



Technical Assistance for
Civil Society Organisations
Bosnia and Herzegovina Office



This project is funded
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TACSO BiH LOCAL ADVISORY GROUP BROADEN WORKSHOP

Jahorina, hotel Termag

29. - 30. 06. 2017.

Present LAG members:

Vladimir Pandurevic, Program Manager of Civil Society/EIDHR/Culture/Youth in Delegation of EU in BiH
Vildan Hadzhasanovic, Ministry of Justice BiH
Midhat Dzemic, Directorate for European integration
Darko Vucenovic, Ministry of Public Administration and Local Self-Government of the RS
Dobriila Mocevic, PRIME Communications
Selma Sijercic, USAID
Dragana Selmanagic, COOR
Sanja Stanic, VIKTORIJA

Absent LAG members:

Vladan Vasilic, Teledom Sekovici, Deputy Chairman of TACSO BiH LAG
Jasmin Jasarevic, PRONI Brcko, Chairman of TACSO BiH LAG
Snezana Mistic Mihajlovic, MDP Initiatives
Srdjan Blazic, Government of Brcko District

Guest participant of LAG workshop –TACSO Team Leader

Jasenska Perovic

Guest participants of LAG workshop – representatives of Directorate for European integration:

Danijela Vucetic, Directorate for European integration
Lea Smalbegovic, Directorate for European integration/DPAK

Guest participant of LAG workshop – representative of Alliance for EU Integration

Igor Stojanovic, Centers for civic initiatives

Guests participants of LAG workshop – representatives of networks

Sabina Jukan, Aarhus centre
Boris Jokic, EKO Element
Snezana Kansotrevac – Cvijetic, LAG Devetak Rogatica
Ivica Sivric, REDAH Mostar
Dusko Cvjetinovic, Association Something more Sarajevo
Emina Ljubijankic, Association for education, research, promotion and cultural and art exchange „CEH-Konekta“
Tomislav Majic, Association for Entrepreneurship and Business LiNK Mostar
Enver Sarvan, Association NBR
Dino Beganovic, Association NBR
Goran Bubalo, Peace Building Network

TACSO by VESTA

Amra Seleskovic, Directress
Indira Prljaca, Directress of development
Berina Bukva, Project Officer



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TACSO BiH

Slavica Draskovic, TACSO BH Resident Adviser

Deniza Sovtic, TACSO BH Administrative and Finance Officer

Programme

29.06.2017.

Time	Content
13h	Arrival of participants
13:00-14:00	Welcoming lunch
14:00-14:30	Welcoming introduction; Purpose and objectives of the meeting; Presentation of Participants; Content and Mode of Work; An Introduction to Partner Activities with DEI; TACSO VESTA; CCI + ACED
14:30-14:40	Findings and challenges of Initiative of Alliance for EU Integration
14:40-15:30	Strategic advocacy actions of five networks: short-term, long-term, development challenges
15:30-16:00	Refreshment
16:00-16:20	The principle of development according to the Model of excellence of the European Foundation for Quality Management (EFQM Excellence model); Findings and recommendations of trainers (Maximpact and CNVOS) from the education process for the networks in BiH
16:20-17:00	Proposals for interventions to the sustainable effects and impact of sectoral networks
17:00-17:30	Determining additional priority for network interventions; Wrap up of the 1st day of the workshop
17:30-18:30	Consultations for identifying additional TA (Technical Assistance) for Networks in BiH
19:00-21:00	Dinner

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9:30-10:15	Key trends in capacity building of CSOs - Organizational and institutional: the content of the educational resource program for resourcing centers;
10:15-10:45	Identified Interventions for Networks in BiH; Additional support elements for CSOs and networks
10:45-11:15	Refreshment
11:15-11:30	IPA programming; Sectoral consultation with civil society: findings, challenges, recommendations
11:30-12:30	EU Guidelines for the Development of Civil Society (3rd year of monitoring) - dynamics data update for BiH
12:30-13:30	Closure of the workshop. Lunch. Departure of participants.

1. Introduction to the LAG Workshop

29.06.2017.

At the beginning of the meeting, Mrs. Slavica Draskovic, Resident Advisor of the TACSO BH Project, welcomed the participants and thanked them for their time and trust to discuss the things they have been doing together with joint forces and then presented the purpose of the broaden LAG workshop.

The purpose of the meeting is to get review and feedback from participants on TACSO BH activities which are implemented during 2017, their effects as well as recommendations for improving and achieving changes planned for these activities.

The TACSO BH Resident Advisor stated the objectives of the broaden workshop:

- To present TACSO BH results at level of outputs and short-term outcomes
- To meet the challenges of network development in BiH
- To suggest interventions for better and more sustainable network effects (coalitions)
- To present key trends in organisational and institutional development
- To suggest access to sectoral development of CSOs for increased number and quality of CSO participation in the IPA II consultation process
- To meet with the process of EU Guidelines for the 3rd monitoring year.

Also, the mode of work and the content of the broaden workshop were presented. After Resident Advisor called for a brief presentation of all participants of this workshop, three key activities of the TACSO BH office which were implemented in partnership with: TACSO by VESTA Resource Centre - Network Capacity Building Program in BiH; Directorate for EU BiH Integration - participation of CSOs in consultative processes for IPA II programming and with organizations of Civil Initiatives Centers and ACED – Initiative Alliance for EU integration were presented.

TACSO BH Resident Advisor presented the results of these three (3) key activities implemented in the period from February to June 2017 (outputs and outcomes)

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TACSO BH has organized 20 events since the last meeting of TACSO BH LAG (30.01.2017):

- 3 ToT (3 three day training) -54 participants
- 5 two-day strategic positioning workshops - 77 participants
- 7 one-day workshops of the Alliance for EU Integration - 162 participants
- 4 one-day workshops for IPA II e-consultation - 72 participants
- LAG Workshop - 25 participants

Total number of participants on all of the activities in the stated period is 365 (CSOs, businesses, academic community and prominent activists).

Activity	Achievements (outputs)	Short term results (outcome)
Info Workshop - IPA II Programming and Consultation Process (TACSO BH-DEI): Mostar, Brcko, Banja Luka, Sarajevo.	72 participants (70 CSOs and 2 Government of Brcko) familiar with the process and registration in the e-consultation database.	23% of the participants registered at the base during the workshops 100% of the recommendations of the participants is that CSO activities are organized according to the sectoral approach.
Alliance for EU Integration Initiative (TACSO BH + CCI + ACED): Bihac, Travnik, Foca, Mostar, Bijeljina, Banja Luka, Sarajevo.	162 participants from the CSOs, the academic community, the media and the business sector received information on the Alliance's goals, the importance of EU integration, EU integration pathways and BiH's current status; 162 participants decided for a working group according to the mission of their organization	208 signed in to 9 working groups to work on answering the 29 chapters of the EC Questionnaire for BiH Alternative Report by the end of September 2017.
Support program for institutional strengthening of Networks Sarajevo (3 training workshops); 5 Strategic Positioning workshops (Sarajevo, Tuzla).	54 representatives of five networks participated in 3 training modules (Leadership and Network Management, Impact Assessment and Strategic Dialogue) and created draft advocacy campaigns and organizational changes according to the holistic model of excellence-ETQM.	15 representatives of individual organizations or members of the selected five networks who participated in three training modules: Leadership and Network Management, Impact Assessment and Strategic Dialogue with mentor support implemented the model of excellence in the practice of facilitating/moderating five two-day strategic positioning workshops.
	77 civil society activists have contributed to the strategic positioning of networks, of which 68 are representatives of CSOs, 6 representatives of the business sector and 3 representatives of educational institutions. Based on the Model of Excellence, the diversity of participants has also ensured the exchange of different voices and perspectives that are valuable for further development of the OCD network.	Five network participants developed strategic action plans for a concrete advocacy issue with a short-term and long-term projection of activities under the M & E plan

Findings and challenges of Alliance for EU integration Initiative

The Resident Adviser introduced and invited colleague Igor Stojanovic from the initiative of the Alliance for EU Integration to say something more about the initiative of the Alliance and to present some experience in this process of work.

As the very theme of European integration is quite represented in the spheres of our society and is of great importance to our society and prosperity, Mr. Igor Stojanovic said that it was necessary to begin demystifying the theme of European Integration, to present exactly what does the integration and the process of it means, Reform Agenda and the European Commission's Questionnaire that was used as a good momentum to bring this process closer to the public. Most of the civil society generally understands why this integration process is significant and of great benefit to all BiH citizens. The regional workshops that were carried out with the TACS BiH project were debates, through which, as Igor Stojanovic pointed out, tried to make a distinction between reform and EU membership, because for the part of society this is the same thing. The discussion was also conducted on the EC Questionnaire, where a large percentage of people who attended the debate (95%) did not know what the Questionnaire was about. The importance of system approach and understanding of this process is emphasized.

Afterwards, Mr. Igor Stojanovic said something more about how the Alliance was formed and why. He explained the envisaged structure for the Alliance's function, where within - for each chapter - a working group would be managed by coordinators or sub-coordinators. The idea is not that these groups would be led by only CSOs and currently there are negotiations with chambers of commerce, trade unions, etc. because it is intended to have one kind of multilateral approach. The essence of the qualitative strength comes from working groups because their members will sit on the other side with the institutions, where they will try to give answers to the problems we have as a state/citizens. Mr. Stojanovic took the opportunity of the LAG workshop and invited all non-governmental actors, activists, journalists, business people, analysts, professors - all those who can qualitatively contribute to join to the Initiative. Working groups should at the beginning start to address the EU Questionnaire to try to provide answers to question relevant to their work. The theme of the questionnaire should be one of the reasons why members will be independent of each other, to share the value system that attracts them to deal with this matter. All this should be done by October 2017 where the Alliance for EU Integration should achieve a higher level of recognisability. A web page - www.pitamo.se is also opened to which it can be accessed.

With closing words Igor Stojanovic referred to the seriousness of this process, saying that this process certainly needs time, but the idea is that somebody should start and join the partner on a common value basis.

After this brief presentation, opportunity for questions and discussion is open. Some of the questions asked were: how much people were interested in working or joining the Initiative, who has so far been enrolled in Alliance, how did they communicate after the debate, what conclusions came from the working groups, to whom they are being submitted, as well as a request to show and pass through the open web page.

During the discussion, the representative of the European Union Delegation stated that the formal negotiation process is between the EU and the government institutions at all levels of BiH. Civil society is and remains a corrective factor in this process. The alliance is not a franchise and not a representative body.

A colleague from the LEDnet network suggested that Alliance calls on the Association of Employers of FBiH and RS Employers' Union, as they could be a qualitative resource in the area of statistics and customs union.

Strategic advocacy actions of five networks: short-term, long-term, development challenges

After the EU Integration Alliance, representatives of the SECO ETE network, LEDnet, Peacebuilding Network and Rural Development Network in BiH presented their networks according to results of the Strategic Positioning of each network in the Network Capacity Building Program in BiH from the previous period.

After presentation of the networks, Mrs. Amra Seleskovic from the TACS by VESTA Resource Centre presented the network work outcomes within the framework of the Network Capacity Building and Technical Assistance Program with the aim of advocating and efficient networking in BiH with focus on mentoring support in the preparation of 5 workshops and agreements on a further specific TA.

The presentation of the Model of Excellence (EFQM) was presented as an approach implemented in the Network Capacity Building Program in BiH (theoretically during the training and practically during the strategic positioning workshop).

30.06.2017.

At the beginning of the second day of the LAG workshop, the Resident Advisor made a review of the content and work for the second day.

Key trends in strengthening the organisational and institutional capacities of CSOs: Content of an educational programme for Resource Centers

The brief overview of the EFQM Excellence Model, as well as the findings and recommendations of the trainers who conducted training in the Network Program - Maximpact and CNVOS, was made by Mrs. Indira Prljaca from the TACS by VESTA Resource Centre.

She emphasized that the theory of change in the sense of the project approach helps in critical thinking about the desired social changes, which shows the complexity of the change process, helps to clarify project logic output - outcome - influence/change, as well as it helps to manage the process of change.

As part of the presentation, an application for EU projects based on the theory change has been introduced and it is used since last year.

As for the traditional and new approaches to the HRM model, Mrs. Seleskovic from TACS by VESTA emphasized the following:

- The latest trends point out the need for local NGOs to accept and contextualize the best practices of human resource management used by the business sector.
- However, the adoption of an efficient human resource management system in most non-governmental organizations is very low positioned on the list of management priorities.
- Research has shown that successful non-governmental organizations are those that recognize the importance of human factor as an element of organizational growth.
- Adequate human resource management provides productive workforce capacity for continual improvement of organizational services.

Recommendations for CSOs in this regard go for the need to develop a human resource management model linked to the organization's strategic focus, to develop relevant (context-based) policies and guidelines for human resource development, to establish mechanisms to support the identification, development and proper use of capacities of human resources, to prepare new generations of leaders and managers, as well as quality mentoring and the development of the knowledge and skills which are missing.

The conclusion of the presentation was that in civil society organizations competent staff is the cornerstone of sustainable development of the organization and fulfilment of its mission as the specific of each organization.

Identified Interventions for Networks in BiH; Additional support elements for CSOs and networks

The proposals for technical assistance requested by the four networks, which related to media positioning for selected issues during the strategic positions, fundraising and designing the activities that could be triggered by one-off events in permanent mechanisms of networking and all other key actors in society were presented to the participants of the LAG workshop.

During the discussion on this topic – what is still generally needed for the networks in BH in order for the effects of their joint activities to be sustainable, the present participants pointed out that it was important to build capacities and strengthen civil society by sectors - which is a strong message for the EU Delegation BiH and USAID. The participants of the LAG workshop have considered the advantages and challenges of network registration/ formalization, their membership in regional and networks at EU level as well as the improvement of network processes (motivation of member organizations, member organizations' contributions, beneficiary satisfaction measurement, estimation of achieved results, incitement of innovative approaches and learning in the network).

The EU Delegation representative presented and pointed out the key findings of the IPA 2012 Assistance Assessment Report - where the assessment showed that networks want to work with each other.

The USAID representative briefly commented how it is made some progress in civil society - looking at where it was earlier and where it is today, thinking of organizational and institutional development. Civil society in BiH is mature, but it is still on its way to maturing what is its main role - to represent individuals and their interests, and to assist to the authorities in the process of adopting better public policies. She stressed out that we are already using regional experiences and local resources.

IPA programming; Sectoral consultation with civil society: findings, challenges, recommendations

The TACS BH Resident Advisor presented activities implemented in partnership with the Directorate for EU Integrations that related to four workshops dedicated to increased involvement of CSOs in the IPA II consultation process.

The findings that TACS BH received from the CSO self-assessment questionnaire on these workshops indicates that the capacities of participated CSOs differ in terms of those who are very well acquainted with and follow all European integration processes related to their organization's missions (participate in Shadow reports and alternative CSO reports) and those that these two aspects link with difficulties (do not work in writing these reports). Representative of the Directorate for European Integration at LAG, Mr. Dzemic suggested that further efforts should be made to strengthen civil society, but also the academic community and their involvement in important processes in BiH.

EU Guidelines for the development of civil society (3rd year of monitoring) - Dynamics data update for BiH

TACS BH Resident Advisor met the present participant with the dynamic of updating data for BiH in documents of EU Guidelines for Civil Society 2014-2020, where the results of the 3rd Annual Monitoring of this process are foreseen at the final TACS event in Belgrade, October 2017.

In this regard, she asked Mr. Hadzihanovic, representative of the BiH Ministry of Justice to present what has been done since last year in BiH and to provide more information on the revised Agreement between the Council of Ministers and the non-governmental sector from 2007.

It was emphasized that a new Agreement on cooperation between the Council of Ministers of BiH and the NGO sector in BiH was in procedure. The new Cooperation Agreement aims to eliminate the observed shortcomings in the implementation of the existing Agreement, but also to define priorities that will better correspond to the new challenges for BiH and the possibilities for cooperation between the BiH Council of Ministers and non-governmental organizations. Some of the most important activities envisaged in the new Agreement are the determination of the role of the Legal Assistance and Development Sector of the Civil Society of the BiH Ministry of Justice as a coordinator of cooperation between the BiH Council of Ministers and non-governmental organizations; Establishment of an Advisory body of the Council of Ministers of BiH for cooperation with non-governmental organizations; Drafting guidelines for cooperation of the Council of Ministers of BiH with non-governmental organizations in BiH. The adoption and signing of the new agreement is expected in mid-July 2017.

The representative of the Ministry of Justice of BiH emphasized that the Sector has been in continuous operation since 2007. He mentioned that new Rules for consultations in the preparation of legal lists in BiH institutions were adopted, the Consultation Report for 2016 with statistical indicators, with the emphasis on consultation conducted through the web platform of the Consultation, the Unique Rules for creating legal regulations in BiH institutions were adopted which now foresee the obligation of the BiH institutions to make an assessment of the impact of the legal regulation prior to the adoption of the legislation itself. When it comes to the e-consultation statistics, the representative of the Ministry of Justice of BiH stated that about 30 institutions – users of web platform (all ministries and a significant part of agencies and directorates of ministries) are currently registered, which is a fairly good number of registered institutions of BiH - users of the web platform, given the fact that the web platform was officially opened at the end of April 2016.

It is planned that from September 2017, media campaigns will be organized in the sense of increasing the involvement of CSOs in these processes, because statistics indicate that although the CSOs have requested such a tool, the number of CSOs involved in this process is still not at a satisfactory level.

The representative of the Ministry of Justice of BiH then introduced the current state of affairs with regard to the Multilateral Initiative Open Government Partnership. The Council of Ministers of BiH adopted a Decision on the establishment of an Advisory Council prepared in cooperation with the CSOs gathered around the initiative. The decision provides the formation of an Advisory Council composed of representatives of civil society and government institutions in total of 12 members. All of the representatives were appointed with the exception of representatives of



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the Government of the Republic of Srpska, whose appointment is still being waited on. The BiH Ministry of Justice and the Public Administration Reform Coordinator's Officer (PARCO) are institutions providing technical assistance to the Advisory Council. The role of the Advisory Council and its members is that each level of authority in BiH (MoU BiH, FBiH Government, RS Government and BD Government of BiH) establishes its own action plan, which is merged into a unique action plan, and is then submitted to Brussel.

It was emphasized that the amendments to the Law on Associations and Foundations of BiH were also adopted, with the obligation to draft a Rulebook for financing and co-financing projects of public interest by CSOs. The mentioned Rulebook has been prepared and is currently in the phase of consultations on the web platform of the Consultation until 04.07.2017.

After the presentation by the representatives of the Ministry of Justice of BiH, colleagues from network discussed the following questions: Will the associations established by the public sector be able to include in CSOs networks and generally what is the attitude to this provision, what changes would make this new agreement in relation to the former, what about the delegates who directly propose legal solutions, but do not respect the rules of public consultations, violating the Aarhus convention and send it in a quick procedure because of one provision/article - whether there are any mechanisms to stop it and it has been commented by present participated networks that is necessary to strengthen the capacity of CSOs, but that the disagreement between local policies and policies at all levels of government is a major challenge and because some of those obstacles and inconsistencies may not be able to respond to European requirements. They also stressed that the problem is granting only large organizations and that less developed organizations have no opportunity to strengthen their capacities. It is necessary to balance this relation and give the opportunity to hear everybody's voice in the process of European integration and in general in BiH, in order to have a capacitated and responsible civil society in BiH.

After the discussion, the Resident Adviser thanked to all participants for their valuable questions, comments, feedback, and participating in harmony with the objectives of the LAG program from the perspective of the valuable resources of the participants, she also thanked them once again on dedicated time.

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