emphasis on human rights, youth, and humanitarian work.

As the most important factors which discourage voluntary contributions to NGOs the following were singled out: unfavorable economic situation, distrust in the activities of non-governmental organizations, lack of information on their actions, discouraging existing legal regulations, and the lack of or an under-developed culture/awareness on the needs and importance of voluntary contributions.

Both the private business sector and citizens are of an opinion that improved tax relief and simplifying of the procedure for voluntary contributions to NGOs would have an encouraging effect on philanthropy (85%).

The respondents for the educational institutions target group think that education on NGOs as formations of citizens', democratic society contributes to development of citizenship identity in young people.

Educational institutions are open for even more successful cooperation with NGOs, but certain respondents point out that they do not know which NGOs to approach for cooperation.

Favorable conditions for developing cooperation, the respondents think, are educational character of schools and NGOs, the same or similar target groups, the need for education of the young people, enrichment of educational and extracurricular educational contents, and contribution to opening schools for cooperation with other active participants in the society.

The majority of the respondents from this target group think that “adequate coordination of work and activity of NGOs in the same or related areas of interest, as well educational and media campaigns for raising awareness on importance of NGO engagement would contribute to improvement of the situation and cooperation between NGOs and schools. It is important that the activities of NGOs suggested to educational institutions are in accordance with the pupils’ interests, proposed timely and feasible.

### **Recommendations**

*Recommendations for a feasible strategy for improvement of the role of non-governmental organizations in building trust and good governance in Mostar through interaction of all participants in development.:*

*“For more successful and more effective work of NGOs, it would be necessary as follows:*

- To determine basic criteria which NGOs can work on certain activities;*
- To permanently educate the staff in professional and organizational sense for their work in NGOs;*

*- To propose and to determine specific projects and programs that citizens really need, save for projects that donors prefer;*

*- To establish good cooperation among NGOs, the cooperation that would be better than it has been so far, especially among organizations which have similar or same activities;*

*- To establish a joint (among many NGOs) organization, completion of “more serious” projects or parts of the projects,*

*- and to approach all the projects with more seriousness and responsibility,” because “due to the social improper organization, i.e. poor organization on all government levels and lack of the rule of law in the situation of numerous unresolved needs of poor ordinary citizens, there is an open space for full and diverse work of NGOs.”<sup>31</sup>*

The readiness of authorities for improvement of relationship with non-governmental sector has been shown, *but is up to non-governmental organizations to:*

*- first of all, through building their personnel capacities, knowledge and skills prove to authorities and protagonists of the political scene in Mostar as a serious and capable partner in achieving common good for the local community,*

*- with a special emphasis on the responsibility of the NGOs which have as their primary mission building trust and good governance in Mostar, through activities in the field, direct assistance to the local community, and especially, research in the areas of public policies, lobbying and advocacy.*

---

<sup>31</sup> According to: Association of Citizens for Human Rights Protection «ZGP», Mostar, survey form filled in for the purposes of this research work.

*Significant shifts can be achieved through:*

- *successful coordination of activities of NGOs in the same or related areas,*
- *personnel training of NGOs,*
- *well conceived activities based on the needs of the local community,*
- *constant monitoring and analysis of the situation in their area of interest,*
- *professional presentation of an idea to a sponsor and*
- *transparency in their work, because “financial means can always be found for a good project”.*

*Non-governmental organizations have to prove and clarify their role and importance to the public through concrete results.*

*Both the non-governmental organizations and the media should deepen their knowledge on each other, and improve cooperation in a way that would enable the non-governmental organizations to adequately use the power of the media for their successful activities.*

*Adequate coordination of the work and activities of NGOs in the same or related areas of interest, as well as educational and media campaigns for raising awareness on importance of NGO engagement would contribute to improvement of the situation and cooperation between NGOs and schools.*

*It is important that the NGO activities suggested to educational institutions are in accordance with the pupils' interests, timely proposed and feasible.*

## **Conclusion**

*By strengthening the personnel capacities of NGOs and using favorable conditions for cooperation with other participants in development, the influence and the role of non-governmental organizations in building trust and good governance in Mostar can be/will be improved. There is universal readiness for it.*

## **Annexes**

### **Annex I**

#### **Creating Sample and Methodology of the Research**

68 non-governmental organizations are either registered or carry out activities in the Mostar area, whose statute-declared mission corresponds with the subject of this research. They were asked to take part in the research through filling in the survey form for non-governmental organizations. Out of 68 forms sent out, 25 non-governmental organizations responded by filling in the survey form, 21 (45,5%) did not, and 22 (32%) of the survey forms sent out were returned. This was because the recipients were not at the addresses that are registered as the headquarters of their relevant non-governmental organizations with the Ministry of Justice, management and local self-management of the Herzegovina-Neretva canton, which means that they either ceased their activities or they had not duly notified the Ministry of the change of address of their headquarters, which, according to the Law, they are obliged to do. It was not possible to establish communication with those organizations via telephone/fax, after consulting the two telecommunication systems in Mostar, or via email, after online search; therefore they were left out of the number of respondents for the sample of the non-governmental organizations. Therefore, out of 46 potential respondents, 25 non-governmental organizations (54,5%) responded to the survey form for non-government organizations, which can be considered sufficient for the nature of this research.

Apart from the non-governmental organizations, as primary groups of respondents, the other target groups of the research are:

Media – electronic and printed local media and those who have correspondence offices in Mostar, therefore, covering the Mostar region. The contact addresses of the media were obtained primarily from the “Manual for Non-Governmental Organizations – Use of the Media – with a complete directory of the media in BH and the Republic of Croatia”, which was produced by Care International’s Team for Program for Development of Civil Society in January 2004, available at the web address [http://www.carebih.org/pub/media\\_manual.doc](http://www.carebih.org/pub/media_manual.doc). Out of 16 media organizations, it was not possible to establish contact with two, 9 (64%) responded to the survey form for the media in Mostar, and 5 (36%) did not, which can also be considered a sufficient number of respondents for this research.

Educational Institutions (primary, secondary schools and universities) – the list of primary and secondary schools in Mostar was obtained from the Ministry for Education, Sciences, Culture and Sport and HNK/Ministry for Education, Science, Culture and Sport HNZ, out of which 37 primary and secondary schools are relevant for this research, since in their curricula they cover human rights, democracy, and citizenship education, as separate subjects or within certain lessons. Out of 37 primary and secondary schools in Mostar, 22 (59%) responded by filling in the survey form for primary and secondary schools in Mostar, 15 (41%) did not, which is sufficient for this research. Groups of students from the University Dzemal Bijedic in Mostar and the University of Mostar were also interviewed.

Citizens and the private business sector – a sample of 50 citizens and representatives of the private business sector of Mostar was formed by the method of random sample and encompasses different ages, sexes, educational, professional, and national structure of the Mostar population, and, based on the public data on the representatives of the private business sector that support the work of NGOs and/or

those whose business activities have been noticed in Mostar. These samples were used through survey and interviews, as an illustration, with the aim of obtaining some of the attitudes of the citizens and the private business sector of Mostar to the non-governmental organizations in Mostar.

Politicians in Mostar: holders of the Lists of political parties candidates, coalitions, and the independent candidates for the City Council of Mostar, approved by the Electoral Commission of Bosnia and Herzegovina for participation in the municipal elections held on the 2<sup>nd</sup> October 2004 – therefore, those who and/or whose parties/coalitions were active in the electoral campaign, came into power, that is, the council seats in the City Council of Mostar or today represent opposition, therefore all those who together make up the political scene of Mostar. Out of 27 holders of the political parties lists, coalitions, independent candidates, one was out of reach, and 16 (61,5%) responded to the survey form for the holders of the political parties lists, coalitions, and the independent candidates for the City Council of Mostar, approved by the electoral Commission of Bosnia and Herzegovina for participation in the municipal elections held on the 2<sup>nd</sup> October 2004, which can be, therefore, considered sufficient for this research work.

Domestic and international experts from organizations and the areas relevant for the research: authorities, educational institutions, media, national and international organizations, political parties were consulted and/or interviewed.

The key methodological idea of the research was, through application and combination of qualitative and quantitative methods of compiling and analyzing data (surveying, interviewing, working in focus groups, and analyzing contents):

- To compile and analyze data on the number of activities of NGOs, which are registered and/or their activities have been implemented in the Mostar area,

and whose statute-declared primary mission corresponds with the subject of this research, on their already implemented, current and planned activities, in order to arrive at a conclusion on possible differences and common elements of the policy of their activity and their role in Mostar, from the point of view of the research work;

- Research and evaluate the legal framework and models of the possible efficient cooperation between all the relevant participants in development of Mostar: NGOs on one side and the authorities, international organizations, educational institutions, citizens and the private business sector on the other, and
- Describe the current situation, important for the subject of the research; offer its critical evaluation and analysis of the possible options for improvement, and recommendations for improvements of influence and the role of NGOs in building trust and good governance in Mostar, with the participation of other protagonists involved in development.

The paper is structured in such a way as to offer some general observations, definitions, and findings from the field, analysis, evaluations and recommendations.

The methodology chosen in such a way and the contents of the paper led to, identification and evaluation of the situation based on practical research, creating recommendations for development and achieving improvement of the role of NGOs in building trust and good governance in Mostar, together with other participants in development, and creating a basis for dissemination of the results and for advocating changes, where the research showed necessary.

## **Annex 2**

### **Survey Forms**

- 1. Survey form for non-governmental organizations in Mostar**
- 2. Survey form for the holders of political parties lists, coalitions, and the independent candidates for the City Council of Mostar, approved by the Electoral Commission of Bosnia and Herzegovina for the municipal elections held on the 2<sup>nd</sup> October 2004**
- 3. Survey form for the media in Mostar**
- 4. Survey form for primary and secondary schools in Mostar**

Research Project  
“The Role of NGOs in Building Trust and Good Governance in Mostar”  
financed within framework of  
The Program for Research Support in the Area of Public Policies of  
The Open Society Fund-Bosnia and Herzegovina – Soros Foundation

**SURVEY FORM FOR NON-GOVERNMENTAL ORGANIZATIONS**

(Note: From the survey forms for all groups of respondents, certain comments, the most relevant for the purposes of this paper, are given in the main body of this paper. The respondents could answer some questions with more options offered)

Name of organization:

Head Office of organization (address and location); Contact telephone/e-mail address/web site: Contact person:

1. When was the organization founded/registered?
2. What is the primary activity of the organization?
3. List and briefly describe the most important, already implemented, current and planned projects/activities of the organization?

Information on certain organizations with the most noticeable results were given in the main body of the paper,

4. Have you got established cooperation with the media and how would you evaluate it?

a) Good 10 responses (40%)

b) Satisfactory 15 responses (60%)

c) Poor /

d) No cooperation /

5. Is the organization (or has the organization been) a member of a network or a coalition of organizations?

a) Yes 23 responses (92%)      b) no      2 responses (8%)

6. Who are the sponsors of the organization? Have you

- a) tried to get
- b) got sponsorship from

a) authorities (name the body)

b) private business sector (state the name),

For which projects and to what amount?

11 NGOs received sponsorship from the authorities and/or private business sector, mainly smaller amounts (44%)

7. How would you evaluate the cooperation between the non-governmental organizations and: (two respondents did not answer)

- a) authorities:
- Good 5 responses (22%)
  - Poor 16 responses (70%)
  - No cooperation 2 responses (8%)
- b) private business sector (two respondents did not answer)
- Good 1 response (4%)
  - Poor 12 responses (52%)
  - No cooperation 10 responses (44%)
- c) sponsors (international and domestic governmental and non-governmental organizations)  
(One respondent did not answer)
- Good 12 responses (52%)
  - Poor 10 responses (44%)
  - No cooperation 1 response (4%)
- d) Educational institutions (primary, secondary schools and higher school institutions)?  
(One respondent did not answer)
- Good 12 responses (55%)
  - Poor /
  - No cooperation 4 responses (18%) and 6 responses (27%) that it remains to be seen what the cooperation would be

8. Would you agree to, without compensation

- a) hold a promotion of the work of the organization in educational institutions and  
b) Lectures on the subject close to the activities of the organization?

- a) Yes 23 responses (92%)
- b) No 1 response (4%)
- c) With caveat ... 1 response (4%)

9. Your opinion on the legal regulations of the non-governmental sector in BH regarding the registration procedure and submitting changes and the tax system, and the expenditures that the non-governmental organizations have an obligation to pay on that basis: (one respondent did not answer)

- a) Adequate – optimal 5 responses (21%)
- b) Inadequate – complicated 19 responses (79%)

10. Your understanding of the term building trust and good governance

(The most important comments for the paper were given in this part of the paper)

11. Your evaluation

Of the state of the NGOs in Mostar: (one respondent did not answer)

- a) good
- b) Satisfactory 16 responses (67%)
- c) Poor 8 responses (33%)

12. Which are the most important/biggest difficulties that NGOs in Mostar face:

- a) Lack of financial means 13 responses (priority 1) (20%)
- b) Existing legal framework 12 responses (priority 2) (19%)
- c) Insufficient mutual cooperation between the NGOs 9 responses (priority 3) (14%)
- c) insufficient cooperation between NGOs and: 17 responses (determined as the priority 1 or 2 together with options a) and b) (26%)
  - authorities, 17 responses (39%)
  - media, 2 responses (5%)
  - business private sector, 9 responses (21%)
  - educational institutions, 3 responses (7%)
  - international and domestic governmental and non-governmental organizations (as sponsors), 12 responses (28%)
- e) Inadequate technical equipment and staff training of NGOs or 10 responses (determined as the priority 4) (15%)
- f) Some other difficulties (please state which)? 4 responses (6%)

13. Which are the most significant of the existing difficulties that you consider most important and how do they influence the activities of the NGO: (two respondents did not answer)

- a) Significantly reduce the activities of NGO 16 responses (43%)
- b) Lead to duplicating certain activities 8 responses (22%)
- c) Reduce the possibility of receiving financial support from sponsors who seek partnership of the organizations 12 responses (32%)
- d) Some other consequences (please state which)? 1 response (3%)

14. Your suggestions for possible improvements: (two respondents did not answer)

- a) Adequate coordination of the work and activities of NGOs in the same or related areas of interest 8 responses (23%)
- b) Development of appropriate strategy for approach to sponsors 4 responses (11%)
- c) Well conceived lobbying for changes for the NGO relevant legislative 11 responses (33%)
- d) Educational and media campaigns for raising awareness on importance of NGO engagement 12 responses (34%)
- e) Some other suggestions for improvement (please state them)? /

15. Please list the favorable circumstances for the operation of NGOs in Mostar. Certain comments provided in the main body of the paper.

Research Project  
“The Role of NGOs in Building Trust and Good Governance in Mostar”  
financed within framework of  
The Program for Research Support in the Area of Public Policies of  
The Open Society Fund-Bosnia and Herzegovina – Soros Foundation

**SURVEY FORM FOR THE HOLDERS  
OF THE LISTS OF POLITICAL PARTIES, COALITIONS, AND INDEPENDENT  
CANDIDATES FOR THE CITY COUNCIL OF MOSTAR**

**APPROVED BY THE ELECTORAL COMMISSION BH  
FOR PARTICIPATION IN ELECTIONS HELD ON THE 02<sup>ND</sup> OCTOBER 2004**

1. Name:

Contact address/telephone/fax/e-mail:

Affiliation

To a political party (please state which one):

Coalition (please state which one):

Independent candidate:

2. Relationship between authorities and non-governmental organizations you perceive as:

a) Partnership relationship (constant joint striving to achieve the good for the society as a whole) 6 responses (38%)

b) Cooperation relationship (cooperation in activities, which contribute to more efficient realization of certain program goals) 8 responses (50%)

c) Confrontation relationship (opposition regarding interest, goals and methodology of activities) 2 responses (12%)

d) Consultation relationship (strengthening awareness on mutually related functions in the social life) /

e) I have different understanding (Please state your different understanding). /

3. Regarding the role of non-governmental organizations different opinions can be heard in public. These are some of those opinions. Please state your attitude regarding this.

a) Non-government organizations are a good opportunity for the citizens to organize themselves and in such a way so as to solve social issues 12 responses (42%)

b) Non-governmental organizations serve only the interests of certain individuals and foreign countries with whose help they are organized and financed 2 responses (7%)

c) Without these organizations and independent media it is impossible to limit and control the authorities 5 responses (17%)

d) Many capable people are not organized in parties/politically active as individuals, but their opinions and activities, thanks to the non-governmental organizations, are “felt” in public 7 responses (24%)

- e) Political parties and their leaders in power do not take into account the opinions of the non-governmental organizations regarding certain social problems  
3 responses (10%)
- f) The majority of the non-governmental organizations represent the means for skillful individuals to earn money and gain influence /
- g) I have a different opinion on this subject (please state your opinion) /
4. Do you agree with the statement that the existing non-governmental organizations in Mostar are non-partisan and not-for-profit, that is, that the citizens spontaneously found them for the purpose of realizing a certain interest and contribution to the society, without mediating or control by the state?
- a) I agree completely 3 responses (19%)
- b) I agree to a point, because this is correct for some of them 10 responses (63%)
- c) I do not agree at all, all of them are under control of the state 1 response (6%)
- d) I do not know, I cannot evaluate /
- e) I have a different opinion on this subject (Please state your opinion)  
2 responses (12%)
5. What are, in your opinion, the influence and the role of the non-governmental organizations in building trust and good governance in Mostar?
- a) None 1 response (7%)
- b) Little 5 responses (33%)
- c) Medium 8 responses (53%)
- d) Big 1 response (7%)
- e) I do not know, I cannot evaluate /
- f) No response /
6. What are the most important/biggest difficulties the NGOs in Mostar face? (You can number them starting with 1 for the most important/biggest difficulty and give your comment, if you think it necessary.)
- a) Lack of financial means
- b) Existing legal framework 6 responses (13%) (priority no. 1 together with options d) and e)
- c. Insufficient mutual cooperation between NGOs 4 responses (8%)
- d) Insufficient cooperation between NGOs: 9 responses (priority no. 1 together with options b) and e) (20%)
- authorities,
  - media,
  - business private sector,
  - educational institutions,

- international and domestic governmental and non-governmental organizations (as sponsors)
  - e) Inadequate technical equipment and staff training of NGOs 23 responses (43%)
  - f) Some other difficulties (Please state which ones.) 3 responses (7%)
7. You would be for the following relationship between the authorities and the non-governmental organizations:
- a) Joint participation in producing laws, public discussions, preparing amendments, public campaigns 9 responses (43%)
  - b) Mutual exchange of documentation, information and ideas which can contribute to a more efficient realization of the program activities 5 responses (24%)
  - c) Developing cooperation between political parties and non-governmental organizations in establishing democratic institutions for control of authorities 6 responses (29%)
  - d) It is not necessary to establish cooperation between authorities and non-governmental organizations /
  - e) I have a different opinion on this (Please state your opinion)? 1 response (4%)
8. You would support the following methods of financing – assistance to the non-governmental organizations:
- a) Budget subventions for operative expenses 9 responses (47%)
  - b) Financing through ministries and public funds 4 responses (21%)
  - c) Allocation from the budget from the taxes paid to the state 2 responses (11%)
  - d) I would not support for the state assistance in financing NGOs 1 response (5%)
  - e) None of the above, I have a different opinion on the subject (Please state your opinion) 3 responses (16%)
9. Would you support the initiative for establishing a coordinating body for cooperation between NGOs and authorities?
- a) Yes 14 responses (88%)
  - b) No 1 response (6%)
  - c) Depends on... (Please state on what) 1 response (6%)
10. What is your attitude toward certain activities of the non-governmental organizations, that is, would you personally: (1 respondent did not answer)
- 10.1. Accept membership in a non-governmental organization
- a) Yes 12 responses (80%)
  - b) No /
  - c) Depends on... (Please state on what) 2 responses (20%)
- 10.2. Raise funds for activities of certain non-governmental organizations
- a) Yes 9 responses (60%)

- b) No 3 responses (20%)
- c) Depends on... (Please state on what) 3 responses (20%)

10.3. Attend meetings organized by non-government organizations

- a) Yes \_\_\_\_\_ 14 responses (93%)
- b) No /
- c) Depends on... (Please state on what) 1 response (7%)

10.4. Actively participate in activities of a non-government organization

- a) Yes \_\_\_\_\_ 12 responses (80%)
- b) No /
- c) Depends on... (Please state on what) 3 responses (20%)

10.5. Sign a petition organized by certain non-governmental organizations

- a) Yes \_\_\_\_\_ 10 responses (77%)
- b) No 1 response (8%)
- c) Depends on... (Please state on what) 5 responses (15%)

Or

10.6. Give:

10.6. a) financial help to certain non-governmental organizations

- a) Yes \_\_\_\_\_ 9 responses (60%)
- b) No 1 response (7%)
- c) Depends on... (Please state on what) 5 responses (33%)

Or

10.6. b) Expert help to certain non-governmental organizations

- a) Yes \_\_\_\_\_ 15 responses (100%)
- b) No /
- c) Depends on... (Please state on what) /

- 10.7. Ask for help from a representative of non-governmental organizations on issues in the domain of the activities of the non-governmental organization:
- a) Yes \_\_\_\_\_ 15 responses (100%)
- b) No /
- c) Depends on... (Please state on what) /
- 10.8. Influence others to become members or give support to a non-governmental organization
- a) Yes \_\_\_\_\_ 12 responses (80%)
- b) No 1 response (7%)
- c) Depends on... (Please state on what) 2 responses (13%)
11. Are you in contact with people (work colleagues, family friends, acquaintances) who are engaged in activities of a non-governmental organization in Mostar?
- a) Yes \_\_\_\_\_ 12 responses (80%)
- b) No /
- c) I do not know if these people members/engaged in activities on a non-governmental organization 3 responses (20%)
12. Are you (or were you) a member of a non-governmental organization (If yes, please state which one)?
- a) Yes 4 responses (27%)
- b) No \_\_\_\_\_ 11 responses (73%)
13. Do you intend on becoming a member of a non-governmental organization (If yes, please state which one)?
- a) Yes \_\_\_\_\_ 9 responses (64%)
- b) No 5 responses (36%)
14. If you are not engaged in activities of one of the existing non-governmental organizations, can you state why?
- a) I do not have trust in these organizations /
- b) I do not have enough time for it \_\_\_\_\_ 5 responses (38%)
- c) I do not see any use of it /
- d) I have not had a chance; such an opportunity has not been offered to me \_\_\_\_\_ 7 responses (54%)
- e) I do not know of any organization I would like to join /
- f) I do not have an opinion on this subject 1 response (18%)

15. Which are, in your opinion, the most important social problems in Mostar?  
(Please choose maximum of three offered options, and you can also give your own answer, if you deem it necessary.)

a) <u>Political instability</u>	9 responses (17%)
b) Ethnic problems	2 responses (4%)
c) <u>Corruption</u>	9 responses (17%)
d) Low income	1 response (2%)
e) <u>Crime</u>	8 responses (15%)
f) <u>Unemployment</u>	9 responses (17%)
g) Polluting the environment	2 responses (4%)
h) High prices	1 response (2%)
i) Education	1 response (2%)
j) Poverty	5 responses (8%)
k) Economy	5 responses (8%)
l) Some other problem (Please state which one)	2 responses (4%)

16. If you would decide to, except engagement in a political party and/or authorities/opposition engage in solving certain social problems, you would do it through:

a) Activating in a work of a union organization	2 responses (10%)
b) <u>Joining one of the existing non-governmental organizations</u>	6 responses (30%)
c) Organizing petition signing	3 responses (15%)
d) <u>Addressing the public through the media</u>	7 responses (35%)
e) Directly addressing the competent bodies	1 response (0.5%)
f) In some other way (Please state which one)	1 response (0.5%)
g) I do not know /	

17. In your opinion, engagement of which profile of non-governmental organizations in Mostar needs the most?

a) <u>NGOs for providing free legal aid</u>	7 responses (12%)
b) <u>Educational, scientific and research NGOs</u>	7 responses (12%)
c) NGOs as professional associations of certain professions	3 responses (5%)
d) <u>NGOs with primary activity of building/keeping peace, democracy and improving and protection of human rights</u>	10 responses (18%)
e) NGOs – youth and student organizations	4 responses (7%)

- f) NGOs – sport and recreational organizations 5 responses (9%)
- g) NGOs – cultural organizations 2 responses (4%)
- h) NGOs – organizations for environmental protection 4 responses (7%)
- i) NGOs – organizations for protection of women rights 4 responses (7%)
- j) NGOs – organization for protection of child rights 3 responses (5%)
- k) NGOs – organizations for protection of persons with special needs' rights 3 responses (5%)
- l) NGOs – union organizations 2 responses (4%)
- m) Non-governmental organizations are not necessary for the BH society /
- n) NGOs – organizations of journalists/media 3 responses (5%)
- o) Some other type of NGOs (Please state which one) /

18. What is, in your opinion, the most successful way of combating the most important social problems in Mostar? (Please choose maximum of three of the offered options)

- a) Education and raising awareness of the citizens on the stated problems 7 responses (23%)
- b) Discussion through media on the stated problems 4 responses (13%)
- c) Adopting better laws and their implementation 7 responses (23%)
- d) More active role of the citizens and their associations 4 responses (13%)
- e) Legal prosecution, punishment 8 responses (27%)
- f) Something else (Please state what) /

19. Regarding resolving, in your opinion, the most important existing social problems in Mostar, which of the following attitudes is the closest to what you think? Problems can be:

19.1. Solved in the next electoral mandate:

- a) Thanks only to the engagement of the present authorities /
- b) Thanks only to the engagement of the present opposition incase they come into power in the next elections 2 responses (15%)
- c) Thanks to the engagement of the present authorities and opposition /
- d) Thanks to the engagement of the present authorities, opposition, non-governmental organizations with the support of the international community 2 responses (15%)
- e) Thanks to the engagement of the present authorities, opposition, non-governmental organizations and the media with the support of the international community 4 responses (31%)
- f) Thanks to the support from abroad (international community) 2 responses (15%)
- g) In some other way (Please state how) /

h) Problems cannot be solved in the next electoral mandate 3 responses (23%)

Or

19.2. Partially solved and their negative effects considerably lessened in the next electoral mandate:

a) Thanks only to the engagement of the present authorities /

b) Thanks only to the engagement of the present opposition in case it comes into power in the next elections 3 answers (33%)

c) Thanks to the engagement of the present authorities and the opposition /

d) Thanks to the engagement of the present authorities, opposition and the non-governmental organization with the support of international community 2 responses (22%)

e) Thanks to the engagement of the present authorities, opposition, non-governmental organizations and the media with the support of the international community 2 responses (22%)

f) Thanks to the support from abroad (International community) /

g) In some other way (Please state how) /

h) Problems can be partially solved in the next electoral mandate 2 responses (22%)

Research Project  
“The Role of NGOs in Building Trust and Good Governance in Mostar”  
financed within framework of  
The Program for Research Support in the Area of Public Policies of  
The Open Society Fund-Bosnia and Herzegovina – Soros Foundation

**SURVEY FORM FOR THE MEDIA IN MOSTAR**

Name of the media:

Name of the authorized/contact person:

Contact address/telephone/fax/e-mail:

1. Different opinions can be heard in public regarding the role of the non-governmental organizations. These are some of these opinions. Please state your opinion.

a) Non-governmental organizations are a good opportunity for the citizens to organize themselves and in such a way solve important social issues 2 responses (13%)

b) Non-governmental organizations serve only interest of certain individuals and foreign countries and their foundations with whose help they are organized and financed 2 responses (13%)

c) Without these organization and independent media it is not possible to limit and control the authorities 3 responses (20%)

d) Many capable people are not organized in political parties/politically active as individuals, but their opinion and activities, thanks to the non-governmental organizations, are “felt” in public  
1 response (7%)

e) Political parties and their leaders in power do not take into account the attitudes of the non-governmental organizations regarding certain social problems 1 response (7%)

f) The majority of non-governmental organizations represent the means for skillful individuals to earn money and gain influence 4 responses (24%)

g) I have a different opinion on this subject (Please state your opinion) 2 responses (15%)

2. Do you agree with the statement that the existing non-governmental organizations in Mostar are non-partisan, not-for-profit, that is, they are founded by citizens spontaneously for the purpose of realizing of certain interests and contribution to the society, without mediating or control by the state?

a) I agree completely 1 response (11%)

b) I agree up to a point, because this is true for only some of them 5 responses (56%)

c) I do not agree at all, they are all controlled by the state /

d) I do not know, I cannot evaluate /

e) I have a different opinion on this subject (Please state your opinion) 3 responses (33%)

3. What is, in your opinion, the influence and role of non-governmental organizations in building trust and good governance in Mostar?

a) None 2 responses (22%)

b) Little \_\_\_\_\_ 5 responses (56%)

c) Medium /

d) Big \_\_\_\_\_ 2 responses (22%)

e) I do not know, I cannot evaluate /

f) No response /

4. Are you (or were you) a member of a non-governmental organization (If yes, please state which one)?

a) Yes \_\_\_\_\_ 3 responses (33%)

b) No \_\_\_\_\_ 6 responses (67%)

5. Do you intend to become a member of a non-governmental organization (If yes, please state which one)? (One respondent did not give an answer)

a) Yes /

b) No \_\_\_\_\_ 8 responses (100%)

6. If you are not a member/engaged in the activities of an existing non-governmental organization, can you state why?

g) I do not trust these organizations \_\_\_\_\_ 2 responses (22%)

h) I do not have enough time for it \_\_\_\_\_ 2 responses (22%)

i) I do not see any use of it \_\_\_\_\_ 4 responses (45%)

j) I did not have an opportunity, such a possibility has not been offered to me /

k) I do not know any organization that I would join \_\_\_\_\_ 1 response (11%)

l) I do not have an opinion on this subject /

7. The cooperation of the media and non-governmental organizations in Mostar you evaluate as:

a) Excellent /

b) Very Good /

c) Good \_\_\_\_\_ 1 response (11%)

d) Satisfactory \_\_\_\_\_ 7 responses (78%)

e) Poor \_\_\_\_\_ 1 response (11%)

f) Very poor /

8. To what extent, in your opinion, your medium pays attention to the activities of NGOs? (One respondent did not give an answer)

a) Too much \_\_\_\_\_ 2 responses (25%)

b) Sufficiently \_\_\_\_\_ 5 responses (62%)

c) Insufficiently 1 response (13)

d) Not at all

9. In your opinion, how interested are your readers/listeners/TV audience in information on NGOs?  
(One respondent did not give an answer)

a) Very interested /

b) Interested 2 responses (25%)

c) Not very interested 6 responses (75%)

d) Not interested at all /

10. Activities of which profiles of NGOs are the most interesting to your medium?  
(One respondent did not give an answer)

a) NGO for providing free legal aid 1 response (4%)

b) Educational, scientific and research NGOs 2 responses (8%)

c) NGOs as professional associations of certain professions

d) NGOs as organizations with the primary activity of building/keeping peace, democracy and improvement and protection of human rights 3 responses (13%)

e) NGOs – humanitarian organizations 3 responses (13%)

f) NGOs – youth and student organizations 2 responses (8%)

g) NGOs – sport and recreational organizations 1 response (4%)

h) NGOs – cultural organizations 4 responses (17%)

i) NGOs – organizations for environmental protection 2 responses (8%)

j) NGOs – organizations for protection of women rights 1 response (4%)

k) NGOs – Organizations for protection of child rights 1 response (4%)

l) NGOs – organizations for protection the rights of people with special needs 1 response (4%)

m) NGOs – union organizations 1 response (4%)

n) NGOs – organizations of journalists/media 2 responses (8%)

o) NGO of some other type (Please state which one) /

p) None of the NGO profiles /

11. Do NGOs regularly inform your medium on their activities? (One respondent did not give an answer)

a) yes 3 responses (38%) b) no 5 responses (62%)

12. How do NGOs usually do that?

- a) Public announcement 7 responses (47%)
- b) Direct contact of the editorial office/journalist/editor 2 responses (13%)
- c) Through press conference 3 responses (20%)
- d) Contacting a journalist/editor they know 1 response (7%)
- e) Giving interviews/ guest appearances on TV or radio 2 responses (13%)
- f) Some other way (Please state which one) /

12. In your opinion, what are the most frequent problems in communication between NGOs and the media? (Please choose maximum of three offered options)

- a) Journalists are not sufficiently familiar with the subject NGO is dealing with  
2 responses (12%)
- b) NGOs do not have sufficient knowledge about public and/or journalist relations  
6 responses (38%)
- c) The media are not sufficiently interested in the activities of NGOs 1 response (6%)
- d) Information on NGOs serves only to fill space in the media 2 responses (12%)
- e) NGOs do not possess sufficient knowledge on the role and use of modern communication technologies in public relations  
5 responses (32%)

13. What is, in your opinion, the easiest way for NGOs to present information to the public through media?

- a) If the information is topical 6 responses (43%)
- b) If NGO personally know an editor 2 responses (14%)
- c) If NGO personally know a journalist
- d) Through good organization of a media happening 5 responses (36%)
- e) If the content of an information is critical towards the authorities 1 response (7%)
- f) If the content of an information is not critical towards the authorities
- g) In some other way (Please state which one)

14. Do you think that the non-governmental organizations need more knowledge on public relations, especially relations with the media?

- a) Yes 7 responses (78%)
- b) No 2 responses (22%)

15. Do you think that journalists in your medium should be more familiar with the activities of NGOs?

- a) Yes 6 responses (67%)
- b) No 3 responses (33%)

16. Does your media have/or did it use to have contents dealing with the problems of non-governmental organizations and/or areas of their interest?

16.1. Regular column/program

- |                                   |                   |
|-----------------------------------|-------------------|
| a) Yes, it does                   | 2 responses (29%) |
| b) No, it does not                | 2 responses (29%) |
| c) Yes, it used to have it        | 2 responses (29%) |
| d) No, it did not used to have it | 1 response (13%)  |

Or

16.2. Occasional column/program

- |                                  |                   |
|----------------------------------|-------------------|
| a) Yes, it does                  | 3 responses (38%) |
| b) No, it does not               | 1 response (12%)  |
| c) Yes, it used to have it       | 3 responses (38%) |
| d) No, it did not use to have it | 1 response (12%)  |

17. Do you think it is necessary to improve cooperation between NGOs and media?

- |        |                   |
|--------|-------------------|
| a) Yes | 7 responses (78%) |
| b) No  | 2 responses (22%) |

17.1. If you think it is necessary, in which way is it possible to improve the cooperation between NGOs and the media?

- |  |                   |
|--|-------------------|
| a) Through education of journalists/editors on NGOs  | 1 response (11%)  |
| b) Through education of NGO members on media   | 3 responses (33%) |
| c) Through adopting documents on cooperation and the code of conduct between media and NGOs                | 2 responses (22%) |
| d) Through developing relationships of mutual benefit (For example, a medium as a media sponsor of an NGO) | 3 responses (33%) |
| e) Through providing media space to NGOs without compensation /  |                   |
| f) In some other way (Please state how) /  |                   |

18. Do you think that improvement of tax relief for NGOs would contribute to their sustainability? (One respondent did not give an answer)

- |   |                   |
|---|-------------------|
| a) Yes                                  | 5 responses (63%) |
| b) No                                   | 2 responses (25%) |
| c) Depends on... (Please state on what) | 1 response (12%)  |

19. Your suggestion of possible improvements:

- a) Adequate coordination of work and activities of NGOs in the same or related areas of interest  
\_\_\_\_\_ 3 responses (33%)
- b) Development of appropriate strategy of approach to sponsors \_\_\_\_\_ 2 responses (22%)
- c) Well conceived lobbying for exchange of, for NGOs relevant, legislative \_\_\_\_\_ 2 responses (22%)
- d) Educational and media campaigns for raising awareness on importance of NGO engagement  
\_\_\_\_\_ 2 responses (22%)
- e) Some other suggestions for improvement (Please state which ones) /

Research Project  
“The Role of NGOs in Building Trust and Good Governance in Mostar”  
financed within framework of  
The Program for Research Support in the Area of Public Policies of  
The Open Society Fund-Bosnia and Herzegovina – Soros Foundation

**SURVEY FORM FOR PRIMARY AND SECONDARY SCHOOLS IN MOSTAR**

Name of the school:

Place and address of the school:

Contact telephone/e-mail/ web page:

Authorized/contact person:

1. Different opinions can be heard in public regarding the role of the non-governmental organizations. These are some of these opinions. Please state your opinion.

a) Non-governmental organizations are a good opportunity for the citizens to organize themselves and in such a way solve important social issues 11 responses (25%)

b) Non-governmental organizations serve only interest of certain individuals and foreign countries and their foundations with whose help they are organized and financed 5 responses (12%)

c) Without these organizations and independent media it is not possible to limit and control the authorities 6 responses (14%)

d) Many capable people are not organized in political parties/politically active as individuals, but their opinion and activities, thanks to the non-governmental organizations, are “felt” in public  
– 9 responses (21%)

e) Political parties and their leaders in power do not take into account the attitudes of the non-governmental organizations regarding certain social problems 6 responses (14%)

f) The majority of non-governmental organizations represent the means for skillful individuals to earn money and gain influence 2 responses (5%)

g) I have a different opinion on this subject (Please state your opinion) 4 responses (9%)

2. Your understanding of the terms building trust and good governance?  
(Some of the most interesting responses for the research work are given in the main body of the paper)

3. Do you think that building a citizen identity, which encompasses establishing an individual and collective sense for personal engagement, social responsibility and moral-political awareness in young people, in their formative years, is important?  
(One respondent did not give an answer)

a) Yes 20 responses (95%)

b) No /

c) Something else (Please state what) 1 response (5%)

4. Do you think that education about the role of NGOs as formations of civil, democratic society contributes to development of citizenship identity in young people?

a) Yes \_\_\_\_\_ 21 responses (95%)

b) No /

c) Something else (Please state what) \_\_\_\_\_ 1 response (5%)

5. What are, in your opinion, the influence and the role of non-governmental organizations in building trust and good governance in Mostar?

a) None /

b) Little \_\_\_\_\_ 11 responses (50%)

c) Medium \_\_\_\_\_ 8 responses (36%)

d) Big \_\_\_\_\_ 2 responses (9%)

e) I do not know, I cannot evaluate \_\_\_\_\_ 1 response (5%)

f) No answer /

6. Do the curricula contain subjects on human rights and democracy, education in human rights and democracy or safety of democratic society?

a) Yes \_\_\_\_\_ 19 responses (86%)

b) No 3 responses (14%) (Not as a separate school subject, but within some other subjects and lessons yes)

8. What is the average mark/what is the success of pupils in that subject?

Mainly good – very good.

9. What interest do pupils show for this subject?

a) Great \_\_\_\_\_ 8 responses (38%)

b) Medium \_\_\_\_\_ 13 responses (59%)

c) Little \_\_\_\_\_ 1 response (5%)

d) Almost none /

10. Do the pupils, within the curriculum of that subject, learn about non-governmental organizations (NGOs)? (Two respondents did not give an answer)

a) Yes \_\_\_\_\_ 14 responses (70%)

b) No \_\_\_\_\_ 6 responses (30%)

11. Do the activists on non-governmental organizations participate in the teaching process of that subject or in general:

a) Participate

b) Used to participate

c) Intend to participate

a) Yes

b) No

Responses are divided, almost equal number of yes and no answers.

12.2. If no, please state why: (Eight respondents did not give an answer)

a) I do not find cooperation between school and NGOs necessary 1 response (8%)

b) I do not know which NGO to approach for cooperation 3 responses (25%)

c) I think that NGOs are not interested in cooperation with schools 1 response (8%)

d) Other (Please state what) 7 responses (58%) (Mostly, cooperation depends on the project, interest of NGOs and schools, interest of pupils and feasibility)

13. How would you evaluate cooperation between non-governmental organizations and educational institutions (primary, secondary schools and institutions for higher education)? (Two respondents did not give an answer)

a) Good 10 responses (53%)

b) Poor 3 responses (16%)

c) No cooperation 7 responses (35%)

14. Does your school:  
(One respondent did not give an answer)

a) Carry out joint activities/projects with NGOs in Mostar 7 responses (35%)

b) Used to carry out joint activities/projects with NGOs in Mostar 10 responses (50%)

c) Intends to carry out joint activities/projects with NGOs in Mostar? 4 responses (19%)

15. In your opinion, which profile of non-governmental organizations is the most needed in Mostar for cooperation with schools?

a) NGOs for providing free legal aid 6 responses (4,5%)

b) Educational, scientific and research NGOs 14 responses (11%)

c) NGO as professional associations of certain professions 2 responses (1.5%)

d) NGOs as organizations with primary activity of building/keeping peace, democracy and improvement and protection of human rights 16 responses (12%)

e) NGOs – youth and student organizations 10 responses (7%)

f) NGOs – sports and recreational organizations 11 responses (8.5%)

g) NGOs – cultural organizations 11 responses (8.5%)

h) NGOs – organizations for environmental protection 14 responses (11%)

- i) NGOs – organizations for protection of women rights 14 responses (11%)
- j) NGOs – organizations for protection of child rights 15 responses (11,5%)
- k) NGOs – organizations for protection of rights of people with special needs 11 responses (8.5%)
- l) NGOs – union organizations 4 responses (3%)
- m) Non-governmental organizations are not necessary in BH society /
- n) NGOs – organizations of journalists/media /
- o) Some other type of NGOs (Please state which) 2 responses (1.5%)
16. Would you agree that NGO, without compensation:  
(One respondent did not give an answer.)
- a) Hold a promotion of the activities of their organization in your school and
- b) Hold a lecture on subject close to the activity of their organization?
- a) Yes 19 responses (90%)
- b) No /
- c) Depends on... 2 responses (10%)
17. Your evaluation of the state of NGOs in Mostar:
- a) Good 4 responses (18%)
- b) Satisfactory 11 responses (50%)
- c) Poor 7 responses (32%)
18. Do you support the establishment and activity of a coordinating body for cooperation between NGOs and authorities in Mostar?
- a) Yes 20 responses (91%)
- b) No 2 responses (9%)
- c) Other (Please give your comment) /
19. Do you think that the improvement of tax relief for NGOs in BH would contribute to their sustainability?
- a) Yes 16 responses (73%)
- b) No 3 responses (13,5%)
- c) Depends on... (Please state on what) 3 responses (13,5%)
20. Your suggestion of possible improvements: (One respondent did not give an answer)
- a) Adequate coordination of work and activities of NGOs in the same or related areas of interest 8 responses (24,5%)

- |   |                             |
|---|-----------------------------|
| b) Development of appropriate strategy for approaching sponsors                                 | 3 responses (9%)            |
| c) Well conceived lobbying for changes, for NGOs relevant, legislative                          | 5 responses (15%)           |
| d) <u>Educational and media campaigns for raising awareness on importance of NGO engagement</u> | <u>16 responses (48,5%)</u> |
| e) Some other suggestions for improvements (Please state which ones)?                           | 1 response (3%)             |

25. Please list favorable conditions for development of cooperation between schools and NGOs in Mostar.

Mostly, the educational character of both schools and NGOs, similar target groups, the need for education of young people, enriching of teaching and extra-curricular educational contents, contribution in opening schools for cooperation with other active participants in society.

Citizens and the private business sector in Mostar were surveyed and interviewed with the aim of finding out their perception and evaluation of the situation, role and influence of NGOs in Mostar, individual and corporate philanthropy, building trust and good governance in Mostar, relationship between NGOs and other participant in development of the society and the general cross-section of their opinions is given in the main body of the paper.

## **Annex 3**

### **The list of physical/legal entities who were, for the purpose of research:**

#### **1. Consulted/Interviewed**

Dragan Golubovic, International Center for Not-for-Profit Law, Budapest  
Zoran Pajic, Special Advisor to the High Representative for Bosnia and Herzegovina, OHR  
Presiding of the Confidence-building Committee in Mostar  
Husein Orucevic, Youth Cultural Center “Abrasevic”, Member of the Confidence-building Committee in Mostar  
Sabaheta Bijedic, Director of Inter-Municipal Pedagogical Institute in Mostar  
Marija Zovko, Ministry of Justice and Public Administration and Local Self-Management of the Herzegovina-Neretva Canton  
Esmir Krnic, the author of papers on Taxing NGOs in BH  
Aida Spahic, Center for Civil Society Promotion, Sarajevo  
Sead Maslo, City Administration of Mostar  
Djordjo Andric, Mirna Hadzajlic, Association of Citizens for Human Rights Protection “ZGP”  
Mostar,  
Majda Behrem Stojanov, Centres for Civic Initiatives, Office in Mostar

#### **2. Surveyed**

##### **- non-governmental organizations**

Centers for Civic Initiatives, Office in Mostar  
Human RightsCenter in Mostar  
Center for Civil Society Promotion  
Nansen Dialogue Center Mostar  
Association “Vasa prava”, regional office in Mostar  
Association of Citizens for Human Rights Protection “ZGP” Mostar  
La Strada of Bosnia and Herzegovina  
Association for Assisting Returnees in HNK “Neretva” Mostar  
Association “Koraci nade”  
Association of Disabled War Veterans  
Association of Parents of Children with Special Needs “Vedri osmijeh” Mostar  
Association of Parents and Friends of People with Special Needs “SUNCE” Mostar  
Humanitarian Organization “Izvor”  
Youth Cultural Center “Abrasevic” (Umbrella organization, network of 5 NGOs:  
MIFOC  
Mladi most  
Alternative Institute  
Suncana strana  
Eko-kapm Ortijes  
Association “New Idea”  
Association “ZENA BiH”  
JOB “Stari grad” Mostar  
Association for Mutual Help in Spiritual Need “Behar” Mostar  
Confederation of Associations for Mutual Help in Spiritual Need in BG  
Reference Group Mostar

##### **- political agents in Mostar**

Snjezana Dropuljic, HKDU BiH (Croatian Christian Democratic Union BiH (Coalition HDZ – Croatian Democratic Union, UHSP – United Croatian Party of Rights, HSP, HKDU, HNZ – Croatian Peoples Union)

Hasan Hadzovic, Civic Democratic Party BiH – GDS BiH

Mirsad Huseagic, SBIH – Party for Bosnia and Herzegovina

Vilda Huskovic, European Ecological Party – E5

Drazen Krezic, independent candidate

Gordana Mikulic, Republican Party BiH

Luka Ravlic, independent candidate

Stjepan Rubinic, coalition HSS – NHI (Croatian Peasants Party – New Croatian Initiative)

Social Democratic Party BiH – SDP BiH

Albert Sunjic, HSP BiH “Djapic – Dr Jurisic” (Croatian Party of Rights BiH “Djapic- dr Jurisic”\_ - coalition HSP BiH “Djapic – dr Jurisic” – Croatian Pure Party of Rights

Marin Topic, independent candidate

Adisa Vucina, peoples party “Working for Progress”

Zvonko Zovko, HDU – Croatian Democratic Union (with colleagues Lubica Praljak, Rubinic Stjepan,

Zoran Dzidic, Maja Drmac from the Coalition the Croatian Alliance HDU, HSS, NHI)

### **- media in Mostar**

“Dnevni list”

Magazine “Most”, Mostar

Public Radio television service of Bosnia and Herzegovina, ITC Mostar

Radio “Dobre vibracije”

Radio Herceg-Bosne

Radio television Mostar

Radio “Stari most”

Radio Studio 88 Mostar

Radio X

### **- primary and secondary schools in Mostar**

Secondary Medical School of Mercy Sisters Mostar

Primary School “Ivana Gundulic” Mostar

Centre for Children and Youth with Special Needs “Los Rosales” Mostar

Second Primary School Mostar

Primary School “Zalik” Mostar

Primary School Blagaj, Mostar

Primary School “Bijelo polje”, Mostar

Secondary Electro-Technical School, Mostar

Secondary Mixed School, Mostar

Secondary Civil Engineering School, Mostar

Primary School “Omer Maksumic” – Podvelez, Mostar

Fourth Primary School Mostar

Third Primary School Mostar

Primary School Dreznica, Mostar

Seventh Primary School Mostar

Primary School “Bartol Kasic” – Mostar

Sixth Primary School Mostar

Grammar School Mostar

Secondary Civil Engineering School Jurja Dalmatinca Mostar

Primary School “Silvije Strahimir Kranjcevic”, Mostar

Secondary Mechanical Engineering School Fausta Vrancica Mostar

Secondary Traffic Engineering School Mostar

### **- citizens and the private business sector in Mostar**

## **Bibliography:**

Balkanski fond za podršku lokalnim inicijativama (2004). Filantropija u Srbiji i Crnoj Gori: Izvještaj za predstavnike nevladinog sektora.

Benett, A. LeRoy, James K.Oliver (2004). Međunarodne organizacije.Zagreb. Politička kultura.

Edwards, Bob, Majkl Foli i Mario Dajani (2004). Posle Tokvila, Debata o građanskom društvu i društvenom kapitalu u uporednoj perspektivi. Sremski Karlovci, Novi Sad. Izdavačka knjižarnica Zorana Stojanovića.

Centar za promociju civilnog društva (10.01.2005). Izvještaj sa Konferencije nevladinih organizacija BiH», Sarajevo.

Centar za promociju civilnog društva Sarajevo (2003). Komentari zakona o udruženjima i fondacijama. Banja Luka.

Council of Europe Publishing (1998). Media and Democracy.

Final Report – Civil Society Assesment in Bosnia and Herzegovina, prepared forr USAID/BiH (June 2004). By Catherine Barnes, Milan Mrdja, Selma Sijercic, Mirjana Popovic.

Grupa autora (2002). Nevladin sektor u SAD – Prilog za savremeni mozaik građanskog društva. Sarajevo. Centar za promociju civilnog društva.

Hoen W., Herman (ed.) (2001). Good governance in Central and Eastern Europe, The Puzzle of Capitalism by Design, Economies and Societies in Transition. UK-USA. Edward Elgar.

ICVA (2003). Vodič kroz civilno društvo u BiH. Svezak III. Izgradnja kapaciteta NVO u BiH.

ICNL NEWS Release (January 16, 2002) at [www.icnl.org/PRESS/](http://www.icnl.org/PRESS/).

Komisija za reformu Grada Mostara (15. decembar 2003): Preporuke Komisije Izvještaj Predsjedavajućeg.

Krnić, Esmir, REVICON, Oporezivanje NVO-a u Federaciji BiH – Trenutna situacija, POREZNI SAVJETNIK 1/2002. u Pogledi na NVO sektor u BiH, ICVA, novembar 2002.

Odluka o okvirnim kriterijima za upotrebu sredstava tekućih grantova nevladinim I neprofitnim organizacijama iz Budžeta Grada Mostara, Gradski službeni glasnik Grada Mostar, juli 2004., br. 13.

“Priručnik za nevladine organizacije – Korištenje medija – sa potpunim direktorijem medija u BiH i Republici Hrvatskoj”, Tim Programa za razvoj civilnog društva Care International-a. (januar 2004). at [http://www.carebih.org/pub/media\\_manual.doc](http://www.carebih.org/pub/media_manual.doc)

Prof. Willetts, P. What is a Non-Governmental Organization, at <http://www.staff.city.ac.uk/p.willetts/CS-NTWKS/NGO-ART.HTM>

Ravitch, Diane & Joseph P. Viteritti (eds.) (2001). Making Good Citizens, Education and Civil Society. Yale University Press New Haven & London.

UNDP (August 2002). How to Build Inclusive Policy Process: Institutionalising the dialogue between governmental and non-governmental actors, Practice from CIS Countries. UNDP Bratislava.

Sali Terzić, Sevima (2001). Civilno društvo, Poglavlje XI u Međunarodne politike podrške zemljama jugoistočne Evrope – Lekcije (ne)naučene u BiH. Sarajevo. Fond otvoreno društvo BiH.

Mr. Šero, Fadil i Mr. Mrđa, Milan. Nevladin sektor u Bosni i Hercegovini, in: Ustav Bosne i Hercegovine – ka novim rješenjima, at: [www.soros.org.ba](http://www.soros.org.ba)