



# Funding civil society organizations from BiH government budgets - a case study of the Ministry of Civil Affairs

Selma Osmanagić Agović

## Table of contents

Abstract

List of abbreviations

### 1. Introduction

1.1. Methodology

Study overview

### 2. Problem description

2.1. Background to the development and funding of civil society

2.2. Financing civil society in BiH

2.3. The current state of civil society in BiH

2.4. Importance of a strong and developed civil society

2.5. The role of civil society in BiH on the road to the European Union

2.6. Results of the research

2.6.1. Results of the research on the current model of funding civil society organizations from BiH governments' budgets, with a special overview of the state level from a civil society standpoint

2.6.2 Results of the research interviews conducted with representatives from the BiH Ministry of Civil Affairs

2.6.3. Conclusions of the research conducted

2.7. Lack of strategic vision of the ministries for cooperation with the CSOs

2.8. Problem overview

2.9. Regional example

### 3. Policy options

3.1 Policy Option 1: Keep the current institutional and legal framework for funding civil society organizations, with significant adjustments

3.2. Policy Option 2: Establish the Office for cooperation with the non-governmental sector within the Council of Ministers of BiH and assign competency for CSO financing to this Office

3.3. The optimal policy option

### 4. Recommendations

### 5. Conclusion

### Bibliography

Appendix 1.

Appendix 2.

## Summary

Financing civil society organizations (CSOs) from the budgets of the institutions of Bosnia and Herzegovina has always been a controversial issue. Insufficient transparency of the financing process, lack of institutional strategic vision for financing and supporting CSOs, allocation of funds based on political affiliation or other personal preference; all these elements characterize the funding process. The result of this ad-hoc allocation of support, is that both the public and CSOs have lost trust in the institutions that allocate these funds. In addition, the fact that the current model of funding CSOs, which is used by most of the local institutions, has no strategic background or vision, means that it has no positive influence on the development of civil society in Bosnia and Herzegovina (BIH).

Considering the significance of the funds intended to support civil society and individuals, an improved process, with regular, planned and systematic allocation of funds, would on the one hand greatly contribute to the development of civil society and discontinue their dependence on international donors' funding. On the other hand, a more efficient system for funding CSOs would bring many advantages for the local institutions, since they would then be able to transfer some of the competencies within their scope and mandate, but which they have no capacity to implement, to relevant CSOs.

**Selma Osmanagić Agović**

has an MA Degree in “State management and humanitarian affairs” from La Sapienza University of Rome and University of Sarajevo (2005) and graduated from the Law School in Sarajevo. During the last 5 years, she has worked for the American Bar Association (ABA/CEELI) and for the Directorate for European Integration on projects relating to the rule of law, judicial reform, the education of judges and prosecutors and the fight against corruption. She currently works as a consultant for ATOS Consulting on projects fostering cooperation between civil society and State Ministries and Offices. She is a member of ACIPS and an associate member of the Rule of Law Initiative.

**List of abbreviations**

BiH-Bosnia and Herzegovina  
CSO-civil society organization  
EU-European Union  
NGO-Nongovernmental organization  
IPA – Pre-accession Assistance



## 1. Introduction

CSOs are funded from the local institutions' budgets at municipal (district), cantonal (in FBiH), entity and state levels. At the state level, the Ministry of Civil Affairs allocates most of the funds, while other ministries assign either insignificant funds or no funds at all. The Analysis of Institutional Cooperation between the Governmental and Non-governmental Sectors in Bosnia and Herzegovina<sup>1</sup> published by Kronauer Consulting established that the funds allocated to civil society by all government levels in 2007 amounted to 110 million KM, which increased to almost 118 million KM in 2008<sup>2</sup>. The same study shows that most, around 60%, of the funds came from municipal budgets, while least, or only 2.17% of the total amount allocated to civil society support, were provided from the state budget. The biggest portion, or 40.76%, was awarded to sports associations, followed by 14.76% to veterans organizations, 9.37% to social organizations and 8.92% to cultural organizations. These findings were confirmed by the Swiss Agency for Development and Cooperation (SDC) in its analysis: *Government Allocations for the NGO Sector in Bosnia and Herzegovina in 2007*. SDC: 2008<sup>3</sup>. The SDC analysis also stated that a large number of grants are awarded without a public call for proposals and without following any uniform procedure.<sup>4</sup> SDC also identified that significant amounts of the money distributed to CSOs was wasted due to the fact that funds are allocated by several levels of government in BiH, without any coordination of activities. At present, there is no single coherent policy for civil society funding that has been initiated at the state level and applied at all levels of government.

It is therefore clear that CSO funding from governmental budgets is allocated on an ad hoc, non-transparent basis without any strategic vision or clear objectives, and that it is often allocated on the basis of political agreement. In fact, the issue of CSO financing from the local institutions' budgets has become quite controversial and has been the subject of many papers and analyses produced by international and local organizations.

The goal of this study is to describe the process of allocating funds from the state budget to CSOs, and to propose recommendations for ways in which this process could be made more transparent and efficient.

This paper uses the definition of civil society

Working definition of the civil society used in this study defines civil society as wide specter of no state players that acts separately from the governments and who are engaged in the activities of public importance. So the civil society players are: non-governmental organizations, humanitarian associations, different movements, unions, religious communities etc.<sup>5</sup>

### 1.1. Methodology

The key assumption guiding this research is that the current model of budget allocation by local institutions does not benefit civil society development, and that a change in the approach to funding would significantly improve the position and the role of civil society. Furthermore, a more transparent and systematic approach to the distribution of funds to civil society by all levels of government would certainly bring benefits to the institutions, not least an improvement in public trust.

In order to elaborate this hypothesis, both primary and secondary research methods were applied. The data used for the purpose of research was collected in the period between October 2008 and April 2009.

<sup>1</sup> The analysis is available on <http://www.kronauer-consulting.com/download/analiza-en.pdf>

<sup>2</sup> The total amount of financial support that is granted to the CSOs from all government levels in BiH in 2007 makes the 0,5% of the GDP-a, whereas this amount is high in 2008. And makes total of 0,55% of GDP-a having in mind the financial support that is granted for CSOs from other countries in the region, we can conclude that BiH is allocating even more money per to CSOs than other countries. For example, Serbia is allocating in total 0,23 GDP yearly for civil society and the Croatia is granting 0,45 % of its GDP to the CSOs.

<sup>3</sup> *Government Allocations for the NGO Sector in Bosnia and Herzegovina in 2007*. SDC: 2008, .7. According to this research, out of the 107 million KM total funds which were planned for the NGO sector in 2007 (0.56% of GDP for 2006), 44% was allocated to sports organizations, 42.9% to civil associations/NGOs and 13% to disabled veterans and related organizations.

<sup>4</sup> Ibid, page

<sup>5</sup> "Civilni dijalog", Ured za Udruge, Zagreb 2007

<sup>6</sup> The researcher thought that the research would be incomplete without investigating the attitudes of relevant international donors, particularly those who contribute most significantly to the civil society in BiH and work on establishing better relations between the government and civil society

<sup>7</sup> Singleton, Jr., Royce A. Straits, Bruce C. (2005). *Approaches to Social Research*. 4rd. Ed. Oxford: Oxford University Press.

At the beginning of the research, this issue was discussed with representatives of civil society and international donors<sup>6</sup> to establish the relevance of the subject matter. In addition, all relevant documents, analyses and research dealing with this issue in BiH were reviewed using secondary research methods.

Primary research methods were used in a series of semi-structured interviews with representatives of the relevant institutions and key decision-makers. These interviews were based around a planned structure, which had the flexibility to allow the researcher to adapt it to fit each individual interviewee<sup>7</sup>. Considering that this paper focuses on the funds distributed by the Ministry of Civil Affairs of BiH, the research required a number of semi-structured interviews using questionnaires, which were conducted with selected CSOs that had been granted these funds. These interviews served as the foundation for hypothesis and key assumptions testing, as well as the basis for compiling data and information. This paper mostly outlines the consolidated standpoints of the interviewees. In addition, interviews were conducted with the staff in the Ministry of Civil Affairs of BiH who are responsible for this issue, to better illustrate the current mode of financing.

During the next phase, desk research was conducted into how the issue of CSO financing from public budgets is regulated in selected countries in the region.

This study will discuss the manner in which funds earmarked for civil society in the budgets of the institutions of BiH at all levels of government could be allocated in a more effective and transparent way. In particular, it will focus on the way in which funds could be allocated out of the State budget by the BiH Ministry of Civil Affairs. However the recommendations made are also intended to be relevant to lower levels of government in BiH. It is important to emphasize that this study will not encompass alternative sources of CSO funding, such as funding from the national lottery, or philanthropic donations from local companies and businesses, as these areas have already been covered in previous studies..

### Study overview

This paper is composed of four chapters. It starts with the introduction, which presents the basic information and key definitions. The second chapter provides an overview of civil society development in BiH to date and gives an explanation on the importance of a strong and financially self-sustainable civil society in BiH. In addition, this chapter elaborates the current problems encountered in civil society funding by the local institutions and outlines some of the previous studies critical for this research. It also provides good practice examples from the region. The third chapter presents two policy options, their rationale and limitations. The last part, chapter four, offers recommendations for solving the current problems.

## 2. Problem description

This chapter presents a background to the development of civil society in BiH and its financing, and provides a brief overview of the role of civil society role in the process of European integration. In addition, it introduces the current models of CSO financing by the Ministry of Civil Affairs of BiH and the results of the research conducted on this topic.



## 2.1. Background to the development and funding of civil society

Civil society has not developed naturally in BiH over the last decade and a half; on the contrary, to a great extent, it has been formed and structured by various international donors. For the past 14 years, since the end of the war in 1995, civil society has developed in accordance with the temporary priorities of international donors. At the beginning, the main focus of international donors was the return of refugees and internally displaced persons, and the promotion and protection of basic human rights; the support of international donors was therefore aimed at achieving those priorities. Then, international donors changed their priorities, first of all to focus on issues relating to women and other vulnerable groups, and more recently, to focus on civil society capacity building and other related issues. It follows that the fact that the largest number of strong, professional and resourceful CSOs operate in the field of human and minority rights should not come as a surprise, but rather as a confirmation that recent civil society development has been donor driven.

In contrast to the strong and well organized CSOs active in the field of human rights, there are very few organizations that emerged as strong players in other fields, for example in the justice or security sectors. In those sectors, there are no specific field specialist CSOs, and international donors, as well as the local authorities, have difficulties finding civil society partners. For example, it makes sense that the main CSO partners in reforms to the justice sector should be the professional associations of judges and prosecutors and the bar associations, for they should represent the key experts in that field. However, in BiH, these CSOs do not play this role effectively. The problem is that firstly, these associations do not regard themselves as CSOs, but rather as a part of the system of governance. Secondly, the members of these associations are preoccupied with their paid jobs in the courts or prosecuting offices, and therefore have little opportunity and time to dedicate to the work of their professional associations, the public presentation of their activities, or more strategic involvement in developing justice sector strategy and policy. An example of good practice in how professional associations can be developed to become useful players in civil society, not only at national level, but also at an international level, is the American Bar Association. Not only is it run by a team of professional staff who play a key role in channeling its members practical knowledge into developing a more effective justice sector in the USA, it also has a statewide network of lawyers, specialists in specific areas, who implement justice development projects all over the world, some on a pro bono basis, and some as paid consultants.<sup>8</sup>

The current priorities of many donors, particularly the European Union, are to develop civil dialogue between the state institutions and civil society organizations and to establish partnership relationships between the two. Nevertheless, the fact remains that partnership and dialogue is impossible to establish in sectors, like the justice and security sectors mentioned above, which lack a body of strong and developed CSOs, simply for the reason that there is no credible partner for the relevant institutions to deal with.<sup>9</sup> Again, it is important to bear in mind that some of the responsibility for this should also be shared by the international donors themselves. In addition, the lack of capacity to engage that characterizes many state institutions further hampers the process of establishing effective dialogue and cooperation.

It is also important to note that during the past 14 years there has been a lack of coordination and strategic vision most players in the civil society sector, including international donors, and government institutions, as well as CSOs. For example, due to lack of effective coordination,

<sup>8</sup> More about this organization at [www.abanet.org](http://www.abanet.org)

<sup>9</sup> Similar findings were presented in "Engagement of the civil society organizations in the process of European integration" A. Vezic, Policy Development Fellowship Program 2007-2008

international donors have frequently supported similar, and, in some case, identical projects. This has meant that funds have not been used efficiently and that projects focusing on similar issues have ended up pulling in different directions because of individual donor priorities, which has hindered the development of a strategic approach to those issues in BiH. Coordination has recently been initiated between donors who support civil society initiatives in BiH. However, these initiatives are still in their early stages; a more sustained approach to coordination will be necessary to avoid these problems in the future. A good practice example of successful coordination is the donor coordination that is now taking place in the justice sector, initiated three years ago by the BiH Ministry of Justice with technical support from the British Embassy, implemented by ATOS Consulting<sup>10</sup>. The Ministry organizes semi-annual donor coordination meetings in order to establish coordination between the donors in this field and avoid potential overlapping in the activities and the projects they support.

<sup>10</sup> ATOS Consulting is French consultancy agency specialized in providing consultancy services for governments around the globe. Since 2002, it has implemented projects in the areas of security, access to justice, capacity building of the ministries and support to civil society engagement. More about this consulting agency at: [http://www.uk.atosconsulting.com/en-uk/markets/international\\_funding\\_agencies](http://www.uk.atosconsulting.com/en-uk/markets/international_funding_agencies)

Furthermore, international organizations and donors working in Bosnia and Herzegovina since the war have, to a large extent, played the role that is traditionally played by civil society - for example, engaging in policy advocacy with government and monitoring implementation of laws and strategies - which has also affected the development of a strong and capable civil society.<sup>11</sup> The same results were presented in the USAID 2008 Report on Civil Society, which said: "The strong presence of the international community, especially the OHR, sidelined the NGO community, which was rarely consulted or involved in holding BiH governments accountable and monitoring their work."

<sup>11</sup> Supporting Civil Society Engagement in the BiH State Ministries of Justice and Security First Phase Report, July 2008 <http://ukinbih.fco.gov.uk/resources/en/pdf/5707323/SCS-engagement>

This has further weakened the role of civil society and confused the government institutions' perception and understanding of civil society: a recent survey showed that government officials often equate CSOs with international organizations and donors like USAID, European Commission, et cetera.<sup>12</sup> For this reason, at this critical moment, it is essential that BiH civil society lessens its financial dependence on international donors, establishes stronger relationships with government institutions and takes a strong lead in its own development.

<sup>12</sup> Ibid, pg

## 2.2. Financing civil society in BiH

Currently, BiH is undergoing a process that all transitional countries have been through: CSOs are moving from financial dependence on international donors to relying on domestic institutions and public funds<sup>13</sup>. The process has inevitably led to the closure of some CSOs. However, the process itself is not necessarily negative, as it will lead to a positive and healthy competitiveness between organizations and improve the profile of the strongest organizations. In addition, the vast number of the organizations that are registered in BiH are active only on paper; it is inevitable that those organizations which are no longer active will close down. However, if this process of transition from financial dependence on international donors towards public funds is not transparent and systematic, it could also lead to the closure of organizations with strong capacity, and which have been active in local communities for years, serving large number of beneficiaries, and providing benefit to the society and general public. For that particular reason, it is crucial to complete this transition process in a transparent manner so that it has a positive effect on civil society development.

<sup>13</sup> The so called syndrome of dependence on international assistance in general, and in the area of civil society is elaborated by Ž. Papić, in "International Support Policies to South-East European Countries. Lessons (Not) Learned in B-H", Open Society Foundation, pp 13-23, Sarajevo 2001

There are currently three modes of financing CSOs from the public institutions' budget funds. These are: strategic, long-term, and contract. The first two modes are far better for CSOs as they ensure continual and systematic funding of organizations, while the contract presents a





transfer of the government institutions' competencies to CSOs in cases when those institutions have no capacity to provide certain services stipulated by laws and regulations.<sup>14</sup> To date, contractual financing has been the most common mode of CSO financing in BiH. A good illustration of this is the cooperation between BiH Ministry of Security and CSOs in relation to providing shelter and legal aid to foreign victims of trafficking. The Ministry has signed protocols for cooperation with six non-governmental organizations, which provide shelter to foreign victims of trafficking and legal aid for resolving their status in their countries of origin. This is a unique case of a Ministry recognizing the benefits of including a CSO in their work and making provision for that in their annual budget. The Ministry allocates financial support to each organization in accordance with the number of victims taken into each shelter. Even though this is an inspiring example of cooperation between the CSOs and a government institution, it is interesting that this Ministry recognizes service provision as the only way in which it can cooperate with civil society. Very few CSOs currently cooperate with this Ministry or with other government institutions in the field of strategy development, policy-making, capacity-building et cetera.

Systematic, planned and strategic allocation of funds would allow for the state institutions to set their objectives and priorities independently, and not have them imposed by the international community. Currently, government institutions lack the capacity and knowledge to develop this kind of allocation process, which would require strategic planning, programming and the ability to identify areas for cooperation with civil society. Having said that, once the government institutions start planning and prioritizing their support, expert CSOs should be in a position to offer their expertise to assist the institutions to do so, through capacity building and skills development or through subject area expertise. And through taking steps in this direction, both the CSOs and the government institutions could move away from the donor driven principle of setting priorities to a more demand driven and context led approach to setting development priorities for BiH in general, and for civil society development in particular.

### 2.3. The current state of civil society in BiH

Civil society in BiH is still very weak and divided.<sup>15</sup> So far, most of the obstacles that CSOs have faced have been linked to financial stability. In the NGO index of 2007, USAID states that "...Financial viability remains the biggest concern and the weakest dimension of NGO sustainability".<sup>16</sup> To be precise, past research has shown that a large number of CSOs have relied on international donors to fund their activities, without even considering applying for funds from public institutions' budgets which they deem to be inadequate. Supporting this, the USAID 2008 Report on civil society in BiH stated that "The country now has about 3,000 active CSOs engaged in several networks; however most are small and donor-driven. There has not yet been a transition from being project-based to being sustained through a focus on a specific issue or set of issues, and domestic constituencies". Unfortunately, this has led to many CSOs being constantly alert to the changing priorities of international donors and have programmed their activities accordingly. This has meant that they have often put insufficient effort into developing more sustainable organizational structures, human resources and other internal capacities.

It is evident that the majority of international donors are now withdrawing their funds from BiH and directing them towards other priority areas such as Iraq, Kosovo and Afghanistan, trusting that BiH will get enough support from the EU. The IPA funds<sup>17</sup> intended for civil society are undoubtedly significant and will contribute to civil society development. The European

<sup>14</sup> More available at: Non-governmental sector in BiH, [www.soros.org.ba/docs\\_pravo/ustav\\_txt/mr\\_fadil\\_sero\\_i\\_mr\\_milan\\_mrdja.doc](http://www.soros.org.ba/docs_pravo/ustav_txt/mr_fadil_sero_i_mr_milan_mrdja.doc)

<sup>15</sup> This was noted in the EU document: „Enlargement Strategy and Main Challenges 2007-2008” that assessed there had been a slight improvement in the BiH authorities' support to civil society development; however it noted that it is still not developed enough

<sup>16</sup> The NGO Index is a standard USAID tool for assessing NGO sustainability in the countries of Europe and Eurasia. Its methodology is standardized in all countries and consists of conducting focus group discussions with NGO experts, obtaining a country score and producing a yearly report. The NGO Index for 2007 is available at: [http://www.usaid.gov/locations/europe\\_eurasia/dem\\_gov/ngoindex/2007/complete\\_document.pdf](http://www.usaid.gov/locations/europe_eurasia/dem_gov/ngoindex/2007/complete_document.pdf)

<sup>17</sup> The IPA Fund is the newly introduced instrument of pre-accession aid for candidate countries and potential candidate countries which replaces the current CARDS, PHARE, ISPA and SAPARD programs. The IPA program was established by the EU Council Decision no. 1085/2006, and its financial value for the seven-year period is 11,468 billion Euros. The main objectives of this program are to support the candidate and potential candidate countries in their efforts to harmonize and implement EU legal requirements (Acquis communautaire), and to prepare them for the use of Structural Funds. It is divided into 5 components, of which only the first two components are intended for potential candidate countries such as BiH: 1. Transition Assistance and Institution Building, and 2. Cross-Border Co-operation (with EU Member States and other countries eligible for IPA).

Commission's (EC) approach towards civil society financing is a step forwards, because it does not focus on donor-beneficiary relations, but rather on partnership, in which civil society is seen as a bridge connecting the citizens with the EC. Still, it is interesting to compare the amount allocated to support civil society by the local institutions, and the amounts provided by the two main international donors - the EC and USAID, and by other international donors to civil society. It should be noted that in 2007, the institutions of Bosnia and Herzegovina at all government levels, allocated around 110 million KM, and around 118 million KM in 2008, for civil society support, while the two main donors together donated about 10 million KM in 2007<sup>18</sup> for the same sector. This clearly illustrates how the funds allocated by local institutions for civil society support far exceed those provided by international donors. It is clear that more effective and transparent distribution of the funds held by these local institutions would greatly reduce civil society dependence on international donors. It follows that funding CSOs from local institutional budgets should be a natural way in which to resolve the many problems relating to financing CSOs in BiH.

<sup>18</sup> 3 million Euro from IPA funds and the additional funds from USAID

It is clear then, that there is a relatively large amount of money allocated for funding CSOs in government institutions' budgets. However like the international donors, these institutions do not have a strategic and coordinated approach to the process of grant allocation. A further complication lies in the division of competencies for grant allocation to CSOs between the different levels of government in BiH. In order to maximize the impact of the funds for civil society that are allocated by the local institutions, it is therefore crucial to develop one coherent policy for allocating these funds that will be applied top-down from the state level to all other levels of government.

### 2.4. Importance of a strong and developed civil society

Civil society developed in Western Europe over the past 60 years and is continuing to develop.<sup>19</sup> In these countries, civil society is a strong sector, which along with the government and business, forms the backbone of democracy. The governments of these countries have openly recognized the advantages of a strong civil society and have therefore included civil society in their work, actively and visibly. These advantages lie in the mobility of the sector, which is free of the administrative procedures that slow down government bodies, as well as in their continuous presence in field. This facilitates better monitoring of public opinion, improved understanding of target groups and enhanced awareness of the realistic potential for change. It means that once CSOs identify an area requiring action, this action can be quick, efficient and tailored to the situation on the ground. Because of this the role of civil society in Western European countries is very strong in the areas of policy advocacy, lobbying and pressuring governments to take appropriate measures. Although the government sector controls the apparatus and legislative mechanisms to change policies, it frequently works with civil society to get a better idea of the situation on the ground. In effect, the two sectors work together in partnership towards the same goal: solving the problems of the community.

<sup>19</sup> Most of the civil society theorists agree with the fact that political transition and the establishment and legalization of democratic institutions take 6 months, developing an open economy requires 6 years, and development of the civil society lasts 60 years!

In addition, it is important to remember that, in complex societies, civil society plays a crucial role in maintaining good community relations and in preventing possible conflicts, which is also a key goal of any government, particularly in a country like BiH.





A vibrant civil society can help prevent extremism and a breakdown in relations in societies that have the diverse populations, and in which political leaders seek to manipulate support based on identity issues. Civil society organizations enable individuals to unite around different aspects of their identity, rather than just being identified by their social class, religion, political affiliation or ethnicity. Source: Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action. International Program for Gender Issues and Peace building.

The state of civil society in any country is key indicator of how democratic and open that country is. Bearing in mind the complexity of the political situation in BiH, more efforts are required to strengthen the role of civil society as a key player in establishing a more democratic society.

## 2.5. The role of civil society in BiH on the road to the European Union

Improving the role of the civil society is one of the core strategic requirements of the European Union (EU) for BiH. BiH signed the Stabilization and Association Agreement with the European Union in June 2008. The preamble of this agreement underlines the need for the greater engagement of civil society into the European integration process.<sup>20</sup> The European Partnership also highlights the role of civil society and specifies the importance of improved engagement of non-governmental organizations, civil society and local authorities in the policies and activities supported by the EU<sup>21</sup>. Only a strong and financially stable civil society can be an equal partner to the government in the European integration process. For that reason, the value and position of civil society is now being recognized by government ministries in their strategic documents, as they increasingly begin to define a positive position, at least on paper, towards the inclusion and greater engagement of civil society in their work.<sup>22</sup>

Civil society is an essential element of democratic public life a developed democracy. A strong civil society contributes to an effective state that can protect people's human rights, support economic growth, tackle corruption and provide security and basic services like education and health care. DFID Practice Paper: Civil Society and Good Governance

Experiences and lessons learned during the fifth EU enlargement<sup>23</sup> showed that civil society should and must have a key role in meeting the pre-accession requirements and, consequently, in the progress of a country towards accession to the European Union<sup>24</sup>. In some new EU member states, problems arose with the application of laws and supervision, even though all the required laws had been adopted and legislation had been harmonized with the *acquis communautaire*. To be precise, it was noted that without a strong civil sector that was able to supervise and monitor the application of certain policies and laws, especially relating to the fight against corruption and organized crime, there would be no factual enlargement or accession to the European family<sup>25</sup>. In essence, civil society is seen to serve as a corrective to work of the government. These experiences and lessons learned should be applied in the Western Balkans, including BiH and are yet another reason for insisting on improving the role of civil society in the implementation of EU reforms in BiH.

Civil society undoubtedly has an extremely important role in the process of European integration, which is one of the few areas where political consensus exists in BiH, and which also covers a large number of areas in which BiH CSOs are active. Civil society can play a number of different roles in the Accession process:

<sup>20</sup> The Association and Stabilization Agreement available at [http://www.dei.gov.ba/pdf/SSP-BiH\\_engleski\\_glavni\\_tekst.pdf](http://www.dei.gov.ba/pdf/SSP-BiH_engleski_glavni_tekst.pdf)

<sup>21</sup> Thessaloniki program for Western Balkans - European Partnership - 16 Jun 2003 Council Decision on the Principles, Priorities and Conditions Contained in the European Partnership with Bosnia and Herzegovina and Repealing Decision 2006/55/EC, Brussels, 6.11.2007

<sup>22</sup> Ministry of Justice BiH, Midterm strategic plan 2009-2011, page 26, available at: [http://www.mpr.gov.ba/userfiles/file/Strate%C5%A1ko%20planiranje/16\\_SSP\\_MP\\_BiH\\_-\\_EJ.pdf](http://www.mpr.gov.ba/userfiles/file/Strate%C5%A1ko%20planiranje/16_SSP_MP_BiH_-_EJ.pdf) Justice Sector Reform Strategy; page 34, available at: [http://www.mpr.gov.ba/userfiles/file/Projekti/24\\_SRSP\\_u\\_BiH\\_-\\_EJ.pdf](http://www.mpr.gov.ba/userfiles/file/Projekti/24_SRSP_u_BiH_-_EJ.pdf)

<sup>23</sup> The fifth and the biggest enlargement of the European Union happened on May 1, 2004, with the accession of the following 10 countries: Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia, and Slovenia.

<sup>24</sup>

<sup>25</sup> Head of the Delegation of the European Commission in BiH, Mr. Kourkoulas at the Conference "Financial Assistance in terms of IPA" held on 8th of October 2008, in Sarajevo.

- Informing and educating the public about the process of European integration
- Partaking in the pre-accession negotiation process, as well as monitoring and evaluating progress in meeting the requirements for the EU accession
- Advocating for the adoption of certain reforms, particularly those which do not have the full support of the public, but which are compulsory for meeting Accession requirements
- Encouraging better use of the EU pre-accession funds and playing a stronger role in the future use of structured funds<sup>26</sup>.

<sup>26</sup> More on CSOs' role in the European integration process is available in the "National Strategy for the Creation of an Enabling Environment for Civil Society Development 2006-2011", Office for Cooperation with NGOs, Zagreb 2005

Considering all of the above, it is essential for any government institution to recognize the positive role of civil society for the whole community, and to genuinely commit to establishing effective cooperation with civil society.

## 2.6. Results of the research

This chapter presents the research finding that were gathered through interviews with CSOs granted financial support from the BiH Ministry of Civil Affairs in 2008 and ministry officials from the BiH Ministry of Civil Affairs.

### 2.6. 1. Results of the research on the current model of funding civil society organizations from BiH governments' budgets, with a special overview of the state level from a civil society standpoint

The results of the research conducted by ATOS Consulting in the period from April to June 2008, show that all CSOs included in this research<sup>27</sup> mostly operated on funds provided by international donors, while only a few were supported by municipal authorities through the provision of free working space or small, one-off financial assistance. Most of them had never applied for grants from local authorities because they did not trust the procedure for awarding these grants, judging it to be insufficiently transparent, and subject to political affiliation, or other influence. In addition, some of the organizations indicated that they had avoided applying for local funds for CSOs, because those grants are most often allocated to war veterans or sports organizations and associations.

<sup>27</sup> This research interviewed 33 CSOs working in the fields of justice and security. Selection depended on the need to achieve a representative balance of CSOs in terms of regional spread and type of CSO, such as: watch dogs, service providers and others. More on this research can be found in the report *Supporting civil society engagement in the BiH state ministries of Justice and Security*, first stage of report (July 2008) available at <http://ukinbih.fco.gov.uk/resources/en/pdf/5707323/SCS-engagemen>

"In 2005, we answered a Ministry for Civil Affairs call for grants proposals for NGOs. We knew that we would not be awarded a grant, but we just wanted to learn the procedure. When they rejected our application, we requested from them some information on the selection criteria and the names of the Selection Committee members. As expected, we never received an answer, although we sent several requests, so we filed a suit with the Court of BiH. The case is still pending in court. "

A respondent in the research

The BiH Ministry of Civil Affairs allocated 1,150,000 KM in its 2008 budget for civil society support and the amount was distributed to 160 organizations. The guiding principle was to disseminate a large number of small grants. Allocating funds in this way inevitably raises the question of the feasibility of monitoring such a large number of projects, and evaluating their effectiveness.

Research conducted for this study of the CSOs that were awarded a grant by the Ministry of Civil Affairs of BiH in 2008 resulted in the conclusion that the whole procedure of awarding grants was unclear to CSOs. Many organizations were uncertain of their obligations towards



the Ministry, and many others underlined that the whole process was imprecise and that they were surprised to see the name of their organizations on the list of grantees, considering they did not lobby for a grant. The research showed that following the notice of acceptance of a project for funding, CSOs do not sign an agreement specifying their obligations towards the Ministry in terms of reporting and other duties. The CSOs interviewed for the research did not have any information about whether the Ministry had any obligation to monitor project implementation or whether any other body was authorized to do that monitoring and evaluation. Furthermore, CSOs explained that they were only requested to submit a financial report to the Ministry of Finance and Treasury of BiH upon completion of the project, and that they had been informed that, if they failed to comply with this request, their applications for grants in the following years would not be considered.

An additional problem is that calls for proposals published by the Ministry do not specify the limit on the amount available for projects, which means that different CSOs apply for projects with vastly differing budgets. Furthermore, there are no instructions as to which budget lines the funds are eligible for, which means that CSOs are self-governing in deciding on the use of funds. Only occasionally does an organization receive the full amount requested for their project; in most cases they receive less than required for project activities. CSOs then have to apply for additional funds to other donors in order to implement all activities and realize the project. However, it remains unclear what happens if an organization fails to raise the funds needed to finance all segments of a project and therefore fails to implement it. It remains undefined whether the money allocated by the Ministry would need to be returned or redirected to small-value projects.

Finally, some of the CSOs interviewed also mentioned that it is possible that the politicians within the Ministry decided to follow this funding allocation policy to attract the votes of a larger number of organizations by granting them at least some small funds. When asked how the situation could be improved, respondents highlighted the need for a long-term vision and the development of an extensive and efficient CSOs funding model, which would contribute to the financial stability of civil society.

## **2.6.2 Results of the research interviews conducted with representatives from the BiH Ministry of Civil Affairs**

This Ministry has been tasked with the distribution of funds to civil society since 2005 and respondents considered themselves quite familiar with civil society in BiH, its capacities, activities, strengths and weaknesses. They also deemed the process of grant allocation to CSOs to be transparent, well organized and efficient. They revealed that 320 organizations applied for funds under the public call for proposals in 2008, and grants were allocated to 161 organizations. They also identified that the main reason the Ministry decided to allocate smaller grants to CSOs was because the Ministry wished to provide financial support to as many organizations as possible, even those from smaller municipalities and communities. According to interviewees, the Ministry applies the concept of co-funding in order to encourage fundraising from other resources, and that applicants are clearly required to state all sources of funding for the project in the application form. However, they also confirmed that sometimes organizations fail to raise additional funds to fund a specific project and then they have to negotiate with the Ministry about other ways in which they can spend the grant they have been allocated. They considered that there is less opportunity for misuse of funds by a CSO if the principle of co-funding is applied. In addition, they verified that the grants they award cannot be used for operational costs; but only for the project activities. They do not have established criteria, or

any system for scoring the project applications, saying that they had tried to introduce that kind of system, but it did not prove to be the best and most objective system for selecting projects. The commission deciding on grants allocation is comprised of representatives of the BiH Ministry of Civil Affairs, the BiH Ministry of Human Rights and Refugees, and the BiH Ministry of Finance and Treasury. Interviewees said that because the commission includes members from three different ministries, there is no space for misconduct in the allocation of funds. Interviewees were generally of the impression that small organizations from smaller communities in BiH prepare better for the public call for proposals, and that the documentation they submit is correct and complete, while larger recognized organizations usually underestimate the process of applying for grants which is reflected in the quality of their applications. The commission's decision outlining selected projects is published on the BiH Ministry of Civil Affairs web page and in the Official Gazette. Organizations that applied are not informed about the decision on their application individually; neither the ones whose applications were successful, nor those whose projects were not selected for financing. Organizations whose projects are selected for financing do not sign a contract on financing.

As for reporting requirements, organizations are obliged to submit a report on how the funds have been spent to the BiH Ministry of Finance and Treasury and a narrative report at the completion of the project. Reporting templates have not been developed for the projects funded under the 2008 public call for proposals. Nevertheless, it should be noted that this Ministry is working on improving its administrative procedures: the call for proposals which opened in April 2009 now contains reporting templates. However, the issue of how to monitor and evaluate the effectiveness of about 160 projects during one year remains unresolved, particularly bearing in mind the limited human resource capacities of the BiH Ministry of Civil Affairs. Furthermore, even though relevant strategies exist at national level, such as the Strategy for Cultural Policy, the 2009 public call for proposals does not contain any recommendations to frame cultural projects in the context of this strategy.

### **2.6.3. Conclusions of the research conducted**

The results of this research conducted through interviews with representatives of the BiH Ministry of Civil Affairs and interviews with CSOs show that CSOs do not understand the process of grant allocation. Some organizations that received grants, for instance, were not aware that the Ministry would only co-fund their project, and that they need to raise additional funds from other donors in order to realize the project in full. On the other hand, the Ministry is undoubtedly starting to take some steps to clarify the process of grant allocation. In this respect it is an example to other ministries, particularly at lower levels of government, which often allocate funds without even opening a public call for proposals or going through a selection procedure, as observed by the *Government Allocations for the NGO Sector in Bosnia and Herzegovina in 2007*. SDC: 2008 study. However, the Ministry of Civil Affairs still needs to improve in many areas such as developing systems for monitoring and evaluating the projects they fund, increasing the transparency of the selection procedures, and ensuring the relevance of the projects they fund to the strategic priorities of the Ministry, and the development priorities of BiH as a whole, including EU Accession.

### **2.7. Lack of strategic vision of the ministries for cooperation with the CSOs**

It is evident that the current distribution of grants does not follow any of the strategic objectives set out by the BiH Ministry of Civil Affairs, or by any other state level Ministries. To be precise, although strategic documents do exist, the areas they cover are not priorities for grant



allocation within the public call for proposals opened by BiH Ministry of Civil Affairs. In addition, although representatives of some ministries have declared the need to involve CSOs in their work they lack knowledge about how they might cooperate with CSOs.<sup>28</sup> They also lack information about and familiarity with the CSOs that could be relevant to their work, including information about their activities and achievements. This further complicates cooperation and impacts on the effective use of state funds for CSOs. Once the state institutions become capable of identifying prospective areas of cooperation with CSOs in line with their strategic objectives, financing these activities will become much more functional and effective.

<sup>28</sup> "Supporting civil society engagement in the BiH State Ministries of Justice and Security, First phase report," Atos Consulting, 2008

Furthermore, there is no state-level strategic document referring to civil society that provides guidelines for selecting the priority areas for civil society support. This is due to the non-existence of a state level office in charge for developing civil society in BiH which could, in accordance with a thorough analysis of civil society in BiH, provide recommendations for ways in which to provide financial support for CSOs. The establishment of this office is foreseen in the Council of Ministers Agreement for cooperation with NGOs<sup>29</sup> and it is encouraging that the Delegation of the European Commission is supporting this aim. However, it remains to be seen whether any such office would have any responsibilities relating to financing CSOs.

<sup>29</sup> This Agreement is available at: [http://www.civilnodrustvo.ba/files/docs/Agreement\\_on\\_cooperation.pdf](http://www.civilnodrustvo.ba/files/docs/Agreement_on_cooperation.pdf)

For now, the only government body with explicit responsibilities for developing relations with civil society is the Sector for Civil Society within the Ministry of Justice.<sup>30</sup> The sector was set up in June 2008, with a mandate to provide analyses of civil society in BiH and to foster cooperation with governmental bodies by creating a stimulating and enabling<sup>31</sup> environment for civil society. It is only natural and logical that this particular sector should have, from the very beginning, established good relations and cooperation with the BiH Ministry of Civil Affairs in relation to the financing of CSOs. However, this sector has just recently been staffed and still lacks the competence and capacity to perform its main duties. Cooperation with the BiH Ministry of Civil Affairs is not yet feasible, but should be one of the priorities for the upcoming year.

<sup>30</sup> There are still some dilemmas about this sector because of its unclear mandate amongst international donors, especially bearing in mind the intention to set up of the office for civil society at the state level. It will be interesting to see what will happen with this Sector if this office has been established. More about this sector can be found at: <http://www.mpr.gov.ba/bs/str.asp?id=282>

## 2.8. Problem overview

It is clear that the current model for financing CSOs from public funds is not very beneficial to civil society development or to the ministries. At present, this method of funding does not support civil society development in any tangible way. Firstly, there are no specific criteria for the allocation of funds. Secondly, the principles and rules are not clearly set and the purpose of providing financial support is not defined. Finally, the process involves too much politics and lobbying and no planned and systematic analysis. Added to this, there is no monitoring of the projects' implementation that could prove the success or failure of the projects, or lead to improvements in funding allocation in following years. All this has resulted in less trust in the relevant government institutions, their work and methods of fund allocation.

<sup>31</sup> An enabling environment is the one that enables and does not control, which guarantees the independence of CSOs. As the Ljubljana Declaration states, an enabling environment means more than just creating a legal and fiscal framework. It is not enough to meet European standards for civil society. In fact, there is not one European model; instead there exist a series of different standards.

Large amounts of money are wasted, while the effectiveness of the projects and their broader impact are never assessed. Moreover, it is unlikely that BiH, or even any other economically more stable and stronger country, can afford to allocate such large amounts of money without any evaluation or efficiency assessment of projects they fund and their effect on society.

On the other hand, ministries are losing out on the expertise that CSOs could provide in furthering the implementation of some of their strategic goals, because their strategic goals are not at all connected with the way they allocate funds to civil society. Also, in cases where a



ministry has some competencies which it has no capacity to implement, but which could be delegated to relevant CSOs, ministries are still not making a clear link between these and their criteria for funding allocation. That link would increase cooperation between the governmental and non-governmental sector and ensure financial support to CSOs in exchange to their services.

With this current model of funding, the transition from dependence on international donations to efficient and effective financing from the local institutions budgets is quite impossible and destined to fail. In addition, there is no mention of the impact of public funding on civil society development, quite the opposite. Therefore, it is necessary to make this process more transparent and effective, with no involvement of the politics or personal relations, so as to ensure the long-term financial stability of the organizations.

### **2.9. Regional example: How Croatia has developed relations between the government and the civil society, and the issue of financing civil society organizations from the state budget**

The best example of how to develop relations between the government and civil society, and of how to organize public sector funding of CSOs in ex-Yugoslavia, is provided by Croatia.

#### **Office for Cooperation with NGOs**

The Government Office for Cooperation with NGOs<sup>32</sup> was founded by the Croatian Government in 1998 with the aim of performing expert work to create conditions for cooperation and partnership with civil society in Croatia. The main driver behind the establishment of this body in Croatia was EU accession. The Office is an independent administrative body under the direct authority of the Vice-President of Croatia. In addition to its role in development and strengthening civil society, the Office also serves as a direct communication channel between the government and civil society. Within its wide scope of activities, the Office is responsible for the implementation of the National Strategy for the Creation of an Enabling Environment for Civil Society Development<sup>33</sup> and for creating and proposing new legislative frameworks for civil society, as well as for the design of programs and recommendations for financing the activities of civil society organizations from the state budget, other public funds, and the European Union pre-accession funds. The Office supports the implementation of projects supporting the development of civil society, which are funded by the European Commission programs through the Central Finance and Contracting Unit of the Ministry of Finance. In addition, one of the tasks of this Office is to assess the position of civil society and make decisions on the priority areas for support, in accordance with its findings and analysis.

<sup>32</sup> More about the Office at: <http://www.uzuvrh.hr/defaulteng.aspx>

<sup>33</sup> It is interesting to note that this Office developed the National Strategy for Creation of an Enabling Environment for Civil Society Development 2006 - 2011 only in 2006, because it was deemed that gaining familiarity with the civil society sector and establishing the credibility of the Office and the civil society sector were prerequisites for developing a relevant strategy.

<sup>34</sup> The Code was developed by the Office in early 2007 to define basic standards and principles of conduct for the Croatian government's administrative offices in the process of grant allocation, as well as to establish basic benchmarks for financing and to outline the competencies of the Council for Civil Society Development in relation to the monitoring, analysis and evaluation of allocations from the state budgets to civil society organizations. This Code is available English at: [http://www.uzuvrh.hr/UserFiles/Code%20of%20good%20practice\\_SG-MDx3.pdf](http://www.uzuvrh.hr/UserFiles/Code%20of%20good%20practice_SG-MDx3.pdf)

Between 1998 and 2003, this Office was tasked to manage the allocation of state funds to CSOs in order to make this process of allocation more uniform and transparent. The Office managed the procedure of public calls for proposals and accepted and reviewed applications for procedural requirements. They also assisted the relevant state ministries to establish expert boards to evaluate applications. At the same time, the Office trained the state ministries to apply transparent processes of fund allocation and gradually delegated the competency to finance civil society to the relevant state ministries. The role of the Office significantly changed after 2003, when a more decentralized model of financing was adopted. The main responsibility over financing civil society from state budget funds now lies with the ministries, in accordance with a Code of Good Practice, Standards and Benchmarks for the Allocation of Grants for the Programs and Projects of NGOs<sup>34</sup>, while the Office remains responsible for monitoring and





coordinating fund allocation by the different ministries. In essence, the Office spent its first five years making the process of allocating funds from the different national administrative bodies more uniform, effective and transparent.

Until 2007, the Office was mainly focused on monitoring civil society financing through state level funds. However, given that two thirds of the funds that are granted to civil society organizations come from cantonal and municipal levels, the Office is currently expanding its role of monitoring and coordination to the lower levels of government. The Office maintains a database of all projects that have been allocated grants from the state budget in order to achieve greater transparency and better coordination of projects by state institutions.

### **Council for Civil Society Development**

The Council for the Development of Civil Society<sup>35</sup> is an advisory and expert body of the Croatian Government, with competences relating to issues directly or implicitly affecting civil society. The Council includes representatives of civil society and government, as well as three civil society experts in the areas of international co-operation, cross-sectoral co-operation and the European accession process. The Council is tasked with the continuous monitoring and analysis of public policies, and providing opinions and recommendations on draft regulations referring to civil society. In addition, the Council gathers and analyzes annual reports from the state administrative bodies on awarded grants and advises on the programming and establishment of priorities for EU pre-accession programs and funds.

<sup>35</sup> More about the Council is available at: <http://www.uzuvrh.hr/page.aspx?pageID=75>

### **National Foundation for Civil Society**

In addition to the above mentioned institutions, the Croatian Government has also set up the National Foundation for Civil Society<sup>36</sup>. It is a public foundation established by a special act passed by the Croatian Parliament on 16 October 2003, which encourages the development of civil society, promotes philanthropy, and supports cooperation and links between CSOs. It also develops and finances civil society projects, using funds from the national lottery. The Foundation provides expertise and funding for programs supporting and initiating the sustainability of civil society. Its projects are financed from the state budget funds, through a percentage of the income gathered from games of chance and competitions and from founding capital, donations and other income. However, the Foundation does not only rely on state budget funds, but now seeks other sources of funding. Its founding capital of 2 million Kuna has increased over the years to 39.04 million Kuna, confirming its success. In the 4-year period after its establishment, the Foundation has awarded 878 grants for civil society organizations' projects through tenders and calls for proposals.

<sup>36</sup> More about the Foundation is available at: <http://zaklada.civilnodrustvo.hr/front-page>

The Foundation also cooperates with the business sector, state administrative bodies and civil society. To the business sector, it promotes the idea of and opportunities for providing philanthropic donations to civil society programs working for the general benefit and, by informing them about the legal framework for donations and related tax breaks, it motivates larger contributions. It also respects the transparency of each donation from the business sector. Cooperation with the government administrative bodies has been established primarily through professional training and education of government representatives about the benefits of a strong and developed civil society and of finding common models of cooperation between the government and non-governmental sector. The Foundation also delivers trainings for civil servants on strategic planning of priorities in the development of the community and good management. In cooperation with the government administrative bodies, the Foundation drafts

standards and procedures for the allocation of funds from the state and local budgets aimed at supporting CSO programs and projects, in accordance with international standards and the principles of openness to the public and responsibility in the allocation and use of public money. The Foundation and the CSOs jointly work on building the capacity of CSOs and the application of standards and good practice examples in cross-sectoral cooperation amongst civil society organizations at local, regional and national levels, as well as linking CSOs with international donors. Furthermore, the Foundation initiates cooperation and networking amongst civil society organizations at all levels in Croatia, as well as on a European and international level, and supports the creation of a platform of civil society donors in Croatia. In order to increase the transparency of CSO projects and their influence on decision-makers, the Foundation also ensures media presence and awareness of other sectors of civil society activities. It is important to emphasize the role of the Foundation in stabilizing civil sector development and preventing the negative trend of some CSOs shutting down due to a crisis in funding at the critical point when international donors left, their donations decreased and funding structures generally changed and were reorganized.

In the first four years of operation, the work of the Foundation and the scope of its activities developed to such an extent that plans were developed to decentralize and transfer Foundation competencies to lower administrative and territorial units. This process is currently underway.

### 3. Policy options

This chapter presents two possible policy options that resulted from the research, their advantages and limitations.

#### 3.1 Policy Option 1: Keep the current institutional and legal framework for funding civil society organizations, with significant adjustments

This option suggests keeping the current institutional framework and competencies for allocating funds from state level, however, with significant adjustments. It is suggested that the BiH Ministry of Civil Affairs could make significant changes to its model of grants allocation in order to facilitate the establishment of a functional and efficient CSO funding model. This would mean that financing on the state level would remain within the competence of the Ministry of Civil Affairs, however with the following changes to its processes and procedures:

- The Ministry needs to specify a limit on the value of projects that can be submitted in accordance with its call for proposals.
- The Ministry needs to adopt a policy of “smaller number of projects – larger amounts allocated”.
- The Ministry should develop criteria for funding CSOs which are in line with its strategic plans and objectives and with the strategic development objectives of BiH more generally. Taking into account that a good number of strategic plans cover periods from two to five years, CSO activities in priority areas could be covered for the relevant period of time, which would also ensure some financial stability for the CSOs in question.
- In determining funding priorities, the Ministry should identify weak and underdeveloped areas of the civil society, and invest more in these areas to stimulate development of all areas of civil society.



- In order to establish accurate funding priorities, Ministry staff should be informed about the civil society sector and how to cooperate with it, as well as about the relevant strategic objectives that impact on programming funds for CSOs, for example through trainings, workshops and public campaigns.
- The Ministry should send a written notice to all applicants to the public tenders informing them of whether or not their application was successful.
- The Ministry should sign contracts for financial support with all organizations that receive grants for projects and programs.
- The Ministry should improve its procedures for monitoring and evaluating the implementation of the projects it funds.
- The Ministry needs to hire more qualified personnel, experienced in monitoring and evaluating the funded projects or perhaps outsource this competency to external evaluators.

The limitation of this option is that apart from creating a set of criteria and rules for distributing grants to CSOs, and making additional efforts to improve the grant allocation and implementation process, it would still be very difficult to avoid the situation where allocations are made based on personal and political connections. As there are considerable incentives for misconduct in this process, it is very difficult to prevent it. Another limitation of this option is that it would enable improvements in the procedure for grant allocation in the BiH Ministry of Civil Affairs only, but it would not contribute to the creation of a uniform procedure for the allocation of funds at all levels of government in BiH.

A third limitation of this option is that it would place an additional burden on the budget to employ additional staff in the BiH Ministry of Civil Affairs to perform monitoring and evaluation of projects, since the Ministry of Civil Affairs of BiH is currently under-capacitated to execute these activities. At present, this is neither realistic, nor feasible.

### **3.2. Policy Option 2: Establish the Office for cooperation with the non-governmental sector within the Council of Ministers of BiH and assign competency for CSO financing to this Office**

This option foresees that the Office for cooperation with the non-governmental sector<sup>37</sup> that is to be established within the Council of Ministers of BiH should be responsible for CSO funding from the state budget. This would enable the creation of a systematic approach to the support, development and financing of civil society in BiH. The Office would be tasked to approve all grants from pre-accession funds intended to support civil society organizations. The aim would be to increase the transparency of funding for the civil society sector, use objective selection criteria and introduce obligatory public calls for proposals and tenders at all levels of government in BiH. In this way, it would be natural that this Office should initially be in charge of the whole process of CSO funding not only from the state budget, but also from the budgets of lower level governments, since most of the funds for civil society support come from these levels. We are very much aware that it is neither technically, nor politically, feasible to centralize the allocation of financial assistance from all levels of the government in BiH to the Office. Therefore we recommend that this Office should, in its initial phase only be in charge of grants coming from state and, if possible, entity level. It is envisaged, however, that the Code of financing that would be developed by the Office, would also be applicable to the lower levels of government. After that, the Office would harmonize the procedures for allocating CSO grants at state and, ideally, entity level and develop the capacity of the relevant state and

<sup>37</sup> The Agreement on cooperation between the Council of Ministers of BiH and the non-governmental sector has given this Office this name.. We deem that it is not the best name, because that body would need to cooperate with civil society as a whole, not just with NGOs.. However, the terms NGO and CSO are sometimes used interchangeably, particularly in BiH, so we have kept this title when developing this policy option.

entity institution to award grants in compliance with the Code. When this had been done, the Office could hand back allocation responsibility to the state and entity institutions and focus on monitoring and evaluating the implementation of the Code by all levels of government in BiH.

In developing the system for grant allocation and implementation, the Office could consider some of the recommendations made above in relation to the first policy option.

Considering the results of the research conducted in developing this paper, together with the analysis of the studies dealing with similar issues that are mentioned in this paper, it can be concluded that establishing a coordination body similar to the Office for Cooperation with NGOs in Croatia would be of great significance to BiH. Such a body would:

- contribute to the establishment of a more consistent and coordinated process of CSO grant allocation at all levels of government;
- increase the transparency and efficiency of the administrative bodies that allocate grants;
- provide a clearer picture of which CSOs are being funded by which government body to do what work; and therefore
- reduce the likelihood of wasted or inappropriately allocated funds and of funds being allocated by more than one government body to fund the same activity.

Bearing in mind that the most funds are allocated by the lower levels of government, particularly at municipal level, it would be crucial to assign responsibility over the funds coming from these levels of government to this single coordinating body. Ideally, in order to support this coordinating body, each ministry at all levels of government which has had some responsibility for allocating grants to civil society should designate a person or departments that would liaise with this coordinating body.<sup>38</sup> As in Croatia, it is envisaged that, once uniform and coordinated procedures for allocating and implementing public funded funds to CSOs have been established, and the capacity of the local government institutions to manage these processes has been improved, a more decentralized approach could, once again, be adopted.

<sup>38</sup> It could be assumed that the existing Sector for Civil Society within the Ministry of Justice of BiH could assume that role within that ministry.

### 3.3. The optimal policy option

Following the research conducted in developing this paper, it can be concluded that the most efficient option for resolving the problem of CSO funding at state level, as well as at other levels of government in BiH, is the second option, in which CSO financing would be coordinated by the Office for cooperation with the civil society that should be established within the Council of Ministers of BiH. As in Croatia, this Office, as the centre of government expertise on civil society development, could also be responsible for managing IPA funds allocated to civil society.

## 4. Recommendations

The research conducted in developing this paper shows that, as a general recommendation, it is essential to establish a state level independent body responsible for providing more systematic support to civil society and for establishing better relations with the government. Until then, the competencies for allocating state level funds should remain with the BiH Ministry of Civil Affairs, which should make significant changes to the grant allocation and implementation process and procedures. This should be regarded as an intermediate solution, until the



establishment of the Office for cooperation with the nongovernmental sector at the level of the BiH Council of Ministers. The following specific recommendations would apply once that Office has been established.

**Recommendations relating to the new Office for cooperation with the non-governmental sector within the Council of Ministers of BiH:**

1. Ensure transparency in decision-making and grant allocation, to include:
  - Project selection criteria, as well as a points system. Scoring of specific criteria should be clearly defined and stated in all calls for proposals.
  - Set a limit on the value of projects that CSOs can submit for funding in each call for proposals and create a system that is aimed at providing larger amounts of funding for a smaller number of organizations. Ideally, grants should either cover all of the project activities outlined in the application, or make co-funding a clear requirement in the call for proposals, so as not to risk the chances of implementing the projects which are awarded funds.
2. Assure that projects funded by BiH institutions draw on the strategic plans of ministries and the development priorities of BiH as a whole, in order to enable better coordinated and strategic projects and improved cooperation between CSOs and the relevant institutions.
3. Design a Code of Good Practice, Standards and Benchmarks for the Allocation of Grants for the Programs and Projects of NGOs applicable to all government institutions in BiH and the Office for cooperation with non-governmental sector in the process of grant allocation.
4. Assign clear responsibilities for monitoring, analysis and evaluation of financing CSOs from public budgets at all levels of government in BiH.

**Recommendations relating to ministries at all levels of BiH government:**

1. Provide more information to the ministries at all levels of government about civil society in general, but also about the benefits they can gain from improved cooperation with civil society and possible modes of future cooperation.
2. Build the capacity of the ministries' representatives to apply strategic thinking and identify potential areas of cooperation with the civil society, that would allow for joint activities based on partnership and other types of cooperation.
3. Designate one point person for CSOs or set up a department for civil society within each of the ministries which actively work with or support CSOs, with responsibility for working with the Office for cooperation with the nongovernmental sector.

**Recommendations that affect development of the civil society:**

1. Develop a coherent state development policy for civil society that will be a guide for all actions concerning civil society and its funding .
2. Encourage capacity development of CSOs in sectors where CSOs are currently underrepresented or weak, so that they are better able to play a strategic role in the development of those sectors.

## 5. Conclusion

Civil society is the backbone of any democratic and open society. The question of how to fund civil society and its development from the budgets of local institutions in the most effective and strategic way is currently a controversial question in BiH, and needs to be addressed now.

It should be addressed in a responsible and serious manner, with an eye on the political and social reality in BiH. CSO funding must be conducted in a transparent way that minimizes any possible malpractice in the selection process, and also builds confidence of citizens in the institutions that fund civil society. It should also be conducted in a strategic way, so that it positively influences the development of civil society in BiH, and also plays a role in helping the BiH institutions to achieve their strategic goals.

We are aware that the preferred policy option outlined in this paper – the temporary centralisation of state level funding for CSOs in a new Council of Ministers Office for cooperation with the nongovernmental sector - would entail significant changes to the current system of financing civil society. It is inevitable that there would be considerable resistance to this from some of the state institutions that currently have CSO funding within their remits, and perhaps from lower levels of government, and some CSOs too. However, the introduction of a more streamlined, effective and transparent system for financing civil society organizations from the public budgets is one of the priorities of the European Union, and would be advantageous to all parties, including the BiH institutions, CSOs and the beneficiaries of their projects.

### Bibliography

1. Agreement on Cooperation between the Council of Ministers of BH and the Non-Governmental Sector in Bosnia and Herzegovina, Sarajevo, December 2007
2. Analysis of institutional cooperation between governmental and nongovernmental sectors in Bosnia and Herzegovina. available at: <http://www.kronauer-consulting.com/download/analiza-en.pdf>
3. *"Civilni dijalog"* Ured za Udruge, Zagreb 2007
4. Code of Good Practice, Standards and Benchmarks for the Allocation of Grants for the Programs and Projects of NGOs, available at: [http://www.uzuvrh.hr/UserFiles/Code%20of%20good%20practice\\_SG-MDx3.pdf](http://www.uzuvrh.hr/UserFiles/Code%20of%20good%20practice_SG-MDx3.pdf)
5. Communication from the Commission to the European Parliament Enlargement Strategy and main Challenges, Brussels, 6.11.2007, COM(2007) 663 final
6. Council Decision on the Principles, Priorities and Conditions Contained in the European Partnership with Bosnia and Herzegovina and Repealing Decision 2006/55/EC, Brussels, 6.11.2007.
7. DFID Practice Paper: Civil Society and Good Governance, September 2007,
8. Government Allocations for the NGO Sector in Bosnia and Herzegovina in 2007. SDC: 2008, Swiss Agency for Development and Cooperation (SDC)
9. Inclusive Security, Sustainable Peace: A Toolkit for Advocacy and Action. International Program for Gender Issues and Peace building
10. Justice Sector Reform Strategy; available at: [http://www.mpr.gov.ba/userfiles/file/Projekti/24\\_\\_SRSP\\_u\\_BiH\\_-\\_EJ.pdf](http://www.mpr.gov.ba/userfiles/file/Projekti/24__SRSP_u_BiH_-_EJ.pdf)
11. Mid-term strategic plan of the Ministry of Justice of Bosnia and Herzegovina, 2009-2011, available at: [http://www.mpr.gov.ba/userfiles/file/Strate%C5%A1ko%20planiranje/16\\_\\_SSP\\_MP\\_BiH\\_-\\_EJ\\_.pdf](http://www.mpr.gov.ba/userfiles/file/Strate%C5%A1ko%20planiranje/16__SSP_MP_BiH_-_EJ_.pdf)
12. *"National Strategy for the Creation of an Enabling Environment for Civil Society Development 2006-2011"*, Office for Cooperation with NGOs, Zagreb 2005
13. NGO Index 2007, USAID





14. "NGO Sector in BiH", Open Society Fund, SOROS, page 13-23, Sarajevo 2001, [www.soros.org.ba/docs\\_pravo/ustav\\_txt/mr\\_fadil\\_sero\\_i\\_mr\\_milan\\_mrdja.doc](http://www.soros.org.ba/docs_pravo/ustav_txt/mr_fadil_sero_i_mr_milan_mrdja.doc)
15. Stabilization and Association Agreement available at <[http://www.dei.gov.ba/pdf/SSP-BiH\\_engleski\\_glavni\\_tekst.pdf](http://www.dei.gov.ba/pdf/SSP-BiH_engleski_glavni_tekst.pdf)>
16. "Supporting civil society engagement in the BiH State Ministries of Justice and Security, First phase report", Atos Consulting, 2008
17. Singleton, Jr., Royce A. Straits, Bruce C. (2005). "Approaches to Social Research". 4rd. Ed. Oxford: Oxford University Press.
18. .Papic,Z.,*"Politike međunarodne podrške zemljama jugoistočne Evrope, (ne)naučene lekcije u Bosni i Hercegovini"*, Fond otvoreno društvo Soroš, Sarajevo 2001
19. USAID Civil Society report, 2008
20. Vezic,A. "Engagement of the civil society organizations in the process of European integration" Policy Development Fellowship Program 2007-2008
21. Delegation of the European Commission in BiH, Head of the mission Mr. Kourkullas at conference:" Financial Assistance in terms of IPA" held 8. October 2008. Sarajevo

#### **Web pages:**

- <[www.abanet.org](http://www.abanet.org)>, Retrieved on 22.02.2009
- <[http://www.uk.atosconsulting.com/en-uk/markets/international\\_funding\\_agencies](http://www.uk.atosconsulting.com/en-uk/markets/international_funding_agencies)>. Retrieved on 16.01.2009
- <<http://www.uzuvrh.hr/defaulteng.aspx>>
- <<http://www.uzuvrh.hr/page.aspx?pageID=75>> Retrieved on 11. 003.2009
- <<http://zaklada.civilnodrustvo.hr/frontpage>> Retrieved on 15.03.2009
- <<http://www.mpr.gov.ba/bs/str.asp?id=282>>, retrived 22.02.2009

## Appendix 1.

### QUESTIONNAIRE

on financing civil society organizations from BiH public institutions' budgets

This questionnaire has been drafted for the purpose of the research “Funding Civil Society Organizations from BiH government budgets – a case study of the BiH Ministry of Civil Affairs” conducted within the Policy Development Fellowship Program 2008, funded by the Open Society Fond BIH.

The purpose of this questionnaire is to illustrate the attitudes of civil society organizations to the process of allocating funds from the budgets of local public institutions and their opinions about the major obstacles to providing efficient and systematic support to the civil society.

The questionnaire is anonymous and intended only for the civil society organizations that were granted financial support from the Ministry of Civil Affairs in 2008. The questions address particular issues relating to the grant awarding process.

Please read each of the questions carefully and then respond.

The results of this questionnaire will be used for the purpose of this research only.

Thank you very much for your time and cooperation.



Date of the interview	Name of the Organization (optional)

1. Is this the first time you have applied for funds allocated from the local public institutions' budgets? If no, please list the calls you have applied for earlier and the dates?

---

---

---

---

---

---

---

---

2. What are your experiences with applying for calls for grant proposals opened by the local institutions in general?

---

---

---

---

3. How were you notified by the Ministry of Civil Affairs that you had been granted the funds for your project?

---

---

---

---

4. Are you familiar with the criteria and rules for grant allocation?

YES

NO

PARTLY

5. Have you signed a Funding Contract with the Ministry?

YES

NO

I DON'T KNOW

6. Have you received the full amount of grant you applied for? If not, have you been informed about the type of expenditures, i.e. which project activities you should use the funds for?

---

---

---

7. Are you familiar with your obligations towards the Ministry of Civil Affairs in terms of reporting? What are your obligations?

---

---

---



---

---

---

8. Are you aware of the monitoring and evaluation procedures that the Ministry of Civil Affairs is to perform on your project?

---

---

---

---

9. Do you consider the grant allocation process as transparent enough?

YES

NO

I DON'T KNOW

10. What needs to be changed in order to make the process of grant allocation more transparent?

11. What are your suggestions for the more efficient and systematic regulation of the grant allocation process at state level?

THANK YOU FOR YOUR COOPERATION

## Appendix 2. List of CSOs granted financial assistance from the Ministry of Civil Affairs in 2008

Na osnovu člana 17. Zakona o Vijeću ministara Bosne i Hercegovine («Službeni glasnik BiH» br. 30/03, 42/03, 81/06, 76/07, 81/07, 94/07 i 24/08), člana 15. stav (2) Zakona o budžetu institucija Bosne i Hercegovine i međunarodnih obaveza Bosne i Hercegovine za 2008. godinu («Službeni glasnik BiH» broj 17/08) i člana 8. stav (3) Odluke o kriterijima za dodjelu grant podrške neprofitnim organizacijama i pojedincima za 2008. godinu («Službeni glasnik BiH» broj 39/08), Vijeće ministara Bosne i Hercegovine, na prijedlog Ministarstva civilnih poslova, na 54. sjednici održanoj 03. 07. 2008. godine, donijelo je

### ODLUKU

o dodjeli grant podrške neprofitnim organizacijama i pojedincima za 2008. godinu

#### Član 1.

(1) Ovom Odlukom dodjeljuju se sredstva grant podrške za 2008. godinu sljedećim subjektima:

1.	Dnevni centar za stare osobe Banja Luka	Dnevni centar za stare osobe	<b>5.000 KM</b>
2.	Udruženje "Kupujmo i koristimo domaće-kvalitetno proizvedeno u BiH" Sarajevo	Zdravo i poslovno okruženje i razvoj bh privrede	<b>5.000 KM</b>
3.	Fondacija "Iskra Znanja" Sarajevo	Međunarodni festival "Iskre znanja 2008."	<b>6.000 KM</b>
4.	Ferijalni savez u BiH Sarajevo	Obezbjedivanje povlastica za imaoce omladinskih kartica EURO>26, ISIC i FS BiH	<b>10.000 KM</b>
5.	Udruženje "H.O. Međunarodni forum solidarnosti" Gračanica	Međunarodni radni kamp za mlade Franko Betoli "Srebrenica put ka novoj Evropi"	<b>10.000 KM</b>
6.	Udruženje terapije bola u BiH Sarajevo	Internacionalni Edukacioni kurs iz terapije bola u 4 grada-Prijedor, Brčko, Jajce, Konjic	<b>5.000 KM</b>
7.	Bošnjačko KUD "Behar" Maoča Brčko	IV Međunarodna smotra folklora Maoča 2008.	<b>5.000 KM</b>
8.	Banjalučke mažoretkinje-Primerica ML Laktaši-Banja Luka	Međunarodni festival mažoretkinja	<b>5.000 KM</b>
9.	Udruženje "Obrazovanje građi BiH Sarajevo	Učimo o ljudskim pravima	<b>9.500 KM</b>
10.	Fuad Abdullah Seferagić	TV SPOT za XVIII festival islamske duhovne pjesme Istanbul	<b>2.000 KM</b>





11.	Centar za djecu sa višestrukim smetnjama "Koraci nade" Tuzla	Moja porodica i ja	5.000 KM
12.	Humanitarna organizacija "Partner" Banja Luka	Jačanje sposobnosti omladine za uočavanje ključnih pitanja za osobe sa invaliditetom	4.000 KM
13.	Udruženje omladine sa invaliditetom "Infopart" Banja Luka	Moj asistent	5.000 KM
14.	Udruženje altruista za pomoć osobama sa mentalnom retardacijom "Svjetlo" Sarajevo	Volonterizam u BiH Konferencija	10.000 KM
15.	Udruga pisaca "Široki pogledi" Široki Brijeg	Osnivanje časopisa za osnovno obrazovanje	4.000 KM
16.	Udruženje likovnih umjetnika "Krušnica" Bosanska Krupa	Likovna kolonija Bosanska Krupa	3.000 KM
17.	Udruženje muzičkih umjetnika RS Banja Luka	Klasika za vas	10.000 KM
18.	Udruženje KUD "Bratstvo" Ripač Bihac	Međunarodni festival folkloru Ripač 08 Međunarodni festival smotra narodnih bošnjačkih igara Novi Pazar 08	5.000 KM
19.	Udruženje "Istina za pravdu" Tuzla	Istorijsko-dokumentacioni centar	5.000 KM
20.	UAKUD u BiH Sarajevo	Jačanje KUD amaterizma u BiH	5.000 KM
21.	Medžlis islamske zajednice Ključ	Kulturno-vjerska manifestacija Dovište Ključ	5.000 KM
22.	NVO "Budi moj prijatelj" Sarajevo	Kreiranje uslova za demokratsko učešće romske populacije na Lokalnim izborima 08	5.000 KM
23.	Udruženje "Bosanski savjet za pomoć" BOSPO Tuzla	Podrška radu državnog Koordinacionog tijela za implementaciju i monitoring Akcionog plana za rješavanje problema Roma	5.000 KM
24.	Omladinska informativna agencija OIA	Informisanje i socijalna inkluzija mladih u BiH	5.000 KM

25.	Udruženje postdiplomaca i magistara RS Banja Luka	Mapiranje tržišta rada mladih BiH	30.000 KM
26.	NVO "Djeca-stubovi svijeta" Sarajevo	Mi djeca BiH , u BiH i dijaspori	7.000 KM
27.	Savez odreda izviđača Kantona Sarajevo	Takmičenje poletaraca "Osvoji zvijezde"	5.000 KM
28.	Unija studenata Univerziteta "Džemal Bijedić" Mostar	Uspostavljanje i jačanje studentskog informativnog centra	5.000 KM
29.	Asocijacija za Kulturu, Obrazovanje i Sport Zenica	Posjetiteljska karavana povratnicima	5.000 KM
30.	Fondacija za kreativni razvoj Sarajevo	Mediji za socijalnu uključenost mladih-ekranizacija omladinskog sektora u BiH	7.000 KM
31.	JU OŠ "Gornje Prekounje Ripač-Bihać	Romi u nastavi Pomoć djeci sa posebnim potrebama	10.000 KM
32.	Centar za rehabilitaciju ovisnika o psihoaktivnim supstancama- "CROPS" Lukavac	Program prevencije ovisnosti, razvijanje svijesti o posljedicama opojnih sredstava	5.000 KM
33.	Udruga roditelja za borbu protiv ovisnosti Mostar	Grupe za podršku roditelja i članovima obitelji i lokalne SOS telefonske linije	2.000 KM
34.	Udruga unisport "Sporty" Ljubuški	Univerzalna sportska škola	3.000 KM
35.	Udruženje distrofičara Dobo	Znanjem gradimo budućnost	3.500 KM
36.	Caritas Biskupske konferencije BiH Sarajevo	Razvoj struktura kućne njege u BiH	10.000 KM
37.	SPKD "Prosvjeta" Pale	Balkanski festival frule 2008.	10.000 KM
38.	Udruženje slijepih građana u BiH Sarajevo	Podrška djelovanju i proritete aktivnosti	25.000 KM
39.	Izbjeglički servis za povratak-RRS Drvar	Kulturno ljeto Drvar 2008	30.000 KM
40.	Udruženje geologa BiH Sarajevo	III Savjetovanje geologa BiH sa međunarodnim učešćem	5.000 KM
41.	Caritas Biskupije Banja Luka	Kućna njega starih i nemoćnih osoba	7.000 KM
42.	Srpska pravoslavna	Promocija vjerskog i	25.000 KM



	crkvena opština u Sarajevu-Saborna crkva	pokloničkog turizma u BiH i Projekat Biblioteka sa Klubom mladih i volonterskim klubom	
43.	KUD "Romanijska vrela "Mokro"	Priprema obrada i licenciranje koreografije igara sarajevsko-romanijske regije	3.000 KM
44.	UG Viakult Office Sarajevo	5 Kids Festival Sarajevo	5.000 KM
45.	Savjet mladih u BiH Sarajevo	Omladinski aktivizam u FBiH i RS	5.000 KM
46.	Humanitarno-karitativna organizacija "Kruh Sv. Ante" Sarajevo	Medicinska pomoć djeci sa posebnim potrebama i starim i nemoćnim osobama	34.274 KM
47.	Partnerski omladinski pokret Banja Luka	Ex-Yu Rock festival Krupa na Vrbasu	5.000 KM
48.	Albansko kulturno društvo "Besa" Sarajevo	Izdavanje bosansko-albanskog rječnika	2.000 KM
49.	H.O. "Alfa" Bihać	Edukativno-kreativni centar za mlade, romske zajednice Bihać	2.000 KM
50.	Udruženje građana Veronikin rubac Banja Luka	Pomoć u kući trećoj životnoj dobi	5.000 KM
51.	MDD "Merhamet" Doboj	Pomoć nepokretnim osobama koji žive sami	10.000 KM
52.	Univerzitetski klub malog fudbala "Student" Banja Luka	Univerzitetski sportski program	5.000 KM
53.	Udruženje "Žena BiH" Mostar	Mali telefon-dječiji SOS telefon	5.000 KM
54.	Udruženje "Asocijacija studenata Srebrenice" Srebrenica	Podrška mladim povratnicima u ruralnim sredinama Srebrenice	5.000 KM
55.	UGM "Sumeja" Tuzla	Magazin za ženu i porodicu "Bosanska sumeja"	3.000 KM
56.	U.G. Bosanske Krajine Sarajevo	Povratak izbjeglih i raseljenih lica "Održivi povratak"	5.000 KM
57.	Hrvatska kulturna zajednica u FBiH Mostar	Knjiga "Narodni plesovi, pjesme i običaji Hrvata Srednjobosanskog područja"	5.000 KM

58.	U.G. Majka Terezija Vareš	Pružena ruka	5.000 KM
59.	Udruženje gluhih i nagluhih kantona Sarajevo	Učešće na kampu EU gluhe omladine "EUDY" kamp Beograd	2.000 KM
60.	UHD "Bosanske rukotvorine"-BH crafts Tuzla	Čuvari starog zanatstva-znanje-promocija i zaštita kulturnog naslijeđa u BiH	3.000 KM
61.	Studentska mreža Erasmus-Erasmus students network Sarajevo	Jugoistočna evropska konferencija (South Eastern Platform-Sarajevo)	4.000 KM
62.	SOS telefon 1209 Kasindo, Istočno Sarajevo	Međunarodni projekat: Jedinstveni evropski broj SOS telefona u 40 zemalja	7.000 KM
63.	Međunarodni forum Bosna Sarajevo	International Conference on Unit and Plurality in Europe Mostar	10.000 KM
64.	Triatlon asocijacija u BiH Sarajevo	V Međunarodni triatlon kup "Kulin Ban Boračko jezero 2008"	10.000 KM
65.	Islamic Relief BiH Sarajevo	Školski pribor za djecu bez jednog ili oba roditelja	10.000 KM
66.	U.G. Naša realnost Sarajevo	Dokumentarno-humani TV serijal "Naša realnost"	5.000 KM
67.	Udruženje žena oboljelih od karcinoma dojke "Gea" Bijeljina	Edukacijom protiv raka dojke	5.000 KM
68.	Dis-Pozorište mladih Banja Luka	FAMA BiH (Festival amaterske monodrame BiH) Banja Luka	5.000 KM
69.	Udruženje Građanki "Lasta" Drvar	Družimo se zajedno	5.000 KM
70.	Ars Aevi Sarajevo	Podrška godišnjoj aktivnosti Ars Aevi-Art depo Ars Aevi-prezentacija promocija i zaštita kolekcije Ars Aevi	10.000 KM
71.	Koordinaciono odbor mladih u BiH Sarajevo	Koordinacija studentskih unija	10.000 KM
72.	UG Informativni centar za	Korak ka Evropi II-Prava	5.000 KM



73.	osobe sa invaliditetom "Lotos" Tuzla	osoba sa invaliditetom i politike u JI Evropi	
74.	Bošnjačko KUD "Mula Alija Sadiković"	Ljetnje večeri Janje 2008.	5.000 KM
74.	UG Mladi zajedno u EU Tuzla	Istraživanje tržišta za razvoj poduzetništva i umrežavanje mladih poduzetnika na području Tuzle	4.000 KM
75.	IZ u BiH Agencija za certificiranje halal kvalitete Tuzla	Halal kvaliteta-Šansa za BiH II faza	5.000 KM
76.	Asocijacija mladih za Evropu Lukavac	Učešće na međunarodnom nogometnom turniru za dječake do 12 godina Austrija	3.000 KM
77.	Regionalno udruženje studenata Srednje Podrinje	Program rada 2008.	5.000 KM
78.	Udruženje "Drina" Srebrenica	Ostvarivanje prava na zdravstveno osiguranje povratnika i domicilnog stanovništva u opštinama Bratunac i Srebrenica	4.000 KM
79.	Udruženje Student Sarajevo	Informativni časopis Student	4.000 KM
80.	Medžlis IZ Zvornik	Kaimijini dani 2008.	5.000 KM
81.	Sportsko udruženje gluhih i nagluhih "Mladost" Kantona Sarajevo	Rehabilitacija i resocijalizacija osoba sa oštećenim sluhom kroz sport	3.000 KM
82.	UG "Oaza" Trebinje	Jednake mogućnosti za sve	3.000 KM
83.	Savez slijepih RS Banja Luka	Manifestacije u oblasti kulture u 2008.	10.000 KM
84.	UG "BIHAMK" Sarajevo	Evropska povelja o cestovnoj sigurnosti	5.000 KM
85.	Udruženje "Donorska mreža u Kantonu Sarajevo" Sarajevo	Udruženje "Donorska mreža u Kantonu Sarajevo" Doniranje organa	5.000 KM
86.	UDAS Republike Srpske Banja Luka	Mapiranje lokalnih zajednica u BiH	15.000 KM
87.	UG oboljelih od karcinoma "Nada" Jajce	Vratite nam osmjeh na lice	5.000 KM



88.	KUD "Izvor 2008" Kiseljak	Obucimo našu djecu, drugi su ti pomogli da bi ti pomogao njima	<b>4.000 KM</b>
89.	Udruga gluhih i nagluhih osoba "SLUH" Mostar	Znakovi razumjevanja	<b>10.000 KM</b>
90.	Udruženje Bošnjačke omladine "Gazija" Kiseljak	Podučimo sebe da kažemo drogi ne	<b>12.000 KM</b>
91.	Centar za mlade "Čuvari smijeha" Banja Luka	Pogled.net Njegovanje kreativnosti i saradnja mladih pozorišnih stvaraoca i pozorišnih grupa iz BiH	<b>5.000 KM</b>
92.	OK invalida" Banja Luka"	Rehabilitacija djece sa tjelesnim oštećenjem- invalida kroz bavljenje sportom	<b>20.000 KM</b>
93.	Slavistički komitet Sarajevo	Pravopis bosanskog jezika: drugo, dopunjeno i izmjenjeno izdanje Akcentska norma bosanskog, hrvatskog i srpskog jezika Biblioteka Bosnistika pokretanje	<b>10.000 KM</b>
94.	Udruženje građana oboljelih od distrofije Tuzlanskog kantona Tuzla	Podrška "MIOBLAST" DOO Preduzeće za zapošljavanje invalidnih lica	<b>5.000 KM</b>
95.	UG Ključ budućnosti Ključ	Kulturom i tradicijom u EU	<b>3.000 KM</b>
96.	Fondacija Bosanskohercegovačka inicijativa žena Sarajevo	Pristup pravima obrazovanja osobama pod međunarodnom zaštitom u BiH	<b>5.000 KM</b>
97.	Unija paraplegičara i oboljelih od dječije paralize u BiH Sarajevo	I Kongres unije Banja Luka	<b>10.000 KM</b>
98.	KUD "Janj" Donji Vakuf	Gostovanja Novi Pazar, Turska	<b>5.000 KM</b>
99.	Dom za djecu ometenu u tjelesnom ili psihičkom razvoju Marija naša nada Široki Brijeg	Nabavka didaktičke opreme i pomagala	<b>5.000 KM</b>
100.	Savez gluhih i nagluhih	Pobjedimo prepreke	<b>18.000 KM</b>





	BiH Mostar	između geste i govora educiranjem zajednice i osposobljavanje gluhih i nagluhih za konkurentnost na modernom tržištu rada	
101.	Resursni centar za mlade Prijedor	Uključivanje mladih sa posebnim potrebama u društveni život lokalne zajednice	10.000 KM
102.	Klub skakača u vodu «Mostari» Mostar	Festival skokova sa starog mosta 08	5.000 KM
103.	Centralno KUD Veselin Masleša Banja Luka	Međunarodni festival folklora «Banja Luka» 2008.	10.000 KM
104.	Inicijativa mladih RS Banja Luka	Omladinska konferencija o bolonjskom procesu	8.000 KM
105.	UG «Bolja budućnost «Privor-Voljevac G. Vakuf-Uskoplje	Kult.-sportska manifestacija «Dani otpora Privor 1992-Dani slobode Privor 2008.	5.000 KM
106.	ANU BiH Sarajevo	Naučni skup «Lajos Thaloczy-istoričar i funkcioner bh uprave	8.000 KM
107.	Matica hrvarska u Sarajevu Sarajevo	Edicija «Hrvatska književnost BiH u 100 Knjiga»	7.000 KM
108.	Centar za kulturu dijaloga Sarajevo	Debatom do boljeg sutra	8.000 KM
109.	Zadružni savez BiH Sarajevo	Ekologija u poljoprivredi	20.000 KM
110.	HKUD «Seljačka sloga» Trebižat Čapljina	Međunarodni festival klapa Trebižat	12.000 KM
111.	Udruženje «Pravnik» Sarajevo	International Summer School Sarajevo	5.000 KM
112.	KK «Slavija» Istočno Sarajevo	Škola košarke i organizacija Evropskog prvenstva za kadete	15.000 KM
113.	Društvo za civilne aktivnosti STELLA Istočno Sarajevo	Razvoj turističkih potencijala Trebevića	5.000 KM
114.	Udruženje «Vedar osmje» Bileća	Rehabilitacijom do zdravijeg života	4.000 KM
115.	Udruga za edukaciju, prevenciju, savjetovanje i unaprijeđivanje odgoja i	Prevladavanje komunikacijskih barijera	5.000 KM

	obrazovanje djece i mladeži sa posebnim potrebama «Školica» Mostar		
116.	Udruženje «Glas žene» Bihać	Saradnja građana i vlasti u MZ opštine Bihać u cilju izgradnje demokratskog društva	5.000 KM
117.	Pan-evropska unija BiH Sarajevo	Međunarodna konferencija BiH kao mjesto dijaloga kultura Sarajevo	10.000 KM
118.	Udruženje likovnih umjetnika USKantona Bihać	Međunarodna likovna radiona «Umjetnošću čuvajmo kulturnu baštinu»	5.000 KM
119.	Župni ured Gradnići/fra marinko Šakota župnik	Danu fra Didaka Buntića	5.000 KM
120.	IAESTE BiH Udruženje za međunarodnu razmjenu studenata Banja Luka	Organizacija međunarodnog seminara «JUMP 2008» U BiH Banja Luka	5.000 KM
121.	Udruženje osoba sa posebnim potrebama «Nada» Rudo	Ljudska prava invalidnih osoba	5.000 KM
122.	Društvo za zaštitu kulturno-povijesnih i prirodnih vrijednosti Jajce	Muzej II zasjedanja AVNOJ-a rekonstrukcija	20.000 KM
123.	UG. ACED Banja Luka	Poslovni inkubator i vođenje karijere	5.000 KM
124.	KUD «Slavija» I.Sarajevo	Folklor bez granica	4.000 KM
125.	Omladinski savjet Vlasenica	Omladinski hostel	5.000 KM
126.	Asocijacija alumni Centra za interdisciplinarnu postdiplomske studije Sarajevo	Inicijativa za osnivanje Foruma za evropske integracije	7.000 KM
127.	Udruženje potrošača «Zvono» Bijeljina	Promocija i edukacija o zaštiti potrošača na području opština Ugljevik i Lopare	3.000 KM
128.	Omladinski savjet Pale	Istraživanje studentske populacije u okviru implementacije zakona o studentskom standardu	5.000 KM
129.	Međureligijsko vijeće u	Monitoring stanja prava	10.000 KM



130.	BiH Sarajevo KUD «Miloš Dujić-Mišo Čelinac	na slobodu vjere u BiH 4. Smotra folklora «Čelinac2008.	<b>3.000 KM</b>
131.	SPC Crkvena pravoslavna opština u Sarajevu	Osposobljavanje i uređivanje Arhive SPC Crkvene opštine u Sarajevu	<b>5.000 KM</b>
132.	Udruženje Bezdan Sarajevo	Servis medicinske i socijalne pomoći starim, bolesnim i socijalno ugroženim licima	<b>5.000 KM</b>
133.	Crveni križ Tuzlanskog kantona Tuzla	Protiv diskriminacije manjinskih povratnika u procesu zapošljavanja i ostvarivanja prava na zdravstvenu zaštitu	<b>5.000 KM</b>
134.	Vrhbosanska nadbiskupija- Nadbiskupski ordinarijat vrhbosanski Sarajevo	Izdavanje monografije o sarajevskoj katedrali	<b>6.000 KM</b>
135.	Udruga za održivi razvoj Mostar	Prevenција alkoholizma kod mladih	<b>5.000 KM</b>
136.	Hrvatska akademska zajednica Mostar	«Gaudeamus»	<b>5.000 KM</b>
137.	Udruženje građana za promociju obrazovanja Roma «Otaharin» Bijeljina	Mala Ljetnja škola za romsku djecu 2008.	<b>5.000 KM</b>
138.	Udruženje za pomoć licima sa posebnim potrebama «Podrška» Sokolac	I mi imamo pravo na zaposlenje Pomozimo da toplije i sretnije dočekaju proljeće	<b>10.000 KM</b>
139.	Jevrejsko Kulturno- prosvjetno i humanitarno društvo «La Benevolencija» Sarajevo	Časopis «Jevrejski glas»	<b>3.000 KM</b>
140.	Savez žena oboljelih od raka dojke «Iskra» Banja Luka	Edukacijom protiv raka dojke	<b>8.000 KM</b>
141.	Udruženje paraplegičara, oboljelih od dječije paralize i ostalih tjelesnih invalida Trebinje	Da učimo zajedno	<b>10.000 KM</b>
142.	Udruženje paraplegičara, oboljelih od dječije paralize i ostalih tjelesnih invalida regije Dobo	Za naše bolje sutra	<b>6.000 KM</b>

143.	Udruženje ekonomista Rs «S.W.O.T.» Banja Luka	Izgradnja kapaciteta za evropske integracije u opštinama Banja Luka, Laktaši i Čelinac	10.000 KM
144.	UG «Društvo za edukaciju, ekologiju i ekonomiju-3E» Tuzla	Program rada za 2008.	10.000 KM
145.	Savez studenata FbiH Sarajevo	Značaj literature u procesu očuvanja i razvoja pozitivnih vrijednosti kod mladih u područjima povratka	5.000 KM
146.	Centar za evropske integracije i edukaciju-EU centar Tuzla	Primarna prevencija narkomanije	11.000 KM
147.	COSI Sarajevo	Edukacija građana BiH u svrhu promocije i podizanja ugleda BiH	15.000 KM
148.	Udruženje «Kulturart» Banja Luka	Dječije carstvo-Tamaris 2008.	3.000 KM
149.	NVO Ženski centar Trebinje	Međunarodna konferencija-Teorija zakonodavstva u BiH	10.000 KM
150.	Savez udruženja za pomoć mentalno nedovoljno razvijenim licima RS	Proslava Dana Evrope Validna baza podataka-osnov za kvalitetnija prava osoba sa umanjnim intelektualnim sposobnostima u zakonodavstvu i praksi	10.000 KM
151.	Sportsko udruženje Škola fudbala «Olipm» Pale	Ljetnja škola fudbala 2008.	5.000 KM
152.	NGO Krajina Banja Luka	Organizovanje 1. Međunarodnog sajma ekoloških proizvoda «Suport Balkan Organic 2008.»	3.000 KM
153.	Centar za međunarodne odnose Banja Luka	Civilno društvo BiH i evroatlanske integracije	3.000 KM
154.	UG «Educa» Gradiška	Kulture svijeta	4.000 KM
155.	FK Leotar Trebinje	Organizacija međunarodnog turnira Trebinje 2008.	8.000 KM
156.	Gradska organizacija slijepih Banja Luka	Opisimenjavanje kasnije oslijepljenih na Brajovom	5.000 KM



157.	FK «Krajina» Banja Luka	pismu Fudbalski turnir za djecu od 10-12 godina	5.000 KM
158.	Besjeda Banja Luka	Mini sajmovi knjiga	20.000 KM
159.	SOS-Kiderdorf International BiH Sarajevo	Jačanje porodica	5.000 KM

(2) Ukupno raspoloživa sredstva za dodjelu grant podrške neprofitnim organizacijama i pojedincima za 2008. godinu iznose 1.150.274,00KM i nalaze se u tekućoj rezervi Budžeta institucija Bosne i Hercegovine za 2008. godinu.

#### Član 2.

Korisnici sredstava iz člana 1. ove Odluke dužni su izvještaj o namjenskom utrošku dodjeljenih sredstava dostaviti Ministarstvu civilnih poslova i Ministarstvu finansija i trezora u rokovima propisanim članom 22. Zakona o finansiranju institucija Bosne i Hercegovine («Službeni glasnik BiH», broj 61/04).

#### Član 3.

Za realizaciju ove Odluke zadužuje se Ministarstvo finansija i trezora i Ministarstvo civilnih poslova.

#### Član 4.

Ova Odluka stupa na snagu danom donošenja i objavljuje se u «Službenom glasniku BiH».

VM Broj 111 /08  
03. 07. 2008.godine  
Sarajevo



Predsjedavajući  
Vijeća ministara BiH

dr Nikola Špirić



Open  
Society Fund  
Bosnia & Herzegovina

A "Policy Development Fellowship Program" has been launched by the Open Society Fund BiH in early 2004 with the aim to improve BiH policy research and dialogue and to contribute to the development of a sound policy-making culture based on informative and empirically grounded policy options.

The program provides an opportunity for selected fellows to collaborate with the Open Society Fund in conducting policy research and writing a policy study with the support of mentors and trainers during the whole process. Forty eight fellowships have been granted in three cycles since the starting of the Program.

All policy studies are available at  
[www.soros.org.ba](http://www.soros.org.ba)