



Initiative for Better and Humane Inclusion
(IBHI)
Bosnia and Herzegovina

IBHI REVIEW

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IBHI GENERAL APPROACH

'All that is valuable in human society depends upon the opportunity for development accorded the individual.'

Albert Einstein

"Development which meets the needs of present generations, without compromising the ability of future generations to meet their own needs."

Anon

Global-national frameworks

The principles of work of IBHI in Bosnia and Herzegovina are guided by the effort to contribute to the four overall objectives for Bosnia and Herzegovina:

- Rule of law
- Encouraging environment for the nongovernmental and private sectors
- Social and economic sustainable development
- Acceding status to the European Union

IBHI is committed to contributing to those objectives by achieving four main results:

- reduced poverty and risk of poverty in all its aspects
- dynamic economic and social development
- sustainable NGO sector
- mainstreamed equality (age, gender, nation, race, religion, sex) in all spheres of private and public life

The struggle against poverty requires an all-encompassing approach capable of handling the multi-faceted nature of poverty. Human and social development is one of the strategies aimed at reducing poverty and reaching the **Millennium Development Goals** (MDGs)¹ which aim at turning into a reality the commitment by the members of the United Nations to work toward a world in which sustaining development and eliminating poverty have the highest priority. This includes sectoral and thematic policies and programmes aimed at increasing access to basic social services and reaching the health and education MDGs, as well as horizontal actions to handle cross-cutting issues of relevance to all aspects of development, such as gender or the contribution of the private sector. At the Thessaloniki summit of June 2003, the **European Union Stabilisation and Association process** was enriched with elements drawn from the recent successful enlargement process. These include strengthened political co-operation, enhanced support for institution building, promotion of economic growth through trade measures, and the possibility to participate in some Community programmes. These tools provide Bosnia and Herzegovina, in partnership with the European Union, with further opportunity to shape its own European destiny. The major goal of the implementation of the **Medium-Term Development Strategy – Poverty Reduction Strategy Paper (PRSP) of Bosnia and Herzegovina**² is the reduction of the poverty level by 20% by 2007. To achieve this goal, it will be necessary to implement the reforms and measures, that include: fiscal reform to ensure a more effective collection of public revenues and higher assistance to the poor; accelerated growth of the private sector to increase employment as one of the most effective ways of reducing poverty; more adequate system of social protection to ensure a minimum of social rights and a more balanced distribution of social assistance for all categories of the poor in the entire country; reduced corruption, which mostly affects the poor; reduced level of “informal economy”, which will lead to increases in pensions and reduction of poverty among the elderly; ensured safeguarding of human rights guaranteed by the existing legal

¹ The Millennium Development Goals are an ambitious agenda for reducing poverty and improving lives that world leaders agreed on at the Millennium Summit in September 2000. For each goal one or more targets have been set, most for 2015, using 1990 as a benchmark.

² The Ministry for Foreign Trade and Economic Relations of BiH prepared with over 200 experts and institutions, including IBHI, the Mid-Term Development Strategy over a period of two years. The Strategy is a blueprint for the implementation of the fiscal reform in BiH, maintenance of macroeconomic stability and securing of a faster growth of the export-oriented private sector.

framework and signed international treaties, which will lead to a better integration of returnee and Roma population into the community and reduce the poverty levels among these categories; fully implemented BiH Law on Gender Equality, which will reduce the gender effect on the poverty level; reform of the education system, provided out-of-school forms of education accessible to persons with low levels of education, which is most frequently the cause of their poverty.

Key Principles and Means of working towards a Sustainable Human Development

IBHI recognises and employs three key principles in the attainment of sustainable human development:

1. Maintenance of high and stable levels of economic growth and employment.
2. Civil society development.
3. Introduction of EU standards.

IBHI is an action-oriented think-tank capable of providing mechanisms for bottom-up policy development and of piloting new models in practice. IBHI provides support through technical assistance, consultancies and as an implementing or executing agency.

IBHI means of achieving sustainable human development in Bosnia and Herzegovina include:

- Partnership with and endorsement by national and local Governmental institutions and non-governmental organisations
- Engagement of primarily national and local human resources (academic and practitioner expertise) as well as international experts
- Community-based partnerships (NGOs, local authorities and policy-level Government institutions, Private sector, or the PPPs – public-private-partnerships)
- Client and client based approach
- Marriage of practical needs and strategic interests
- Action-oriented research and policy development.
- Regional approach – lessons learned in BiH
- Evaluation of international support policies

Cross-Sectoral Issues

There are specific issues that are intertwined throughout all IBHI objectives and results. These issues are at the core of planning, monitoring and evaluation of all IBHI activities.

1. Reform and EU standards
 - a. human development criteria and approach
2. Policy development
 - a. social policy
 - b. economic development
 - c. statistical system – evidence-based policy
3. Capacity-building
 - a. institutional building
 - b. planning and organisational development
4. NGO development and partnership with public and private sectors
5. Gender mainstreaming
6. Youth issues

Achievements and future outlooks

IBHI has achieved substantial results and is continuing to focus its activities in Bosnia and Herzegovina and the region of Western Balkans in the following three fields:

- Social system and policy reform

Contribution to achieving a sustainable and human development-oriented **social system and policy** was accomplished and is being further promoted through the implementation of projects that had and still have a focus on:

Reform of the social sector	Reform of the social policy	Sustainable 'welfare-mix' social protection system
Development of partnerships between NGOs and local authorities at local level	Development and support to mechanisms of child protection	Development and support to local social sector institutions

IBHI was a pioneer in the production of action-oriented research in the field of reform of the social system in BiH in 1997 and has published a large number of discussion papers, handbooks and books on the social system and policy (ref. IBHI web page on publications).

- Support for sustainable development

Promote and strengthen youth activism	Support to NGO sector development
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Promote gender equity and equality	Promote regional approach of human development
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➤ Institution building

Civil society development	Policy Development
Local community development	Good governance
Development of partnership between NGOs and public sector	Support gender mainstreaming



PARTNERSHIP, OWNERSHIP AND SUSTAINABILITY

IBHI Approach and Methodology in Civil Society Development

Background

After the end of the war, physical reconstruction and humanitarian support dominated BiH development landscape. Fourteen years after the Dayton Agreement (General Framework Agreement for Peace - GFAP), BiH faced a new progress phase leading towards its stabilisation. That development required involvement of all actors of BiH society and was on the pathway to be internally driven. The emphasis was on the full local ownership and sustainability that requires full engagement of state and entity institutions as well as of the civil society in all its forms and capacities. This would be achievable if all actors of BiH society thoroughly changed their approach to these issues and took responsibility for the country's progress. In that regard, the civil society representatives are a potential strength to bridge the gap between citizens and governments and act as a key component /third sector/ of the society in creating a dialogue between those who are affected and those who are responsible.

In December 2001, BiH Parliament passed the State Law on Association and Foundation providing a coherent legal framework to encourage more civil society organisations to register and become operational in the country. According to DFID/IBHI/BSAL research conducted in 2005 and compiled in the „Qualitative Study 3 – Employment, Social Service Provision and the Non-Governmental Sector: Status and Prospects for BiH, Analysis and Policy Implications,“ total number of registered NGOs in BiH is 9095, but only 4629 are active.

1. IBHI Strategic Approach

IBHI approach is to merge closely with the mainstream of initiatives addressing different aspects of social policy and social development. That approach is based on partnership with local stakeholders, which develops ownership and makes sustainability within sectors possible, both in social protection and NGO sector.

This model is an important contribution to NGOs' social development concept in BiH and development of partnership between the authorities and civil society, focusing on institutional building and promoting local capacity and competence in the development of social policy and its management founded on the ownership and directed towards achievement of sustainability. Within the NGO sector, it is necessary to reinforce involvement of professionals and volunteers with competent knowledge and their training for work in the social sector.

Extensive IBHI experience and work on developing partnerships and community action programmes in a mixture of BiH municipalities resulted in improved services for social assistance with goals to meet the needs of the most vulnerable on municipal level, to rationally plan resources intended for social welfare, and to increase funds allocated to social welfare in municipal budgets.

IBHI takes a pro-active approach to management in order to ensure that the outputs produced are of the highest possible quality. Our approach involves different methods appropriate for each component of development ensuring that the strategy for each one is suitable for achieving the desired result.

2. IBHI Methodology

IBHI's starting point is that NGOs and public institutions operate on the basis of clear guidelines aiming towards partnership, ownership and sustainability. Hence, the aim is to lead the social protection reform at local level in two fundamental directions:

- *towards development of co-operation and partnership between NGOs, government and public institutions in municipal social protection system, and*
- *development of professional capacities of NGOs for social protection based on EU best practice (client based approach, etc.).*

Based on this understanding, IBHI has developed and implemented the following concept components:

2.1 Local partnerships and network development

The aim of developing local partnerships is to deliver interventions, which are responsive to complex and diverse needs whilst making the best use of resources. It is necessary to strengthen the existing local partnerships, and test, in a very practical way, new partnership networks, to improve communication between beneficiaries, organisations and the wider community to direct the funds of social protection towards the most vulnerable and improve the social service system. The partnership approach has the potential to create a sense of ownership within the local community. It has special focus on:

- achievements and outcomes in terms of users/clients
- client needs met – working from the bottom upward
- promotion of sustainability by encouraging the support of the local community
- development of trust and co-operation, rather than on formal contracts
- local responses to local needs and problems

Partnership is a process and foundations for good partnership are **development of an idea** (joint work); **planning** (roles of partners and vision); **management** (protocol of partnership with the administration of activities and funds, sustainability); **quality measurement** (flexible frame and approving approach).

NGOs in BiH are often seen as competitors rather than preferred partners. It is necessary to give an advantage to NGOs which show the ability of being self-sustainable and which work on providing social protection to priority beneficiaries. Prerequisites for creating long-term sustainable projects and making an impact in the community are identification, motivation and engagement of volunteers, which enhances quality and responds to needs comprehensively.

NGOs in a community have to demonstrate new initiatives and alternative methods of delivering and improving local social protection services for target groups. They ought to:

- *Develop new networks between organizations included in social development*
- *Develop trust and co-operation with Centres for Social Work (CSWs)*
- *Improve the process and systems of organising and delivering care and assistance*
- *Improve communication between organizations, service users and the wider community*
- *Make better use of existing resources (funds, human and non-staff resources)*
- *Improve the targeting of social protection funding towards those identified as being in greatest need*

2.2 The Client and a Client Based Approach

NGO related projects should apply a working model with a client in the centre and based on clients' needs. Development of a client-based approach is intended to move away from the existing institutionally driven system of provision towards the assessment of individual circumstances of users. The development of this approach incorporates a system that:

- targets needs
- is established within a locally agreed eligibility criteria
- is based on individual assessments
- has as its basis individual care plans
- facilitates service user participation and agreement with decisions

3. IBHI Gender Sensitive Approach and Methodology

IBHI approach, methodology and all activities are focused on gender equity and equality. IBHI believes that gender mainstreaming is a prerequisite for democracy and good governance and that gender equality should be reflected in the structure, work programme and practice of an organization or institution, as well as in implemented projects. That approach has a particular significance in a wider context of social protection.

IBHI promoted this approach and methodology by supporting the establishment of Gender Centres within the governments of FBiH and RS. IBHI co-operated and facilitated the process of designing the BiH Law on Gender Equity and Equality, and development of gender sensitive statistics. Based on these experiences and activities, IBHI has developed its own capacities for gender training and gender problem analysis.

4. IBHI Capacity Building

Capacity building with emphasis on NGO staff and their skills, utilizing and responding to the following needs:

Investing in staff, their permanent training, possibility of utilising new knowledge and experiences are significant components of quality services.

- Permanent education and development
- Establishing standards and criteria for capacity building
- Supervision

IBHI has gained significant knowledge and skills in Project Management, Project Planning, Monitoring and Evaluation through the project "*PEMT training for SDC's local partners in BiH*". Through this project, 23 SDC's partner organisations were trained in local languages by IBHI Training Team, which was supported by an external consultant from Switzerland.

In addition, IBHI has attained knowledge within the *Community Capacity Building Training* segment, participating in training and workshops within other projects, which was supported by international trainers from UK.

IBHI Team also provided special "*Professional Training Programme*" 2002/2003, consisting of 8 modules, for governmental and non-governmental social sector institutions that provide community-based social services, developed in co-operation

with consultants from Finland. The purpose was to promote modern client-oriented, community-based, gender sensitive and inclusive approaches and methods with an aim to enhance networking and cooperation.

4.1 Capacity building in project management

Training in Strategic Planning

It can be focused on development of the organisation, policies, and programs. The process of strategic planning uses the same methods and tools as the process of project planning, with addition of development of specific strategic planning elements:

- Mission
- Vision
- Strategic directions and goals
- Strategic plan

Training in Project Planning

IBHI has provided training for local NGOs, during which they got the opportunity to learn on how to plan and effectively monitor and implement a project in their community. The training consisted of the following components:

a. Preparatory phase:

Analysis of the current situation and context, with an aim to develop a possible strategy on how the situation could be improved. Project developed, should take into consideration problems that defined target groups face. This phase required the following steps to be applied:

- Context analysis describing the context in which the problem occurred
- Analysis of target groups, stakeholders and potential partners
- Problem analysis (by using the problem tree)
- Objectives analysis (by using the objectives tree)
- Potentials analysis and definition of the project strategy

b. The planning phase

The overall project plan can be developed based on the above described strategy selection. In this phase we introduce the Logical Framework Approach (LFA) better known as Log-frame. Log-frame defines the overall objective, project goals, results, activities and resources needed to implement them, indicators, sources of information and assumptions. Log-frame gives us an overall and simple picture of the project and is a base for further development of:

- Budget
- Working plan
- Reporting
- Set up of monitoring and evaluation
- Project proposal writing

Training in Monitoring

Based on the PEMT methodology, training consists of:

- Monitoring introduction
- Critical objectives analysis
- Development of a monitoring system
- Indicators and means of verification

Training in Evaluation

Based on the PEMT methodology, training consists of:
Evaluation introduction

- Basic concept of evaluation
- Evaluation forms
- SWOT/SEPO analysis
- Evaluation wheel
- Terms of Reference (TOR)

Evaluation report

Community Capacity Building Training

- Modern management
- Client based approach and development of efficient social services
- Strategic planning in partnership and sustainability
- Modern system of social protection

Professional Training Programme

- Introductory seminar
- Interview – the key instrument for identification of beneficiaries' needs
- Family therapy
- Evaluation as intervention
- Professional self-protection
- New models of work with children and young people
- Supervision
- Lessons learned

4.2 Capacity building in Public Relations (PR)

The combination of introducing a client-based approach, NGO developments, strengthening of partnerships at local level assists in the promotion of new and alternative methods of promoting social innovation in local communities. IBHI Team provided PR trainings and workshops in diverse BiH municipalities to enable community action projects to grow to be more transparent and visible in promoting their social innovations.

Each NGO created its Communications and Public Relations Strategy at community level with an intention to inform the widest range of institutions of the purpose of their project and its implementation, aiming to raise institutional and public awareness of the issues relating to social protection. Some standard modus operandi served to improve their visibility as follows:

- organising of public lectures; workshops; round tables
- enabling access to information for everyone interested while protecting the personal integrity of the client
- promoting activities through local media
- informing citizens and beneficiaries regularly on the role of the NGO sector and their projects as well as achieving links with the public sector.



IBHI ACTIVITIES AND PROJECTS

March, 2016

1. IBHI Current projects

	Project title	Supported by (Donor) and amount	Implementing partners	Period
1.	Civil Society Sustainability Project	USAID CCI (Centres for Civil Initiatives) CPCD (Centre for Civil Society Development) IBHI – USD 78.000	Social Inclusion Foundation in BiH (SIF in BiH) – leading partner	July 2014 – July 2018

2. IBHI Implemented projects

	Project title	Supported by (Donor)	Implementing partners	Period
1.	Influencing Social Inclusion Policies in BiH	OSF TTF USD 150.000		July 2012 – July 2015
2.	Social entrepreneurship in the Sarajevo Canton	Planning Institute of Sarajevo Canton USD – 32.000	Social Inclusion Foundation in BiH (SIF in BiH)	January 2015 – July 2015
3.	Development, Testing and Guidance for Implementation of New Methodology(es) for Targeting of Non-contributory Cash Benefits in Bosnia and Herzegovina	Federal Ministry of Labour and Social Policy/Project Implementation Unit for Social-Economy Support, Training and Redeployment (PIU SESER) Ministry of Health and Social Welfare of Republika Srpska / Project Coordination Unit (PCU) USD 821,414	Maastricht University, Maastricht Graduate School of Governance (Netherlands)	February 2013 – July, 2014
4.	The Protection of Children from Violence in South East Europe: Enhancing the Identification and Referral Cases of Violence against Children	UNICEF		December 2012 – June 2013

	Project title	Supported by (Donor)	Implementing partners	Period
5.	Enhancing the Social Protection and Inclusion System (SPIS) in BiH: Introduction of Social Protection and Inclusion Referral Model at Municipal Level – Phase III	UNICEF		December 2011 – May 2013
6.	The Role of Civil Society in Strengthening Social Inclusion	OSI-ZUG (TTF) Balkan Trust for Democracy (BTD)		December, 2009 – November, 2011 January, 2011 – January 2012
7.	Enhancing the Social Protection and Inclusion System (SPIS) in BiH: Introduction of Social Protection and Inclusion Referral Model at Municipal Level – Phase II	UNICEF		April 2010 – September 2011
8.	Round table: “Social Transfers in Bosnia and Herzegovina”	World Bank		June 1 – June 25, 2011
9.	Democratic Economic Governance (DEG) - Securing Access to Water through Institutional Development and Infrastructure – Year II	UNICEF		May 2010 – March 2013
10.	Enhancing the Social Protection and Inclusion System (SPIS) in BiH: Introduction of Social Protection and Inclusion Referral Model at Municipal Level	UNICEF		April 2009 - April 2010
11.	Support to the Disability Policy Development in BiH	Government of Finland	Directorate for Economic Planning (DEP), Federal Ministry of Labour and Social Policy, Ministry of Health and Social Protection RS	April 2006 - September 2009
12.	Capacity building of the Gender Mainstreaming Mechanisms in BiH for the establishment of the Fund for the Implementation of the Gender Action Plan	SIDA	SIPU International	May 2008 - September 2009

	Project title	Supported by (Donor)	Implementing partners	Period
13.	Preparation for the Establishment of the Social Inclusion Foundation in Bosnia and Herzegovina	Swiss Development and Co-operation Agency (SDC), Open Society Fund Bosnia and Herzegovina		February 2009 - October 2009
14.	Preparation for the Establishment of the Social Inclusion Fund in Bosnia and Herzegovina	Swiss Development and Co-operation Agency (SDC), Open Society Fund Bosnia and Herzegovina		March 2008 - March 2009
15.	Support To Social Protection and Inclusion, Building Of Child-Friendly Communities and Roma Birth Registration in BiH	UNICEF		Feb 2008 - March 2009
16.	Swiss NGO Support Programme in BiH 2007-2008	Swiss Development and Co-operation Agency (SDC)		March 2007 - December 2008
17.	Support to the Household Budget Survey (HBS)	UK Government's Department for International Development (DFID); Italian Government's Cooperation Office in BiH	LSE Consortium	November 2006 - November 2008
18.	Support to Pro Poor Development Policies in Bosnia and Herzegovina	UK Government's Department for International Development (DFID)	LSE Consortium	September 2006 - May 2008
19.	Support to Child Protection System Reform in BiH	UNICEF		April 2007 - December 2007
20.	Programme Planning Phase Regarding the Implementation of Gender Action Plan of Bosnia and Herzegovina	SIDA, DFID, Norwegian Government	BiH Gender Equality Agency, SIPU International	September 2007 - December 2007
21.	Gender Equality and Equal Opportunities as a Segment of Human Rights in the Light of Constitutional Changes in Bosnia and Herzegovina	UNIFEM	BiH Gender Equality Agency	April 2007 - December 2007
22.	IBHI BiH Staff Training on Gender Mainstreaming	DFID, Embassy of the Kingdom of the Netherlands, Norwegian Embassy		March 2007 - December 2007

	Project title	Supported by (Donor)	Implementing partners	Period
23.	Bosnia and Herzegovina-Government Accountability Project GAP	USAID / SIDA	DAI; Development Alternative Inc.	July 2004 - September 2007
24.	Piloting Child Protection System Reform at Central and Local Levels in Bosnia and Herzegovina	UNICEF		April 2005 - March 2007
25.	NHDR-2007 BiH Social Inclusion	UNDP BiH		March 2006 - March 2007
26.	Gender Research: Gender Pay Gap in Bosnia and Herzegovina	UNDP BiH; Agency for Gender Equality of Bosnia and Herzegovina within the Ministry for Human Rights and Refugees of BiH		May 2006 - April 2007
27.	Integrity in Reconstruction-Corruption, Effectiveness and Sustainability in post-war countries	TIRI, UK, London The Balkan Trust for Democracy		September 2005 - April 2007
28.	NGO Support Programme in BiH 2004-2006	Swiss Development and Co-operation Agency (SDC)		April 2004 - December 2006
29.	Social Policy Impact Assessment and Social Policy Conference in Bosnia and Herzegovina	UK Government's Department for International Development (DFID)		October 2005 - April 2006
30.	Promoting and Strengthening Youth Activism in BiH	Swiss Development and Co-operation Agency (SDC)		January 2004 - December 2005
31.	Gender Equity and Equality Programme BiH (GEEP)	Finnish government BiH government	Gender Centre of FBiH Gender Centre of RS	Pilot phase: January 2000 - December 2001 II phase: October 2001 - December 2005
32.	Gender Mainstreaming in Education and Media	Finnish Government / OSI	Gender Centre Of FBiH Gender Centre of RS	July 2004 - September 2005
33.	Reforming the Systems and Structures of Central and Local Social Policy Regimes in BiH	UK Government's Department for International Development (DFID)	Birks Sinclair & Associates Ltd. (UK); European Institute for Social Services (EISS), University of Kent (UK)	May 2001 - May 2005

	Project title	Supported by (Donor)	Implementing partners	Period
34.	Labour and Social Policy in BiH: The Development of Policies and Measures for Social Mitigation	UK Government's Department for International Development (DFID)	Birks Sinclair & Associates Ltd. (UK); Institute for Social and Economic Research, University of Essex (UK)	October 2000 - May 2005
35.	Sample Frame work for the Household Budget Survey in BiH	UK Government's Department for International Development (DFID)	Institute for Social and Economic Research (ISER) of Essex	2003
36.	Beneficiary Assessment for Secondary and Higher Education reform	World Bank	Birks Sinclair & Associates Ltd. (UK)	2003
37.	Improved Mechanism of Child Protection	UNICEF		December 2003 - March 2005
38.	Support to social sector Project in BiH - SSSP	Finnish government	UNDP	Pilot phase July 1999- July 2001 II phase November 2001- July 2003
39.	Youth Initiative Assessment	The World Bank		January-May 2003
40.	Assessment of the Ministry for Human Rights and Refugees of BiH within the Project SUTRA	European Commission (EC) and the United Nations Development Programme (UNDP)	Ministry for Human Rights and Refugees	June-December 2003
41.	Qualitative Survey "Gender and Poverty"	Norwegian Gender Fund The World Bank		March-April 2002
42.	Support to Poverty Reduction Strategy Paper (PRSP) in BiH	BiH Council of Ministries		March 2002 - January 2004
43.	PEMT Training for Local Youth Councils	Swiss Development and Co-operation Agency (SDC)		May 2002 - March 2003
44.	PEMT Training for Local NGO Partners of the SDC	Swiss Development and Co-operation Agency (SDC)		January 2000 - December 2001
45.	Human Development Report 2000 HDR	UN Development Programme (UNDP)		November 1999 - May 2000
46.	Human Development Report 1998 HDR	UN Development Programme (UNDP)		December 1998 - May 1999

	Project title	Supported by (Donor)	Implementing partners	Period
47.	Strengthening the Capacity of Drvar Municipality within the UNOPS/Progress project	UNOPS		May 1999 - September 1999
48.	Development of Local NGO Sector and Promotion of its Sustainability in BiH	Government of Netherlands		May 1998 - April 1999
49.	Integrated Resettlement Programme for Travnik and Vitez - IRP	UN Development Programme (UNDP)		April 1997 - December 1998 2000 - monitoring
50.	Return Application Database System (RADS) project	UNHCR		April 1998 - August 1999
51.	Print Project	Government of Italy	UNDP UNOPS	August 1997 - September 1998
52.	Open cities	UNHCR		January 1997 - December 1997
53.	Strengthening of Local Technical and Management Capacity	UNHCR		January 1996 - December 1996

3. Descriptions of IBHI Current projects

3.1. “Civil Society Sustainability Project”

Duration: July 1st, 2014 – July 1st, 2018

Budget: 78.000 USD

General Info

The Civil Society Sustainability Project addresses the lack of civic engagement in policy development, implementation and oversight, with a broader goal of increasing government accountability. The main hypothesis of this project is that only strong and effective civil society that advocates for issues relevant to broader constituencies will lead towards increased civic engagement in decision-making processes. The project assists civil society in BiH to more effectively engage with government and other key stakeholders over the long-term by teaching them new skills to operate more professionally and help them join forces and focus on areas of comparative advantage.

Project Goal

This project assists selected CSOs in 12 sectors to: 1) partner with a wide array of stakeholders from business, government, media sectors; 2) strengthen their internal capacities and organizational structures to ensure sustainability and financial viability; and 3) increase engagement in policy development and government monitoring and oversight of key structural, political, social and economic reforms essential for EU integration. This project will continue to monitor the work of elected officials and regularly inform the public on government efficiency. It will also advocate for more enabling legal and fiscal environment for civil society, on issues such as individual and corporate philanthropy, social entrepreneurship, CSO self-regulation mechanisms, and relations between CSOs and government. The program will help civil society more effectively influence and oversee development and implementation of government policy.

IBHI activities

In partnership with the Social Inclusion Foundation in Bosnia and Herzegovina, IBHI has taken the role of a strategic partner for the sector of **human rights of marginalized groups** within Civil Society Sustainability Program (CSSP). From 2014 to 2018 we will support SIF in BiH in coordination of work of a newly established cross-sectoral coalition and its efforts in running a series of advocacy campaigns focused on improving the public policies for protection of human rights of the marginalized groups and their greater social inclusion in BiH.

4. Descriptions of IBHI Implemented projects

4.1. “Influencing Social Inclusion Policies in BiH”

Duration: July 1st, 2012 – July 1st, 2015

Budget: 150.000 USD

General info

IBHI has begun the process of strengthening its research and policy influencing capacities with the aim of focusing the entire organisation on think-tank activities. For this purpose, it has established a Research and Policy Development Unit, whose goal is to utilize experiences from its long career in the field and in practical work as an implementing agency in creating relevant policy documents and analyses.

Project goal

The aim of this grant proposal is to continue this progress of strengthening IBHI's think-tank capacities by focusing on the following aspects of IBHI's work:

1. Strengthening of the balance between research and practical project implementation, while maintaining the factor of practical experiences and best practices in think-tank activities of the entire organisation;
2. Establishment of a clear system of cooperation between the RPDU and project implementing staff of IBHI (monthly brainstorming, in-house and external trainings, etc.), with the aim of strengthening think-tank capacities of the entire IBHI staff;
3. Strengthening IBHI management structure in a way that will ensure delegating/sharing executive tasks and solicit input from peer experts.

Project results

IBHI will specifically focus on:

1. Developing a detailed policy research agenda for the period 2012-2015 (key research area, types of products and activities and expected impacts);
2. Developing separate research and advocacy strategies for each product produced in the period (plan of cooperating with an advocacy development trainer/professional);
3. Developing an innovative communication strategy with the aim of presenting IBHI work and results in distinct ways from previous years which will include the use of modern technological development and communication means (modernizing and upkeep of IBHI's website www.ibhi.ba, internet blogs, social network advocacy, etc.);

Within its priority areas, IBHI produced at least three policy briefs per year, which will tackle head-on the main social issues in BiH and the Western Balkans. Rather than simply providing objective analyses, IBHI will introduce non-apologetic, critical aspects of the researched themes with practical recommendations for improvement.

4.2. „Social Entrepreneurship in the Sarajevo Canton“

„Social Entrepreneurship in the Sarajevo Canton“

Donor: Institute of the Development Planning of Sarajevo Canton

Duration: January 2015 – July 2015

Budget: 28.243,90 USD

The objectives and results of the project, the basic activities and target groups:

The project was implemented in partnership with Initiative for Better and Humane Inclusion (IBHI) and the Social Inclusion Foundation in Bosnia and Herzegovina (SIF in BiH). The aim of the project was making a Study "Social Entrepreneurship in Sarajevo Canton". Specific objectives of the project were to analyze the best practices and experiences of the EU countries and the OECD in the development of social entrepreneurship; situations, obstacles, opportunities and threats in the development of the social economy and social entrepreneurship in Sarajevo Canton, Federation of Bosnia and Herzegovina and Bosnia and Herzegovina; mapping the key participants for making an Action plan for the development of social economy / entrepreneurship in Sarajevo Canton for the period of 2014-2020 and make key recommendations for the improvement of supporting the economy for accelerated development of social entrepreneurship in Sarajevo Canton.

Considering the character of social entrepreneurship, research has been, among other things, focused on the possibilities of improving the socio-economic situation of marginalized groups, particularly people with disabilities.

Activities in the preparation of the study contained a comprehensive analysis of all relevant documents, studies and laws for social entrepreneurship, focus groups (12 participants), SWOT and PEST workshops (17 participants) with the largest participation of civil society organizations and social enterprises for people with disabilities, as well as numerous consultations with the public institutions. In addition, 11 organizations, people with disabilities and public institutions were interviewed by semi-structured questionnaires.

Although the study was done as a basis for future policies for the development of social entrepreneurship for the Institute of the Development Planning of Sarajevo Canton, and as one of the bases for Development Strategy of Canton Sarajevo 2015-2020, targeting groups marginalized groups, and especially persons with disabilities, in terms of creating conditions, legal and institutional for work activation, particularly persons with disabilities, through the social entrepreneurship.

The result of the project was a Study "Social entrepreneurship in Canton Sarajevo" (164 pages), which was accepted by the Institute of the Development Planning of Sarajevo Canton. An important result is the definition and elaboration of the eight key projects for improving the environment and supporting capacity-building, as well as practical and concrete recommendations for the development of social entrepreneurship.

4.3. Development, Testing and Guidance for Implementation of New Methodology(es) for Targeting of Non-contributory Cash Benefits in Bosnia and Herzegovina

Duration: February 1st, 2013 – July 31st, 2014

Budget: 821,414 USD

General Info

The objective of this assignment is to provide technical assistance, training and knowledge sharing for the development, testing and guiding the implementation of new mechanism(s) for better targeting of the non-contributory cash benefits, which would guarantee the transparency of eligibility criteria and at the same time improve the effectiveness of the benefits in reaching eligible poor. The technical assistance and training will share common methodological approaches for the two entities of BH, and will be adjusted to the specific Entity context and policy objectives where necessary.

The scope of work of this consultancy includes:

- To estimate a consumption model in each of the two Entities of BH using household level micro-data which is being collected with an extended household budget survey in 2011 (EHBS 2011), to conduct poverty analysis and assess basic performance indicators for social assistance overall, and by programs, such as targeting accuracy, generosity and coverage of main non-contributory benefits under the existing targeting method - a means test which takes into account verifiable incomes and certain assets (VMT). The depth and level of detail should correspond to the analysis with 2007 HBS data in the above mentioned World Bank policy note which serves as an entry point for this project.

- Based on the estimated consumption model, develop a proxy-means testing formula. The starting point of the work is a consumption model that has been already estimated using data from the previous household budget survey (2007) and which has good explanatory power for the simulation of a proxy-means testing formula. This formula will need to be updated by the consultant when the new household level micro-data is available (tentatively by end 2012).

- Develop alternative proposals for new methods of targeting the non-contributory cash transfers within the continuum of VMT and PMT. Between these two extremes, there are intermediate solutions that combine the elements of income and asset tested and PMT programs. These intermediate targeting methods are variations of a hybrid means test (HMT).

- Use these estimates to simulate/test the impact of the proxy-means testing formula and alternative methods (e.g. a combination of income test and a 'scoring formula' comprising additional indicators, known also as 'hybrid means test') on the targeting of different non-contributory benefits and assess how the proposed alternative targeting methods affect simulated targeting accuracy and coverage.

- Conduct a 'dry-run' / on-paper simulation in pre-selected municipalities or locations, of the targeting with the proposed proxy-means and hybrid means tests in order to assess household and individual eligibility for benefits, and compare with the outcomes from the currently applied income tests.

- Simulate the fiscal impact of changing the targeting methodology under different scenarios.

- Present options with their performance characteristics and fiscal implications to policy makers, provide explanations and answer questions to facilitate their choice of policy.

- "Operationalize" the selected targeting option / scenario(s). Develop written procedures for the implementation of new targeting methods and train staff of the CSWs on how to apply these methods.
- Develop guidelines for corresponding grievance and redress mechanism that should be established in the CSWs for the selected targeting option(s). Advise the CSWs on how to establish this mechanism in practice.
- Develop guidelines on how the informal incomes will be verified and on recertification.
- Review the benefit targeting design in the current legislation and propose changes that will be needed for the introduction and 'operationalizing' of the new targeting methodology(es). These changes might affect the legal framework more broadly, or be limited to secondary legislation, administrative manuals and instructions to social workers.
- Organize (i) workshops and a Study Tour for transfer of knowledge and international good practices and (ii) public consultations on intermediate and end of the consultancy. Set key questions/issues on which to focus the agendas. Set objectives and outcomes of the public consultations / workshops.

4.4. "The Protection of Children from Violence in South East Europe: Enhancing the Identification and Referral Cases of Violence against Children"

Duration: December 20th, 2012 – June 15th, 2013
Budget: 86,363 USD

General info

The project "The Protection of Children from Violence in South East Europe" aims at reinforcing the capacities of civil society partners in independent monitoring of child rights violations, in particular violence against children. It will also reinforce partnerships between CSOs and State decision-makers with an aim to strengthen the system of public services to identify, monitor and address violence against children. The project is embedded in reform agendas of existing child protection and social protection systems and will contribute to sharing lessons learned on child rights monitoring mechanisms in South East Europe.

The objective of the Project "Enhancing the Identification and Referral Cases of Violence Against Children" is the contribution to the previously mentioned project in its implementation in BiH in one of its three components – piloting of developed standards and procedures that will enhance identification and referral of cases of violence in ten targeted municipalities.

This project objective is expected to result in actual implementation of developed standards and procedures at local level; these standards are expected to enhance identification and referral of cases of violence in ten targeted municipalities.

As the tangible result of the implementation of this project, each municipality is expected to:

- review the developed Thematic Study on Possible Ways of Enhancing Responsiveness of Service Providers in Identification, Reporting and Referral of Cases of Violence against Children;
- pilot developed standards and procedures in cases of violence at local level;
- organize round table on relevance and applicability of developed standards;
- participate in capacity building activities on Standards and Procedures

The project will be implemented in ten (10) targeted municipalities

- FBiH: Novi Grad Sarajevo, Stolac, Novi Travnik, Sanski Most and Livno
- RS: Bileća, Kotor Varoš, Laktaši, Novi Grad and Višegrad.

4.5. “Enhancing the Social Protection and Inclusion System (SPIS) in BiH: Introduction of Social Protection and Inclusion Referral Model at Municipal Level” – Phase III

Duration: December 1, 2011 – November 30, 2012

Budget: USD 529,415

General info

The Project “Enhancing the Social Protection and Inclusion System (SPIS) in BiH: Introduction of Social Protection and Inclusion Referral Model at Municipal Level” represents continuation of UNICEF funded project implemented by Initiative for Better and Humane Inclusion (IBHI) in purpose to support capacity building of municipal administration, local service providers and modelling of a community referral system for social protection and inclusion.

Methodologies developed within the project use the Human Rights Based Approach to Programming (HRBAP) with a special focus on principles of non-discrimination and participation. HRBAP uses guidelines as well as human rights principles for the needs of building capacities for their realization. In addition to identifying and designating violations of human rights, this approach tries to prevent by building capacities of the bearers of those rights to understand and demand their rights, as well as capacities of bearer of duties to respect, protect and fulfil human rights.

The Project here in question will continue implementation in both entities and ten target municipalities:

- FBiH Federation: Novi Grad (Sarajevo), Stolac, Sanski Most, Novi Travnik and Livno
- Republika Srpska: Laktasi, Kotor Varos, Novi Grad, Bileca and Visegrad

Project goal

The overall objective of the SPIS Project is to contribute to the national goal as defined in the BiH Medium-Term Development Strategy (MTDS), which is the development of a fiscally sustainable and effective social safety net and to the establishment of a harmonized, well-targeted, efficient and sustainable social protection system.

Project goal: Policy makers and service providers better able to plan, manage and coordinate targeted social protection services to excluded and vulnerable children and their families.

The purpose of continuation of project implementation in targeted communities/municipalities within the framework of the Project is twofold:

1. Support to capacity building of municipal administrations and local service providers with a view to enhancing their effectiveness in terms of planning, social care provision and inclusion of marginalized children and their families
2. Support to modeling of a community referral system for social protection and inclusion for the purpose of conveying lessons learned and incorporating them into the entity's Social Protection and Inclusion Strategy/Policy, having as its ultimate goal the attainment of the same level of protection throughout BiH.

Project Results

As the tangible result of project implementation, the municipality will:

1. effectively use in the first project phase established integrated and newly gathered data on children at municipal level, with particular focus on economic and social marginalization-related issues and access to social protection services as a basis for planning;
2. acquire and apply enhanced human resource qualities through education/training in the areas of project planning, monitoring and evaluation, as well as specific topics related to social protection of children and application of referral;
3. monitor implementation of the two-year Action plan for social inclusion in the system of child protection in ten targeted municipalities;
4. monitor implementation of the Action plan for monitoring primary school enrolment in eight targeted municipalities;
5. have intensified communication and cooperation with institutions providing social care for children, as well as with children and their families through Municipal Management Boards and participation in implementation of Project's components;
6. have developed an integrated children and family protection service including enhanced human resource capacities of institutions;
7. have resources available throughout the project, which will provide for intensified service activities (through additional staff, training or equipment, as required) and their further work on inclusion and protection of children;
8. have developed and implemented referral model for specific vulnerable groups of children at municipal level;
9. have enhanced role and visibility as a promoter of child development and protection through the establishment of municipal principles within the framework of the Child-Friendly Municipalities concept;
10. pass on lessons learned and relevant project experience to neighboring municipalities as well as present project activities to municipal mayors and other officials;

4.6. "The Role of Civil Society in Strengthening Social Inclusion"

Duration: December 2009. – January 2012.

Budget: EUR 129.025

General info

Central issues that IBHI is involved in are social protection reform, improvement of social inclusion and strengthening the role of NGOs in social protection and inclusion. The struggle against social exclusion requires an all-encompassing approach that is capable of handling the multi-faceted nature of exclusion. This project aims to strengthen IBHI's think-tank capacity, as well as to form capacities for policy development.

Project goal

The overall vision and general strategy is to strengthen think-tank capacities in order to enable IBHI to provide policy development in the EU accession process, especially in reforms of the social sector. The objective of the project is to strengthen the role of civil society in social inclusion in the context of the Implementation of BiH Social

Inclusion Strategy, and strengthening social inclusion of specific excluded groups such as persons with disabilities and children.

Our three-year strategy is founded on previous accomplishments and the real needs in BiH, with the following elements:

- Improving research capacities of the organisation's think-tank within the context of social inclusion and the role of civil society in it
- Development of a holistic approach to social inclusion
- Evidence-based studies in support of the process of EU accession in the area of social development and civil society
- Organisational development (strengthening think-tank capacities)

Strategy and expected outcomes

Planned activities are directed towards:

- The analyses of possibilities of strengthening the role of civil society in ensuring the priority areas of social inclusion, inclusion of persons with disabilities, families with children, the elderly, pension policies, inclusive education, inclusive health care and inclusive social protection within the function of employment.
- Assessment of needs and the development of a model for strengthening NGO capacities for an active role in social inclusion.
- Development of mechanisms for financial and expert support to NGOs in the implementation of Social Inclusion Strategy (Social Inclusion Foundation for NGOs).

IBHI research approach is participative in nature and based on the bottom-up approach.

Some of the expected outcomes are: adoption of the BiH Social Inclusion Strategy with Action Plan; changes in social policies and legislation; improved social position of the most impoverished vulnerable groups (persons with disabilities, families with more than 2 children, IDP, the elderly and minorities).

OSI's Think Tank Fund grant will enable long-term solidification of the organization and its sustainability in think-tank activities after the grant period. Hence, this grant will support the sustainability of the think-tank profile of the organization.

4.7. "Democratic Economic Governance (DEG) - Securing Access to Water through Institutional Development and Infrastructure"

Duration: 15 May 2011 – 31 March 2013

Budget: USD 511,211

General info

The Project "Democratic Economic Governance – Securing Access to Water through Institutional Development and Infrastructure" is a programme supported through the Millennium Development Goals Achievement Fund funded by the Spanish government, implemented by UN agencies in partnership with the BiH Ministry of Foreign Trade and Economic Relations, BiH Ministry of Civil Affairs, the FBiH and RS Ministries of Agriculture, Forestry, and Water Management, partner municipalities and their associated water utility companies, and civil society organizations.

Methodologies developed within the project use the Human Rights Based Approach to Programming (HRBAP) with a special focus on principles of non-discrimination and participation. HRBAP uses guidelines as well as human rights principles for the needs of building capacities for their realization. In addition to identifying and designating violations of human rights, this approach tries to prevent by building capacities of the bearers of those rights to understand and demand their

rights, as well as capacities of bearer of duties to respect, protect and fulfill human rights.

The Project here in question will be implemented in both entities and ten target municipalities:

- FBiH Federation: Gracanica, Kladanj, Neum, Stolac, Bosanski Petrovac, Bihac
- Republika Srpska: Grad Istocno Sarajevo (municipalities Istocna Ilidza, Istocno Novo Sarajevo I Trnovo), Visegrad, Rudo, Petrovo, Petrovac/Drinic.

Project goal

The general purpose of this part of the Democratic Economic Governance project is to, within the context of the implementation of the Social Inclusion Strategy of BiH, ensure inclusion of all citizens, especially the most vulnerable groups, into the development of social protection, most of all in regard to Water System issues affecting their communities.

The project goal has two different aspects:

1. Strengthening inclusion of citizens in participative municipal governance of water access, especially in regard to its social aspects.
2. Strengthening the capacity of governments for evidence-based policy making and resource planning for equitable water-related service provision, especially regarding its social aspects.

Project Results

Expected results are:

- Establishment of Municipal Management Boards (MMBs), and capacity building of municipal administrations and local service providers with a view to enhancing their effectiveness in terms of planning, social care provision and inclusion of vulnerable groups to influence municipal decision making on water access issues;
- Establishment of Participatory Action Groups (PAGs) of vulnerable citizens in 10 municipalities;
- Modeling of a community referral system for social protection and inclusion for the purpose of conveying lessons learned and incorporating them into the entity's Social Protection and Inclusion Strategy/Policy, having as its ultimate goal the attainment of the same level of protection throughout BiH;
- An enhanced role and visibility as a promoter of social protection and inclusion through the establishment of municipal principles within the framework of the social inclusion concept. The municipality became a pilot municipality and an example to other municipalities;
- Available resources throughout the project, as well as a budget planned for the post-project period which will provide for intensified service activities (through additional staff, training or equipment, as required) and their further work on inclusion and protection of vulnerable groups at municipality level;
- Available Action Plans laying down the priorities for vulnerable groups and directions in terms of provision of services to vulnerable groups, including the mid and long-term municipal economic and social protection development plans;

The programme under this agreement will contribute to the following results of the Democratic Economic Governance – Securing Access to Water through Institutional Development and Infrastructure:

- Intensified communication and cooperation with government institutions providing social care for vulnerable groups, as well as with children and their families through participation of government in implementation of Project's components;
- An integrated social protection service including enhanced human resource capacities of institutions developed;

- Available integrated data on vulnerable groups at municipal level, with particular focus on economic and social marginalization-related issues and access to social protection services as a basis for planning;
- Acquired enhanced human resource qualities through education/training in the areas of HRBA, CRIA, monitoring and evaluation, as well as specific topics related to social protection of vulnerable groups, children in particular;
- Contributions to the implementation of the Social Inclusion Strategy of BiH.

4.8. Round table: “Social Transfers in Bosnia and Herzegovina”

Duration: 1 June – 25 June 2011

Budget: BAM 4,020

General info

The Initiative for Better and Humane Inclusion (IBHI) and the World Bank in Bosnia and Herzegovina organised and held a roundtable discussion on Thursday, June 16, 2011 at 11:00, during which findings of the recent World Bank studies on social transfers in Bosnia and Herzegovina and Southeast Europe were presented and used as a basis for a policy dialogue on this topic among the broad set of stakeholders (government representatives, academia, and civil society).

In addition to this, the World Bank financed Social Safety Nets and Employment Support Project was presented, as an instrument to strengthen the capacity to implement reforms of social transfers.

Project goal

The purpose of this policy roundtable was twofold: i) to generate policy dialogue about social protection in BH and provide input to the newly elected governments about key issues that need to be addressed over the next four years; and ii) to provide input to the World Bank's new Country Partnership Strategy for BH for the period 2012-2015.

Project results

The round-table gathered a broad spectrum of government officials and representatives of governments and public agencies (21), international organisations (4), the NGO sector (6) and academia (1) – 32 in total, with the aim to: generate policy dialogue about social protection in BiH and provide input to the newly elected governments about key issues that need to be addressed over the next four years; and to provide input to the World Bank's new Country Partnership Strategy for BH for the period 2012-2015.

Mr. Žarko Papić, moderator and IBHI Director, gave the opening remarks. After Mr. Papić's introduction, Ms. Boryana Gotcheva apologized in her opening remarks on behalf of Mr. Mantovanelli, who was unable to attend the round table.

The first presentation was given by Ms. Boryana Gotcheva from the WB and it was entitled *“Poverty and Social Assistance Priorities in the Western Balkans: Analytical Findings and Implications of the Reform”*. The main conclusion was that specific characteristics of the social programs in Bosnia and Herzegovina (and Croatia) limit the effects of social aid. The overall spending on different kinds of social aid programs is high, but inequitable, with mixed performance and results, and significant **leakage** to the non-poor population. When this is combined with the problems of **inadequate**

targeting and poor coverage, BiH is faced with a dual challenge. Ms. Gotcheva proposed the following steps: to improve design for better coverage and targeting and to reduce disincentives for taking jobs. This could be done by changing the targeting formula (from income and asset test towards scoring formula - PMT or HMT), introducing data management and registries, disability certification, job openings and job brokerage services. Another one of her observations and recommendations for the future, in order to achieve improved targeting and coverage, is to conduct household budget surveys every year (up until now, they were conducted once every 2 or 3 years).

The second presentation was entitled "*Social Safety Net and Employment Support Project in BiH*" and given by Jasna Mehmedović, PIU SESER. It emphasized that the size of social transfers in BiH requires high taxes, which reduces opportunities for opening new work places and private investments. On the other hand, targeting by social transfers is very weak and therefore the poorest fifth of the population receives only 18% of these transfers. The situation in BiH is fiscally unsustainable and socially unfair which is mostly due to transfers based on status rights. She also presented the main characteristics of the SSNESP project (Social Safety Nets & Employment Support Project, October 2010- February 2015), which aims at establishing a network of social security that provides better protection and increases living standards, as well as better management, quality and more effective public spending. The SSNESP project has four components: strengthening design of the security network, strengthening administration and supervision on the benefits, providing help for finding employment and ensuring strategic communication. The goal is to improve transparency of services and public awareness about the need for better targeting of social transfers, as well as about the necessity of reforms in the social sector as a whole.

The presentation was followed by a panel discussion which was opened by Mr. Dobrica Jonjić, from the FBiH Ministry of Labour and Social Policy, followed by the second panellist, Suad Zahirović from the NGO LOTOS, Tuzla and the third panellist, Mr. Ljubo Lepir from the RS Ministry of Health and Social Protection. After the panellists concluded their speeches, a discussion was started in order to reflect upon the main points made by the presenters and panellists.

To conclude, Ms. Gotcheva clarified some issues: that reforms are not about restrictions, but about equity and equality; that the goal was not to develop a single means testing formula, but to develop a methodology for evaluating the real needs of beneficiaries; that there should be no dilemma of cash vs. services – the ideal solution is cash AND services; that all reforms take time and BiH should not rush into social reforms as it has in other reforms (education); and that reforms have to be based on concrete numbers and indicators, which will result from the 4-year implementation of the "Social Safety Nets and Employment Support Project".

To sum up the presentations and panellists' speeches, Dr. Ž. Papić suggested the following main conclusions and recommendations which were unanimously accepted:

- The main problem of social transfers in BiH is their poor targeting and the fact that the system is based on status rights instead of beneficiaries' actual needs;
- Reforms focused on significant improvement of targeting of social transfers and social policies in general will make them more efficient in reducing poverty;
- These reforms will enable a reduction of public expenditures and represent an impulse for the opening of new work places and investments;
- The World Bank "Social Safety Nets and Employment Support Project" gained full support, and its significance for reforming the area of social transfers was highly emphasized.

4.9. “Democratic Economic Governance (DEG) - Securing Access to Water through Institutional Development and Infrastructure”

Duration: 1 May 2010 - 15 May 2011

Budget: USD 342,790

General info

The Project “Democratic Economic Governance – Securing Access to Water through Institutional Development and Infrastructure” is a programme supported through the Millennium Development Goals Achievement Fund funded by the Spanish government, implemented by UN agencies in partnership with the BiH Ministry of Foreign Trade and Economic Relations, BiH Ministry of Civil Affairs, the FBiH and RS Ministries of Agriculture, Forestry, and Water Management, partner municipalities and their associated water utility companies, and civil society organizations.

Methodologies developed within the project use the Human Rights Based Approach to Programming (HRBAP) with a special focus on principles of non-discrimination and participation. HRBAP uses guidelines as well as human rights principles for the needs of building capacities for their realization. In addition to identifying and designating violations of human rights, this approach tries to prevent by building capacities of the bearers of those rights to understand and demand their rights, as well as capacities of bearer of duties to respect, protect and fulfill human rights.

The Project here in question will be implemented in both entities and ten target municipalities:

- FBiH Federation: Gracanica, Kladanj, Neum, Stolac, Bosanski Petrovac, Bihac
- Republika Srpska: Grad Istocno Sarajevo (municipalities Istocna Ilidza, Istocno Novo Sarajevo I Trnovo), Visegrad, Rudo, Petrovo, Petrovac/Drinic.

Project goal

The general purpose of this part of the Democratic Economic Governance project is to, within the context of the implementation of the Social Inclusion Strategy of BiH, ensure inclusion of all citizens, especially the most vulnerable groups, into the development of social protection, most of all in regard to Water System issues affecting their communities.

The project goal has two different aspects:

3. Strengthening inclusion of citizens in participative municipal governance of water access, especially in regard to its social aspects.
4. Strengthening the capacity of governments for evidence-based policy making and resource planning for equitable water-related service provision, especially regarding its social aspects.

Project Results

Expected results are:

- Establishment of Municipal Management Boards (MMBs), and capacity building of municipal administrations and local service providers with a view to enhancing their effectiveness in terms of planning, social care provision and inclusion of vulnerable groups to influence municipal decision making on water access issues;
- Establishment of Participatory Action Groups (PAGs) of vulnerable citizens in 10 municipalities;

- Modeling of a community referral system for social protection and inclusion for the purpose of conveying lessons learned and incorporating them into the entity's Social Protection and Inclusion Strategy/Policy, having as its ultimate goal the attainment of the same level of protection throughout BiH;
- An enhanced role and visibility as a promoter of social protection and inclusion through the establishment of municipal principles within the framework of the social inclusion concept. The municipality became a pilot municipality and an example to other municipalities;
- Available resources throughout the project, as well as a budget planned for the post-project period which will provide for intensified service activities (through additional staff, training or equipment, as required) and their further work on inclusion and protection of vulnerable groups at municipality level;
- Available Action Plans laying down the priorities for vulnerable groups and directions in terms of provision of services to vulnerable groups, including the mid and long-term municipal economic and social protection development plans;

The programme under this agreement will contribute to the following results of the Democratic Economic Governance – Securing Access to Water through Institutional Development and Infrastructure:

- Intensified communication and cooperation with government institutions providing social care for vulnerable groups, as well as with children and their families through participation of government in implementation of Project's components;
- An integrated social protection service including enhanced human resource capacities of institutions developed;
- Available integrated data on vulnerable groups at municipal level, with particular focus on economic and social marginalization-related issues and access to social protection services as a basis for planning;
- Acquired enhanced human resource qualities through education/training in the areas of HRBA, CRIA, monitoring and evaluation, as well as specific topics related to social protection of vulnerable groups, children in particular;
- Contributions to the implementation of the Social Inclusion Strategy of BiH.

4.10. “Enhancing the Social Protection and Inclusion System (SPIS) in BiH: Introduction of Social Protection and Inclusion Referral Model at Municipal Level”

Duration: Phase I: 15 April 2009 - 15 April 2010

Duration: Phase II: 16 April 2010 – 30 September 2011

Budget: BAM 771.952

General info

The Project “Enhancing the Social Protection and Inclusion System (SPIS) in BiH: Introduction of Social Protection and Inclusion Referral Model at Municipal Level” represents another project continuation of UNICEF funded projects implemented by IBHI and building on experiences and lessons learned from several projects supported by different donors and aimed at improving social and child protection and provision of social services in BiH.

Methodologies developed within the project use the Human Rights Based Approach to Programming (HRBAP) with a special focus on principles of non-discrimination and participation. HRBAP uses guidelines as well as human rights

principles for the needs of building capacities for their realization. In addition to identifying and designating violations of human rights, this approach tries to prevent by building capacities of the bearers of those rights to understand and demand their rights, as well as capacities of bearer of duties to respect, protect and fulfill human rights.

The Project here in question will be implemented in both entities and ten target municipalities:

- FBiH Federation: Novi Grad (Sarajevo), Stolac, Sanski Most, Novi Travnik and Livno
- Republika Srpska: Laktasi, Kotor Varos, Novi Grad, Bileca and Visegrad

Project goal

The overall objective of the SPIS Project is to contribute to the national goal as defined in the BiH Medium-Term Development Strategy (MTDS), which is the development of a fiscally sustainable and effective social safety net and to the establishment of a harmonized, well-targeted, efficient and sustainable social protection system.

Project goal: Policy makers and service providers better able to plan, manage and coordinate targeted social protection services to excluded and vulnerable children and their families.

The purpose of establishing pilot communities/municipalities within the framework of the Project is twofold:

1. Capacity building of municipal administrations and local service providers with a view to enhancing their effectiveness in terms of planning, social care provision and inclusion of marginalised children and their families
2. Modelling of a community referral system for social protection and inclusion for the purpose of conveying lessons learned and incorporating them into the entity's Social Protection and Inclusion Strategy/Policy, having as its ultimate goal the attainment of the same level of protection throughout BiH.

Project Results

As the tangible result of project implementation, the ten municipalities will:

1. have available integrated data on children at municipal level, with particular focus on economic and social marginalisation-related issues and access to social protection services as a basis for planning
2. acquire enhanced human resource qualities through education/training in the areas of project planning, monitoring and evaluation, as well as specific topics related to social protection of children
3. have available an action plan laying down the priorities for children and directions in terms of provision of services to children and families with children including the mid and long-term municipal economic development plans
4. have intensified communication and cooperation with institutions providing social care for children, as well as with children and their families through Steering Committees and participation in implementation of Project's components
5. have developed an integrated children and family protection service including enhanced human resource capacities of institutions
6. have resources available throughout the project, as well as a budget planned for the post-project period which will provide for intensified service activities (through additional staff, training or equipment, as required) and their further work on inclusion and protection of children
7. have enhanced role and visibility as a promoter of child development and protection through the establishment of municipal principles within the

framework of the Child-Friendly Municipalities concept. The municipality will become a pilot municipality and an example to other municipalities.

4.11. "Support to the Disability Policy Development in BiH"

Duration: April, 2006 - September, 2009

Budget: EUR 1.140.000,00

General info

This project is supported by the Government of Finland.

The project addresses the following problems: 1) insufficient legal framework and lack of a comprehensive and sustainable policy that is able to meet the needs of the growing number of those needing social protection; 2) increase of the number of unprovided for disabled persons and their further social exclusion; 3) lack of understanding and ways of addressing the disability issues in broader scale within the Government to maximize impact of actions; 4) drop in the quality of services provided by institutions for social work; 5) non-availability of harmonized and feasible minimum standards for service provision; 6) non-availability of tools to mainstream disability issues in the Government programme and projects.

Project objective

Overall objective is an establishment of adequate and sustainable system for social protection with full recognition of the rights and opportunities of the persons with disabilities and civilian victims of war. It includes harmonization of legal and social protection of all persons with disabilities on the basis of inclusive standard rules for equalisation of opportunities for PWDs, especially in the labour market, and establishing of a mixed system of social protection.

Purpose is disability development. As Results 1) a comprehensive disability policy and strategy will be developed based on new modes and types of services and mixed model of service provision; 2) increased integration of disability sensitive approaches in national policies, programmes and projects, including support to employment of PWDs; and 3) harmonized criteria for the level of disability i.e. standardized manual (and other tools) for centres of social welfare and other professionals are to be developed.

Project components

The approach consists of human rights, holistic view on the community based rehabilitation (CBR), welfare mix policy development, innovative activities and service models, user-involvement, participation of all relevant stakeholders, multisectoral approach, and mainstreaming which is a cross-cutting theme of sustainable disability policy and its implementation.

Structures supporting project components

The main beneficiaries are the specific segments of social protection dealing particularly with individuals with disabilities, families with disabled children, and civilian victims of war. The key stakeholders are: Directorate for Economic Planning (DEP), relevant ministries at state, entity and cantonal levels, municipal authorities, civil society representatives, especially from NGOs of and for people with disabilities, personnel of Centres for Social Work (CSWs), civilian victims of war (CVWs) and families with children, regardless of the origin of disability, and media representatives.

Results

FBiH and RS adopted Strategies in the area of disability" with the support of project staff. Based on the entity strategies, the entities established and provided funding for the Federation of Bosnia and Herzegovina Fund for Professional Rehabilitation and Employment of Persons with Disabilities, and the Republika Srpska Fund for Professional Rehabilitation and Employment of Invalids. Both entity Funds are very successful in their activities and provide strong support to the employment of persons with disabilities.

4.12. "Capacity building of the Gender Mainstreaming Mechanisms in BiH for the establishment of the Fund for the Implementation of the Gender Action Plan"

Duration: May 2008 - September 2009

Budget: EUR 308,240.00

General Information

The assignment's main purpose will be to ensure sustainability and ownership in the implementation and management of the Fund for the Implementation of the Gender Action Plan (FIGAP). The approach will build on the well proved notion that the Gender Equality Agency of Bosnia and Herzegovina and the Gender Centre Federation of Bosnia and Herzegovina and Republika Srpska staff must be fully responsible for the implementation of the FIGAP. This means that they will themselves write the reports, develop staff ToRs, develop FIGAP selection criteria etc. Gender Equality Agency of Bosnia and Herzegovina and Gender Centre Federation of Bosnia and Herzegovina and Republika Srpska staff will get input, guidance and capacity building efforts from the consultant team. All activities will hence be directed by primarily, the Gender Equality Agency of Bosnia and Herzegovina Director and secondly, the Gender Centre Federation of Bosnia and Herzegovina and Republika Srpska directors.

Project Goal

The goal of the project is the establishment of well-functioning and sustainable Fund for the Implementation of the Gender Action Plan (FIGAP) in Bosnia and Herzegovina.

Expected Results

- Established operational mechanisms and a sustainable programme cycle methodology for the FIGAP, and
- Sustainable capacity of the Gender Equality Agency of Bosnia and Herzegovina and Gender Centre Federation of Bosnia and Herzegovina and Republika Srpska in programme management, procurement, finance and monitoring.

4.13. "Preparation for the Establishment of the Social Inclusion Foundation in Bosnia and Herzegovina"

Duration: February 2009 - October 2009

Budget: EUR 117.487,84

General info

The Project is funded by the Swiss Development and Cooperation Office in BiH and the Open Society Fund Bosnia and Herzegovina. The concept of establishment

of Social Inclusion Foundation for Non-governmental organisations in Bosnia and Herzegovina is a synergy of results of two projects *Swiss NGO Support Programme in Bosnia and Herzegovina 2007-2008* and *Preparation for Establishment of the Social Inclusion Fund in Bosnia and Herzegovina*. Current project is the continuation of this process.

Project goal

Project's goal is the establishment and functioning of Social Inclusion Foundation for NGOs in BiH, as an independent institution, which would support the work and development of the NGO sector in Bosnia and Herzegovina.

This includes completing all preparatory activities for the establishment of the SIF NGO in Bosnia and Herzegovina, defining its structure, legal and institutional arrangements with full consultations with all relevant stakeholders (NGOs, domestic institutions), preparation of analytical documents and policy recommendation papers that would be the basis for the Foundation's policy. The Foundation will provide support through development of analyses and policies in accordance with the real needs of the civil society and beneficiaries of the NGO sector, and provide technical assistance and capacity building to the NGO sector.

Project Results

In accordance with the planned activities expected results are:

1. Implemented five round tables (two of which are in cooperation with BiH Directorate for Economic Planning, responsible for the development of the BiH Social Inclusion Strategy and Country Development Strategy) with representatives of NGO sector, entity and state level governments and donors.
2. All statutory documents necessary for establishment of SIF NGO prepared.
3. Prepared several analyses, including:
 - Needs assessment of NGOs for further professionalisation and standardisation of their services;
 - Analysis of NGO sector from social inclusion perspective with recommendations for activities of NGOs in implementation of BiH Social Inclusion Strategy;
 - Legal analyses defining practical modalities for establishment of SIF NGO.
4. Wide use of NGO.Fin application.
5. Prepared Joint Financial Agreement.
6. Prepared project proposal of SIF NGO for financing by international donors and local governments.
7. Created conditions for the registration of SIF NGO.

4.14. "Preparation for the Establishment of the Social Inclusion Fund in Bosnia and Herzegovina"

Duration: March 2008 - March 2009

Budget: EUR 99.280,10

This Project is funded by the Swiss Development and Cooperation Office in BiH and the Open Society Fund Bosnia and Herzegovina.

The goal of this project is to implement all preparatory activities for the establishment of the Social Inclusion Fund in Bosnia and Herzegovina, define its

structure, legal and institutional arrangements with full consultations with all relevant stakeholders (NGOs, domestic institutions), establish the Social Inclusion Fund and prepare analytical documents and policy recommendation papers that would be the basis for the Fund's policy.

The goal is, therefore, the establishment and functioning of the Social Inclusion Fund, as an independent institution, which would support the work and development of the NGO sector in Bosnia and Herzegovina. This means more than collecting and administering financial resources. The fund will provide support through development of analyses and policies in accordance with the real needs of the civil society and beneficiaries of the NGO sector, and provide technical assistance and capacity building to the NGO sector.

In accordance with the planned activities expected results are:

- 11 Round Tables with NGOs in cantons and regions and 2 expert Round Tables held,
 - NGO BiH Situation Analysis prepared,
 - Results of the research on financing of NGOs from domestic budgets,
 - Policy Recommendation Document written,
 - Study "Development of Civil Society, Lessons Learned" published,
 - Cooperation with DEP in the context of preparation and implementation of the BiH Social Inclusion Strategy established.
-
- Regional Conference "Development of Civil Society, Lessons Learned and the Role of the Social Inclusion Fund" (working title) held,
 - All necessary documents for the establishment of SIF, its organization and management prepared,
 - SIF registered,
 - Activities launched on securing funds, donations and funds from domestic budgets, and first funds approved.

Overall, the aim of the Social Inclusion Fund is to strengthen the role of civil society organizations, and therefore citizens, in social inclusion by developing practical mechanisms and capacities at the local community level in BiH, which are essential on the country's road to integration into the EU.

4.15. "Support To Social Protection and Inclusion, Building Of Child-Friendly Communities and Roma Birth Registration in BiH"

Duration: February 2008 - March 2009

Budget: EUR 179.757,63

General Info and Selected Activities

As two previous IBHI projects related to child protection, this project is also financed by UNICEF in BiH.

Within the Project, Municipal Management Boards (MMBs) in 4 target municipalities (Gornji Vakuf, Breza, Prnjavor and Srbac) will monitor implementation of Child Protection Action Plans (2008-2009) which are to be adopted by municipal assemblies/municipal councils. They will also participate together with MMBs from five old municipalities (Bugojno, Teslić, Gradiška, Kakanj and Vareš) in the assessment and evaluation of project processes and outcomes, focusing on cross-sectoral capacity gaps in social protection at local level.

In the last project phase in municipalities of Breza, Donji Vakuf, Srbac and Prnjavor, Action plans for monitoring of enrolment in primary schools were prepared, based on which functional system for monitoring of enrolment of children in primary schools was established and will be implemented in the coming and following school

years, since children born in 2000-2007 were encompassed. MMBs will monitor the results of this activity.

It is foreseen that groups for development of child protection policy at entity level should continue its work and their task would be to discuss draft documents prepared within this Project. As needed, CPPAG members will be consulted and will participate in preparation of "BiH Social Inclusion Strategy". CPPAGs will review of the capacity gap analysis done at the local level and provide required technical inputs for Social Protection and Inclusion project.

Simultaneously, within the project, activities targeting new municipalities (Kiseljak, Istočna Ilidza, Drvar, Foča and Goražde) will be launched. The realization of this project will be initiated with the analysis of the current situation concerning services of child protection. Upon suggestions and based on consultations with the mayors of the aforesaid municipalities, coordination bodies – Municipal Management Boards (MMBs) will be established. As their members these boards will have representatives of Municipality, Centre for Social Welfare, Health centre, schools, nongovernmental sector and a representative of beneficiaries/parents/local communities. Municipal Management Boards will be assigned the task of coordinating all project activities in local community as well as to provide support to other project components. In accordance with HRBAP (Human Rights Based Approach to Programming) methodology, Municipal Management Boards will draft municipal Action plans for building of child-friendly communities focusing on enrolment and access to education of especially vulnerable children in order to raise the level of understanding of municipal officials on social protection, cultural diversity and child rights.

Action plans are expected to strengthen the linkages of municipal governance, schools, health sector, social services and NGOs with the purpose of creating child-friendly communities and combating social exclusion. Activities of these plans are expected to ensure an interaction between adults and children through structural cooperation mechanisms of all relevant stakeholders in local community as well as increased participation of children, parents and community members in the process of drafting and making decisions.

Within the project "Roma - Birth Registration project in Bosnia and Herzegovina" 4 trainings will be held. One joint training will be organized for 30 municipal officials from 10 selected municipal registry offices in providing services on registration issues to marginalized groups. Two entity trainings (one in FBiH and another in RS) will be organized for 50 police officers and 30 social workers from selected municipalities in providing information on registration and citizenship procedures. One training will be organized for 50 Roma representatives in selected municipalities on rights related to birth registration.

Within the project "SPIS – Development of Methodology to design the inter-sectoral referral mechanisms for social protection and inclusion at service-delivery level in Bosnia and Hercegovina" two documents will be developed: 1) Situation analysis documenting Statutory obligations analysis, Role analysis/ports of entry analysis, Capacity, Visioning and design of the referral, 2) Document on theoretical framework for the referral methodology development (lessons learned, materials review).

In cooperation with UNICEF, IBHI team will conduct monitoring and evaluation of the mentioned project activities.

Project Goal

- To provide support to creating child-friendly communities in BiH in order to raise the level of understanding of municipal officials of social protection, cultural diversity promotion and children's rights

4.16. "Swiss NGO Support Programme in BiH 2007 - 2008"

Duration: March 1, 2007 - December 31, 2008

Budget: EUR 805.796,00

General Info

Swiss Development and Cooperation Office in BiH has been providing support to non-governmental organisations in BiH since 1998. In 2004, SDC decided to structure the support to the different NGOs through a unified programme resulting in increased effectiveness in reaching goals and efficiency in implementation, especially administration. For that purpose, SDC outsourced the programme administration and management to IBHI. The first Agreement on implementation of the Swiss NGO Support Programme in BiH between SDC and IBHI encompassed the period 2004-2006. Within this period, IBHI managed and administrated implementation of a significant number of projects of local NGO partners, developed methodology and gained experience crucial for effective and efficient continuation of the Programme.

Participation in the Programme management during the period 2004-2007, enabled IBHI to contribute to capacity building of the NGO partners, synergies achieved through networking, joint activities and partnerships established, implemented or initiated within the Programme. Therefore, Project objectives for the 2007 – 2008 period are not solely based on provision of social services but include additional objectives related to the policy dialogue and partnerships with public and governmental institutions.

Having in mind the importance of social inclusion processes and their potential influence on social protection reform, integration into the EU and human development in general, social inclusion is one of the cornerstones of the Programme implementation and as such is taken into consideration in all future plans.

Project goals

Project is based on the strategic goals defined by the SDC at the domain and project levels:

- SDC Social Domain goal: *To improve access to and quality of social services and strengthen respect for social rights in BiH, in particular concerning vulnerable and marginalized groups, and*
- Project goal of the Programme: *To professionalize local NGOs and governments role in municipal social protection systems in order to provide adequate social and health care for beneficiaries.*

Selected activities and expected results

The structure of the mandate for managing the Swiss NGO Support Programme corresponds to the complex nature of its goals. The mandate is distributed to several levels: from activities of the NGOs at the grass-root level to policy dialogue at national level. IBHI's mandate encompasses the following activities:

- **Programme administration**
 - Tasks related to selection of NGO partners and preparation and signing of Agreements;
 - Permanent monitoring throughout the implementation period;
 - Evaluation of reports of NGO partners;
 - Preparation of different documents for SDC (for Steering committee meetings and otherwise);
 - Reporting to SDC.

- **Support to strengthening of local NGO partners and NGO sector in general**
 - Improvement of the Financial management system;
 - Promotion of integrated system and methodology of financial management.
- **Policy dialogue**
 - Promotion of the Social Inclusion Fund;
 - Integration of the experiences of the Swiss NGO Support Programme in the Social Inclusion Fund – Swiss NGO Support Programme as a model for SIF.

4.16.1. Sub-project: Conference "Civil Society in Strengthening Social Inclusion"

Duration: November 29 - 30, 2007

Budget: EUR 15.500,00

Within the NGO Support Programme in BiH, IBHI received additional funds from the East-East Programme of the Open Society Fund BiH, for organisation of the Conference "The Role of the Civil Society in Social Inclusion". The aim of the conference is comparison of regional experiences in this regard and analysis and recommendation of possible modalities for strengthening partnership among governmental and public institutions and civil society organisations (especially NGOs). Special focus of the conference will be on the promotion of specific mechanisms for promotion of inter-sectoral partnership. Preparation activities for the Conference are implemented within the NGO Support Programme in BiH.

4.17. "Support to the Household Budget Survey (HBS)"

Duration: November 2006 - November 2008

Budget: EUR 128.499,00

General information

The UK Department for International Development (DFID) and the Italian Cooperation Office in BiH are supporting the implementation and design of the BiH Household Budget Survey (HBS) for 2007. The project is administered by the LSE Consortium and the Italian National Institute of Statistics (ISTAT) and implemented by the BiH Agency for Statistics (BHAS) together with the Federal Office of Statistics (FOS), the Republika Srpska Institute for Statistics (RSIS) and Brčko District Department for Statistics.

The HBS is conducted in accordance with Eurostat guidelines.

Local partners are involved in the implementation of the Survey, for a more cost-effective and efficient implementation.

Project Goal

The goal of this project is to implement a Household Budget Survey for 2007, if possible with sufficient information on poverty and social concerns, and specifically to contribute to national accounts statistics and the calculation of consumer price indices (CPI). The purpose of this project is to contribute to the strengthening of the statistical system of Bosnia and Herzegovina, and in particular BHAS in its capacity to autonomously administer surveys of social and economic relevance for pro-poor policy making. The partner institution is BHAS, leading the other Statistical Institutes at the Entity and District level.

Selected activities and expected results

One of the main purposes of the project is to contribute to building of the local capacity. The project provides a programme of technical assistance which strengthens the capacity of BHAS, FOS and RSIS and allows the implementation and successful conclusion of the HBS.

The list of outputs comprises the following:

1. BHAS, FOS and RSIS capacity strengthened
2. HBS results available
3. Poverty and social statistics updated
4. Data users and producers consulted

4.18. "Support to Pro Poor Development Policies in Bosnia and Herzegovina"

Duration: September 2006 - May 2008

Budget: EUR 89.803,75

General information

Project offers a unifying vision of pro poor policy making and how it can be mainstreamed. It builds on learning from a decade of interventions in BiH and recognition from the design phase that there is a leadership gap in pro poor policy. The project brings together diffuse institutional actors in BiH which creates an environment conducive to the development of effective policy processes and strengthening of key skills. The project thus addresses the vital institutional, process and skill gaps in an integrated manner. In order for pro-poor policy to be mainstreamed, the project works directly with vulnerable groups through pilot actions and these serve as models of best practice for replication and scaling up. It aims towards long term development of pro-poor Government policy involving various actors and levels of Government.

The project provides a programme of technical assistance which strengthens the capacities of core BiH government institutions and other stakeholders to contribute to the formulation and design of pro-poor policies. The project begins to normalize patterns of a more accountable government identified in the MTDS. It does so by strengthening non-government actors so that they are better able to engage in the design, implementation and monitoring of policies. It encourages more open and participatory approaches from government institutions involved in the MTDS.

This project operates on two levels: providing institutional capacity building to a number of government stakeholders and advisory groups, and supporting evidence based policy making with lessons learned from pilot models which work directly with target vulnerable groups.

Project Goal

The goal of this project is to place poverty reduction and development on the priority agenda in policy making and implementation across all levels. The purpose of this project is to contribute to the strengthening of the Directorate for Economic Planning (DEP) and of the related policy makers and thus enhancing government's commitment to poverty reduction and development leading to pro-poor policy implementation.

This project aims to contribute to long-term processes of poverty reduction and development in BiH by adopting a sustainable programmatic approach with increased local participation.

Selected activities

Activities are developed in four key steps:

- Institutional mapping and plan for organisational development including capacity development of DEP staff, Civil Society Organizations (CSOs), and Working Groups (WGs), including training, mentoring, study trips, enhanced coordination arrangements for policy bodies;
- Capacity development, facilitation of enhanced policy design skills and embedding of expertise including the implementation of participatory pilots directly with the poor, strengthening of Social Policy Advisory Groups (SPAGs) and development of a State level advisory body on social policy;
- Consultative and participatory policy processes developed and strengthened with CSOs, social partners, and local actors engaging in the pro poor policy cycle including municipalities.
- Improved Monitoring and Evaluation (M&E) system, with defined and improved statistical information on poverty and social inclusion for better responses to user needs, as well as impact analysis of policies.

Expected results

The project will:

- Strengthen capacity of DEP policy analysis, monitoring functions - with full-scale M&E training with short courses on site; mentoring; analytical support, e.g. through undertaking a PSIA;
- Strengthen participation and role of CSOs and Municipal Governments among others; include CSOs with WG members in capacity building actions; develop participatory mechanisms for social partners;
- Develop and build up the Entity Social Policy Advisory Groups (SPAGs) capacity to influence the policy agenda on social issues and develop a State level advisory mechanism – while connecting service delivery agents and facilitating their participation;
- Implement pilot projects with vulnerable groups, develop strategic stakeholder understanding of pro-poor policy processes and practices through policy pilots – case based learning linked directly to target groups and ultimate beneficiaries;
- Strengthen information exchange and understanding of poverty through qualitative and quantitative studies, e.g. the Household Budget Survey (HBS);
- Ensure social policy governance and communications systems are embedded and sustainable.
- Build capacity in gender so that stakeholders address gender in all activities.

4.19. "Support to Child Protection System Reform in BiH"

Duration: April 1, 2007 - December 31, 2007

Budget: EUR 76.939,20

General info

This project is focusing on the continuation of the work of Municipal Management Boards (in further text: MMB) in five target municipalities (Bugojno, Gradiška, Kakanj, Teslić and Vareš) and the replication of the structure in new municipalities (Donji Vakuf, Breza, Prnjavor and Srbac). MMBs in five old municipalities will focus on monitoring and evaluation of activities realized in their communities as well as on activities determined in the Action Plans for piloting child protection system reform (2006 – 2007). On the other hand, MMBs in new municipalities will learn from positive experiences of old municipalities and create their own municipal Action plans for Social Inclusion in Child Protection System (2007 - 2008).

In this way, the number of municipalities in BiH in which the new system of planning social and child protection services has been introduced (two-year and three-year plans) would amount to 17 (Prijeedor, Kozarska Dubica, Travnik, Jajce, Zenica, Gornji Vakuf-Uskopje, Trebinje, Banja Luka, Bugojno, Gradiška, Kakanj, Teslić, Vareš, Breza, Donji Vakuf, Srbac, and Prnjavor). Action Plans for Social Inclusion in Child Protection System will improve the partnership and cooperation between all actors in the system at local level, increase the awareness of local communities of the need and purpose of planning child protection, and improve the entire system of child protection through a client-based approach.

A very important activity of MMBs in all 9 municipalities is the development of the model for primary school enrolment monitoring. In old municipalities (Bugojno, Gradiška, Kakanj, Teslić and Vareš) monitoring of existing plans and activities will take place, while new municipalities (Breza, Donji Vakuf, Prnjavor, Srbac) using experiences of old municipalities, will create their own Action Plans on Development of System for Primary School Enrolment.

During the project implementation, CPPAGs (Child Protection Policy Advisory Groups) will continue their work in development of policies of child protection at entity level, but the membership will be slightly modified (6 FBiH+6 RS). Experiences gained and lessons learned during the implementation of special focus projects will be used in the drafting of documents and recommendations for policy development.

Project activities also include Training for Trainers (ToT) from nine municipalities (old municipalities: Bugojno, Kakanj, Vareš, Teslić and Bugojno, and new municipalities: Breza, Donji Vakuf, Prnjavor and Srbac). The main goal of the training is to strengthen managerial and professional capacities of child protection service managers (5 from each municipality) and train them on the implementation of new child protection laws in their communities. The expected result is that these managers would acquire and transfer the knowledge and skills in practical implementation of the new legislation.

Project goal

The goal of the project is to:

- provide support to child protection system reform in BiH.

The project will contribute to the achievement of the following results:

2005-2008 UNICEF country program outcomes:

1) Policy makers at state, entity and municipal levels provide leadership in coordinating development of national standards to implement and monitor national policies that affect children's and women's rights;

2) Service providers ensure that provision of basic education and health and child protection services are inclusive, client-based, non-discriminatory, child and youth-friendly, reaching the most disadvantaged.

2005-2008 UNICEF program outputs:

1) Working groups of government and NGO experts revise legal framework and develop standards and guidelines on child protection (including violence and trafficking, fostering and adoption, protection of children in public care).

2) Local Government in selected municipalities, in cooperation with NGOs, develop and implement action plans to improve systemic responses to key social exclusion and child protection issues, including disability, discrimination in access to basic services, violence against women and children and trafficking.

Expected results

The output results and activities presented in this project plan are included in UNICEF's Annual Work Plan for 2007 under the following programs/projects:

Program 1: Policy Support

Project 2: Child Protection Standards and Regulatory Frameworks

Sub-project 2.2: Child Protection System Reform

Program 2: Child Protection and Inclusive Basic Services

Project 1: Child Protection Services at Municipal Level

Sub-project 1.1: Implementation of action plans to support piloting of child protection system reform in selected municipalities.

Output results

There are three expected results at the output level that will be achieved through a number of activities:

1. Municipal Management Boards (MMBs) in 5 municipalities monitor and report on implementation of action plans for 2006-2007 and transfer good practice models to four new municipalities
2. Local government in 4 new municipalities replicates the model of Action plan to monitor enrolment and drop out rates in primary schools.
3. Policy recommendations for child protection system reform based on local experiences in target municipalities are finalized and documented.

Outcome result

- Government identifies reasons for limited response of duty-bearers at different levels of child protection system and starts the implementation of priority recommendations to overcome weaknesses and failures of the system

Impact results

- Implementation of effective and efficient child protection policies at all levels which contributes to the reduction of poverty, inequality and social exclusion

4.20. "Programme planning phase regarding the implementation of Gender Action Plan of Bosnia and Herzegovina"

Duration: September 2007 - December 2007

Budget: EUR 49.126,00

General Info

IBHI implementing partners on this project are SIPU International AB and BiH Gender Equality Agency (GEA). The programme planning phase (PPP) for the implementation of the Gender Action Plan (GAP) has been recommended based on opinions of a broad selection of stakeholders and is to be carried out with their participation.

The immediate objective of such a PPP is the development of an agreed, comprehensive programme proposal, including identified and developed projects, to support the Implementation Plan of the Gender Action Plan for Bosnia and Herzegovina (IPGAP) that has been developed by the BiH state level Gender Equality Agency (GEA).

This project is funded by SIDA, DFID and the Norwegian Government.

Project purpose

The purpose of the assignment is twofold:

1. To assist BiH GEA in the drafting of a programme proposal that allows all relevant stakeholders to take part in the design of an effective and efficient IPGAP.
2. To promote the inclusion of key issues which shall be elaborated on and reflected in the PPP and the draft programme proposal:
 - Links to poverty reduction and EU harmonisation process
 - The civil society needs to more engage in the planning of the implementation of the GAP. At the same time, it is of vital importance to reinforce the government's leading role in the planning process.
 - Increased governmental funding to IPGAP.
 - Promote a comprehensive approach to the problem of trafficking in human beings to be integrated in IPGAP. In particular, the need of finding an effective, efficient and sustainable solution for shelters for vulnerable women, including victims of trafficking.

Main responsibilities of IBHI

- Coordination of all daily decisions in cooperation with GEA
- Contracting of local expertise in cooperation with GEA and SIPU
- Providing logistic coordination for workshops and meetings in cooperation with GEA
- Economic responsibility for down payments for conference costs

4.21. "Gender equality and equal opportunities as a segment of human rights in the light of constitutional changes in Bosnia and Herzegovina"

Duration: April 2007 - December 2007

Budget: EUR 18.872,00

General Info

This project is funded by the United Nations Development Fund for Women (UNIFEM). The project will be lead by the Agency for Gender Equality of Bosnia and Herzegovina, a Government body, and implemented by the Independent Bureau for Humanitarian Issues, a non-governmental organisation.

These two organisations have cooperated since 1999, in particular in the implementation of the institutionalisation of gender mainstreaming in Bosnia and Herzegovina, through the Gender Equity and Equality Programme Bosnia and Herzegovina 2000-2005.

The processes of Constitutional reforms are currently ongoing in Bosnia and Herzegovina. The overall process of the Constitutional reforms and formulation of amendments, which took place last year, did not include any women, but only leaders of political parties. These amendments did not pass the Parliamentary Assembly of Bosnia and Herzegovina last year.

The Agency for Gender Equality of Bosnia and Herzegovina wishes to use the opportunity and momentum to organise a Conference on Constitutional Reforms where voices and participation of vulnerable groups (marginalised women, Roma population, persons with special needs, and other minorities) will be visible. The Conference would focus on changes and amendments of the BiH Constitution. A conference would be organised to address this issue, which would be followed by development and submission of the amendments to the Parliamentary Assembly of BiH.

Results

- Raised awareness on the need for a gender sensitive Constitution and integration of the needs of marginalised women, minorities (Roma population), persons with special needs and others from the international documents into the text of the Convention.
- The nominated experts in the Conference will identify and formulate concrete amendments to the Constitution of Bosnia and Herzegovina
- Formulated request that the Constitution should guarantee, in general provisions on human rights:
 - gender equality between men and women,
 - primacy of the international law,
 - non-discriminatory terminology,
 - defence of direct and indirect discrimination,
 - possibility to include special measures and their non-discriminatory character,
 - responsibility of the state to have the policy on equal opportunities,
 - direct application of the international law and the Constitution in the area of human rights,
 - maintenance of achieved rights.
- Formulated request that the Constitution should guarantee gender equality in achieving particular rights:
 - in the area of work and employment, such as equal conditions of work, equal remuneration for equal work and appraisal of household work,
 - in the area of education, equal conditions and accessibility to all levels of education,
 - in the area of health and social protection, particular protection of reproductive rights, special measures for pregnant women, mothers, elderly, handicapped persons and single parents,
 - in the area of family and marriage, freedom to decide on marriage, equality in

marriage and during divorce, equality in achieving parental rights and, in particular, freedom of women to decide on giving birth.

- In the area of political and public life, the following is expected to be requested:
 - equal opportunities for participation of men and women in political and public life,
 - special measures for representation of less represented sex in representative bodies, electoral and nominated functions in legislative, executive and judicial authorities,
 - equal representation of men and women in international co-operation.
- Media coverage of all activities which is very important for informing the public on the above mentioned activities and for lobbying

The following are long-term results expected from the Conference:

- Adoption of the amendments by the Parliamentarian Assembly of Bosnia and Herzegovina
- Harmonization of the entity Constitutions with the B&H Constitution
- Harmonization of the cantonal Constitutions with the FB&H Constitution
- Harmonization of the B&H and entity legislation with the Constitutions.

4.22. "IBHI Staff Training on Gender Mainstreaming"

Duration: March 2007 - December 2007

Budget: EUR 6,352.00

General Info

Since the 1990's, gender has risen up the corporate agenda of development agencies. But with this has come the need to develop practical skills and understanding so that staff is able to mainstream gender in the programmes they design and manage.

Based on their corporate aims which uphold gender equality as a prerequisite in all areas of development policy, DFID (UK Department for International Development), the Embassy of the Kingdom of the Netherlands (EKN), SIDA (Swedish International Development Cooperation Agency) and the Norwegian Embassy have decided to provide practical gender training to their staff in BiH.

IBHI has been contracted as the implementing agency, providing a team of experts, since it has lead a number of highly relevant gender-related programs in Bosnia and Herzegovina, such as the support to institutionalisation of gender mainstreaming mechanisms and gender mainstreaming in education and pilot studies: the gender analysis for the poverty assessment in BiH and gender and pay gap in BiH.

Objectives

The objectives of the training are:

- 1) To briefly introduce key definitions of gender equality, women's empowerment and gender mainstreaming and its importance for achieving greater social, political and economic development in BiH;
- 2) To examine BiH's progress against MDG 3 and the drivers for improving gender equality and women's empowerment;
- 3) To understand individual and shared corporate priorities and commitments with regard to gender equality and women's empowerment;

- 4) To gain practical skills on mainstreaming gender in key programmes e.g. public administration reform, justice, economic and social development etc;
- 5) To develop individual action plans and agree collective priority actions and guidance for 2007 on gender mainstreaming;
- 6) To establish closer working relations and shared understanding between SIDA, DFID, EKN and the Norwegian Embassy;
- 7) To pilot an approach that can be of wider value to colleagues in the region and more widely in DFID, SIDA, EKN and the Norwegian Embassy (including the development of templates that can be used elsewhere).

4.23. “Bosnia and Herzegovina-Government Accountability Project”

Duration: July 2004 - September 2007

Budget: EUR 405,437.71

General Info

The project is supported by USAID and SIDA and implemented by consortium led by Development Alternative Inc (DAI), with SALA IDA, IGE Consulting Ltd, IBHI and Enterprise Development Agency (EDA) as subcontractors.

The project is ongoing in 40 municipalities and its total budget is 20 million USD.

Project objective

Project goal is to achieve local ownership and support for new municipality installing civic pride and a sense of community into reform process, while strengthening infrastructure.

It is going to be achieved by making local government more effective, efficient, responsive, and accountable, through development of sustainability and engagement of BiH citizens.

Project components

Component one: Direct Municipal Intervention will be directed towards improving Customer principles and administrative management systems. Through these activities, Municipal Citizens Services Centres will be formed.

- to improve business registration and promoting
- to improve planning and promoting
- to provide conditions for issuing of ISO certificates for the municipalities

This component will improve transparency and information flows, especially through:

- participatory planning for community development and infrastructure grants
- creating the business-friendly municipality
- improvement of the contract/grants management
- local legislative training

Activity on improvement of the municipal finance and human resource management is directed through:

- Assessment and installation of integrated accounting and budgeting software
- Development of BiH budget guide and basic budget training

- Performance audits for operating costs analyses and reduction
- Revenue maximisation
- Capital improving

Component two: Policy Intervention at the State and Entity level will be implemented through:

- Review and assess the new RS Law on Local Government and the draft F BiH Law on Local Government
- Raising awareness of the VAT problem and creating general revenue grants and improving municipal tax powers.
- Restoring the powers of local governments in key sectors including planning and permitting
- Improving municipal borrowing regime

Component three: Strengthening the Common Voice of Municipal Government will be realized through:

- Developing the policy capacities of the local government reform-related community
- Identifying and serving member needs
- Constitution and operation of Policy Advisory Board (PAB)

Component four: Municipal Loan Assistance and Packaging will be directed on:

- Municipal loan preparation and technical assistance
- Organisation of the national municipal capital market conference

Structures supporting project components

Project implementation is based on partnership with municipalities and is supported by 4 " hub" GAP offices (Sarajevo, Banja Luka, Mostar and Tuzla). Each office will implement all components of GAP and Sarajevo office is in charge to secure administration and logistical supports.

4.24. "Piloting Child Protection System Reform at Central and Local Levels in Bosnia and Herzegovina"

Duration: April 2005 - March 2007

Budget: EUR 699,576.00

General info

The project "Piloting Child Protection System Reform at Central and Local Levels in BiH" represented the continuation or the second phase of activities started in the project "Improved Mechanisms of Child Protection". The project continued to be funded by UNICEF, while IBHI was the implementing partner in five municipalities in Bosnia and Herzegovina: Bugojno, Kakanj, Vareš, Teslić and Gradiška.

The partners in the implementation of this project were both Entity Ministries in charge of issues concerning child protection. The direct project beneficiaries were: children belonging to socially vulnerable and indigent population groups; all other children in the population that are under a justified and legitimate risk, which requires preventive action; children in institutions; parents (associations of parents and individual groups of parents who are the beneficiaries of various forms of welfare).

Project Goal

The goal of the project was to pilot child protection system reform at central and local levels in order to promote effective and efficient child protection policy at all levels which contributes to reduction of poverty, inequality and social exclusion and establishment of protective environment for all children in BiH. This project introduced the Human Rights Based Approach to Programming (HRBAP) methodology to child protection system reform at central/entity as well as municipal level, as a guiding principle behind the implementation of all specific elements of project activities.

Project Objective

The immediate objectives were to:

- assess child protection system and identify gaps to be addressed with participation of actors from all levels of the child protection system (cross-sectoral as well as state/entity/cantonal/municipal)
- improve child protection policy planning and management of entity level institutions;
- strengthen municipal child protection policy management and child protection service delivery;
- promote inter-sectoral and multi-disciplinary cooperation.
- foster and enable community level partnerships and community level special focus projects between civil society actors, private sector and municipalities in five pilot areas.

Geographic focus and target groups

The project was implemented in both Entities in five pilot Municipalities: in BiH Federation in municipalities Kakanj, Vareš, Bugojno and in Republika Srpska in municipalities Teslić and Gradiška. The project also supported Social Policy Advisory Groups (SPAG) in the RS and FBiH in order to facilitate work on policy recommendations for child protection reform, including participation of stakeholders at all levels.

At the policy level, in addition to involving the abovementioned five pilot municipalities, the project also involved representatives of the Municipal Management Boards from 4 municipalities previously supported by DFID, in order to build on existing experience of these municipalities from implementing DFID supported project "Reforming the Systems and Structures of Central and Local Social Policy Regimes in Bosnia and Herzegovina". These included the BiH Federation with municipalities Zenica and Gornji Vakuf-Uskoplje, and Republika Srpska with municipalities Trebinje and Banja Luka.

Expected Results

Two expected results at the output level were achieved through a number of activities:

1. Government identified reasons for limited response of duty-bearers at different levels of child protection system, developed policy recommendations and started implementing priority recommendations to overcome weaknesses and failures of the system.
2. Municipal Management Boards in 5 selected municipalities revised and implemented action plans to strengthen child protection system using HRBAP methodology and prioritizing reform and capacity development of local institutions responsible for child protection services.

4.25. "UNDP National Human Development Report (NHDR), BiH 2007 - Social Inclusion"

Duration: March 2006 - March 2007

Budget: EUR 76,111.00

General info

The "NHDR, BiH 2007 - Social Inclusion" was supported by UNDP BiH.

The Report analyses social exclusion in BiH and develops recommendations for social inclusion policies. It purposely sets out to examine social inclusion through the lens of human development.

To provide a general barometer of exclusion in BiH, IBHI team of experts and researchers (NHDR Team) developed a methodology for calculating a series of three social exclusion indices, which were calculated for BiH for the first time. These draw on the approach used to track changes in human development, but specifically address isolation from key economic, political and social processes.

Three indices show the following: **General Social Exclusion Index (HSEI)** suggest that over 50% of the population is socially excluded in some way, **Extreme Social Exclusion Index (HSEI-1)** shows that 22% of the populace experiences some form of extreme exclusion, and the **Long-term Social Exclusion Index (HSEI-2)** shows that 47% are at risk of long-term social exclusion. Groups such as minority returnees, Roma, the elderly, youth, children, and people with disabilities are not only at the highest risk of income poverty and unemployment, but also have far more difficulty accessing public services and participating in political life.

Project goal

The primary goal was to provide a high quality report which argues that the country's social policy must incorporate the social inclusion perspective, and defines a policy agenda for strengthening social inclusion in BiH. The report also provides a set of recommendations for sectoral reforms.

Other goals were to stimulate public discussion on the topic and enhance the capacity of national researchers through work based on international standards.

Project activities

Within this project, IBHI organized five round-tables on issues related to social inclusion. They were attended by representatives of various NGOs and focused on issues of the Roma population, persons with disabilities, children with special needs, gender issues and the overall role of the NGO sector.

IBHI also held consultation meetings with Government Working Groups, members of which were representatives of various governmental bodies and institutions, at which the concept and development of the NHDR 2007 report for BiH were discussed.

Public launch of the UNDP NHDR, BiH 2007 - Social Inclusion was held on March 28, 2007 in Sarajevo.

4.26. "Gender Pay Gap in Bosnia and Herzegovina"

Duration: May 2006 - April 15, 2007

Budget: EUR 11,219.45

General info

This project was supported by UNDP and Agency for Gender Equality of Bosnia and Herzegovina within the Ministry for Human Rights and Refugees of BiH.

Project objective

Availability of gender disaggregated income data for women and men in BiH will allow gender mainstreaming mechanisms to fulfill responsibilities according to the State Plan of Action, CEDAW Convention and the Gender Equality Law of BiH which is a long term benefit. This project strengthened cooperation between gender mainstreaming mechanisms, statistical institutions and non-governmental sector.

Structures supporting project components

Project implementation was based on partnership with Agency for Gender Equality of Bosnia and Herzegovina and statistical experts.

4.27. “Integrity in Reconstruction - Corruption, Effectiveness and Sustainability in Post-War Countries”

Duration: September 2005 - April 2007

Budget: EUR 40,090

General info

The project was supported by TIRI, London (UK)-based anti-corruption policy network and The Balkan Trust for Democracy (BTD).

The project was implemented in: Bosnia and Herzegovina, Rwanda, Sierra Leone, Kosovo, Afghanistan, Timor Leste, Lebanon and Palestine.

Project objective

The aim of this project was to test notions of transparency and accountability in the reconstruction process, from the recipients' perspective. It asked whether recipients have leverage on the process, to what effect, and what can be done to encourage it.

The overall goal was to inform and influence policies to reduce the scale and incidence of corruption in post-war reconstruction. It did so by building local capacities for effective governance reform through civil society leaders and policy makers.

Project components

- **Reconstruction survey** that mapped the mechanisms through which funds were delivered and pointed out opportunities for corruption
- **Case studies** of good practices in reconstruction projects which shed light on projects that have succeeded to minimize corruption and achieve effectiveness and sustainability
- **Reconstruction National Integrity System Survey (RNIS)** which mapped a series of institutional reforms that create an environment in which corruption may be contained
- **Focus groups** tested the evidence collected by means of the three above mentioned research components

Structures supporting project components

The final product was a policy report bringing together the evidence gathered in all four research streams, in all eight countries, with a list of policy recommendations for donors, the government and civil society.

4.28. SDC Project "NGO Support Programme in BiH 2004 - 2006"

Duration: April 2004 - December 2006

Budget: EUR 1,301,646.87

General info

The project "Swiss NGO Support Programme in BiH 2004-2006" was financed by the Swiss Development and Co-operation Agency (SDC), and implemented by IBHI. This Programme was an important contribution to NGO social development concept in BiH and development of partnerships between authorities and civil society. Within the NGO sector, it was necessary to reinforce the involvement of professionals and volunteers and their training for work in the social sector.

Project goal

The goal of the project was supporting professionalisation of NGOs and government's role in municipal social protection system in order to provide adequate social and health care for beneficiaries.

Selected activities

- Projects of selected nongovernmental organizations focusing on the following target groups: Youth (empowerment of youth); The Elderly (elderly care); Psycho-Social Health/Continuing Education were financed. NGOs were selected through public invitations. Projects lasted up to 18 months and were implemented in the period from July 1, 2004 to December 31, 2005. For selected NGOs, training on capacity building was carried out twice a year.
- NGOs and other local social sector stakeholders worked together through networks and contributed actively to community development in their municipalities.
- NGO program was outsourced and professionally managed by a local NGO competence centre. The center actively supported the professionalisation of local NGOs, fostered cooperation between governments and NGOs and helped local NGOs to identify means of self-financing.
- Public lectures, workshops and round tables were organized and activities promoted through local media.
- Citizens and beneficiaries were regularly informed on the role of the NGO sector and their projects.
- Co-operation and partnership between NGOs, government and public institutions in municipal social protection system was developed.
- Professional capacities of NGOs for social protection based on EU best practices (client based approach, etc.) were developed.
- Affordable, efficient services for social assistance at municipal level to satisfy needs of the most vulnerable through cooperation between governmental institutions and NGOs were achieved.

Plans for 2006-2007 integrated the best experiences of the programme into the policies of different stakeholders, all in accordance with SDC strategic domain and project goals. Selected activities and expected results

1. Software for financial management of NGO projects - During the second round of the Programme (2006), IBHI designed/created and implemented the software for financial management of the NGO projects implemented within the Programme. The software possesses the following characteristics:

- It is web based (resulting in reduced need for maintenance)
- It is multilingual (local languages, English and German)
- It encompasses all elements of financial management and reporting required by the Programme

Software was made operational in November 2006 with an aim to be fully utilised by all NGO partners.

Based on the feed-back of the NGO partners and auditor, IBHI proposed additional activities in further improvement of the software:

- Production of an off-line version, enabling fast data entry joined with the ability to synchronise off-line version with the web server and therefore achieving advantages of both windows and web application: fast data entry and availability of the data to the donors.
- Upgrading the software toward the governmental requests for financial management and reporting. This upgrade enabled NGOs to use same software solution for reporting to donors and governmental institutions. This radically reduced amount of required administrative work.

2. Strategic planning - Strategic planning activities in 2006 were carried out during a four month period with two workshops held on the subject and extended one-to-one support in producing strategic plans. Entire process resulted in development of the Strategic planning manual made available to all NGO partners. During 2006, half of the partners decided to undergo planning process within their organisations while other half decided otherwise, due to the various reasons - insufficient capacities within the organisation, complex management structure, etc. Having in mind planned impact of the activity and existence of written materials on the subject, strategic planning topic was not considered as priority for 2007. However, in case the individual NGO partner required further IBHI assistance on this matter, it was provided.

3. Initiative for Social Inclusion Fund in BiH - Initiative for SIF was launched in June 2006 and has gained support of all 22 local NGO partners. Working group of the Initiative developed the written platform and strategy of approach as well as established contacts with numerous stakeholders.

With the Swiss support through *NGO Support Programme* nearing its end, Initiative for establishment of the similar, governmentally-supported fund became increasingly important. Additionally, the national Directorate for Economic Planning (DEP) is initiating development of the national Social Inclusion Strategy. Representatives of the Directorate expressed interest in the Initiative and readiness to cooperate on this important issue.

Activities in defining and promoting the Initiative in 2007 were planned to focus on two main directions: (1) gaining wide scale support from NGOs and different public institutions and (2) initiating the legislative procedure for adoption of the Social Inclusion Fund (in cooperation with other stakeholders such as DEP, entity ministries for social protection, etc.).

As foreseen in the SDC Social Domain Concept 2004-2008 and other documents, as well as stressed in the IBHI strategic approach, IBHI has encouraged and facilitated policy dialogue of the NGO partners and other stakeholders, primarily public institutions. This issue was addressed through trainings (workshop on innovative models of social protection), round tables (Social Inclusion), project specific directions (call for project proposals for the second round strongly encouraged NGOs to form partnerships with other stakeholders in project planning and implementation) and otherwise. As a result, most of the NGOs succeeded in forming relations with public and/or governmental institutions, not only in a form of a partnership in providing

services for the beneficiaries but also in sharing experiences and inflicting changes at policy level.

Since most of the NGO partners in their work mainly focus on their local communities, this cooperation is established at local (municipal and/or cantonal) level. However, the Initiative for Social Inclusion Fund in BiH, launched during the second round of the Programme, is aimed to influence the cooperation of the NGO and governmental sector at the national level.

4.29. "Social Policy Impact Assessment and Social Policy Conference in Bosnia and Herzegovina"

Duration: October 24, 2005 - April 5, 2006

Budget: EUR 96,114

General info

DFID supported two projects on social protection in Bosnia and Herzegovina ("Reforming the Systems and Structures of Central and Local Policy Regimes in BiH" and "Labour and Social Policy in BiH: The Development of Policies and Measures for Social Mitigation"), both of which aimed to build local capacity for pro-poor policy formulation and implementation.

As a follow up to these programmes following activities were carried out:

- Social Policy Impact Assessment aimed at evaluating changes in the field created by DFID funded projects on social policy reform after 5 months of their finalisation;
- Social Policy Conference with an aim to promote good practices and innovative models of tackling poverty and social exclusion via the social protection systems.

The purpose of this short-term consultancy was to administratively manage these activities on behalf of DFID.

Project goal

The Social Policy Impact Assessment (SPIA) assessed the extent to which DFID projects in social protection have made an impact on the overall social policy reform in BiH. The assessment included a brief review of the established governance structures (SPAGs, DUGs, MMBs, etc.) and their utilisation after the project completion. A detailed analysis of issues relating to sustainability and ownership in the 4 pilot municipalities was also provided.

The Social Policy Conference aimed to:

- Enable a formative dialogue between the government, local stakeholders, donor community and civil society
- Explore and discuss the links between social protection and country's agendas e.g. MTDS (Mid-Term Development Strategy), EU accession and macro-economic programmes
- Disseminate lessons on social protection learned throughout DFID projects
- Increase the capacity for reflection and analysis of local stakeholders who implement social protection programmes.

Project activities

IBHI provided organisational, administrative and some technical support to DFID in the implementation of these two activities.

IBHI ensured proper and effective coordination among the main stakeholders of these activities, such as: the Ministries for Social Protection in both BiH entities, central government officials, donors and civil society representatives.

Throughout the implementation of both Social Policy Impact Assessment and Social Policy Conference, IBHI acted in an administrative management capacity, taking the lead where necessary on key activities required for a satisfactory completion. Among the rest, IBHI's role was to:

- Liaison with DFID, external consultants, stakeholders and civil society partners and in the case of the Social Policy Conference co-sponsors, to devise an appropriate work plan for each activity;
- Support Social Policy Impact Assessment consultants in their fieldwork (and case studies of 4 pilot municipalities), including logistic arrangements;
- Lead in the preparation and organization of the Social Policy Conference;
- Lead in the preparation and organisation of the Social Policy Conference papers and publication.
- Assess and provide technical inputs and support together with DFID of the Social Policy Impact Assessment and the Social Policy Conference.

IBHI also supervised the administrative management of both the Social Policy Impact Assessment and Social Policy Conference (including during the Conference itself).

Social Policy Conference was held on January 31, 2006 and the Round Table "Social Policy in Bosnia and Herzegovina" on April 7, 2006. Additionally, SPC Publication was produced as well Recommendations from the Round Table.

4.30. "Promoting and Strengthening Youth Activism in BiH"

Duration: January 2004 - December 2005

Budget: EUR 200,628.38

General info

The Project "Promoting and Strengthening Youth Activism in BiH" was supported by the Swiss Agency for Development and Cooperation (SDC) through the regional program Ostprojekt. The implementation started in January 2004 and lasted until December 2004, with a possibility for extension.

Project goal

The Project improved access of youth in BiH to structures and contents, which improved their integration into the society as well as their participation in social, cultural and economic life and contributed to the improvement of their lives.

Project objectives

- Promoting and creating conditions for active participation of youth in resolving relevant issues in local communities, as well as at the BiH level.
- Strengthening partner organizations through development of professional and organizational skills and acquiring skills in the field of youth issues and international cooperation.

Project activities

Within this Project, 11 selected youth organizations (from Bihać, Bosanska Krupa, Bratunac, Brčko, Bugojno, Kotor Varoš, Novi grad/Bosanski Novi, Sarajevo, Ugljevik, Velika Kladaša and Zenica) were supported in the course of Capacity building, as well financially, in their projects in local communities. Capacity building for youth leaders, who didn't have enough experience or knowledge in youth issues, included four workshops on following topics: Project management; Lobbying/Public Advocacy; Public Relations (PR).

Supported projects of each organization were based on needs of young people in respective local communities and dealt with issues relevant to youth, such as youth policy, voluntarism, student councils, young people's rights to information access etc. In 2005, IBHI included additional youth organisations in this network in order to strengthen initiatives of young individuals, willing to generate changes in their communities.

4.31. "Gender Equity and Equality Programme BiH (GEEP)"

Duration: January 2000 - December 2005

Budget: EUR 1,009,129.12

General info

Numerous IBHI activities were devoted to establishing viable gender mainstreaming processes in BiH, in institutions of executive authority, as well as in non-governmental organisations. This was also the aim of the project "Gender equity and equality in BiH" (GEEP). GEEP was a joint project of Governments of Finland and BiH, whose governmental executive agencies were Gender Centres of FBiH and RS, while IBHI was the Executive agency on the project. This was a model project of national "ownership" in development co-operation. The GEEP pilot phase was successfully implemented in the period from January 1, 2000 to December 31, 2001, and the Project Phase II was implemented from October 10, 2001 to December 2005.

Project Objective

Overall objective of the Project was creating conditions for gender equity and equality as prerequisites for democracy and good governance.

The project purpose was development of gender mainstreaming as a strategy, and development of techniques and tools for gender equality in BiH.

Selected activities and outputs

The pilot phase identified key government and NGO actors as Gender Focal Persons (GFP), and encouraged the GFP, government officials and civil society representatives to work together. Meetings and workshops brought GFPs together across entity lines and ethnic divisions and regardless of political differences.

Some of the most important outputs of this phase were: improved capacity of entity, cantonal and municipal decision-makers to address gender issues; increased awareness and debate on gender equality and equity, through awareness-raising activities; strengthened media promotion of gender equality; developed analyses and statistical information on gender; strengthened capacity of government and NGOs to promote gender equality at all levels.

Interventions started in the pilot phase continued during Phase II. At the end of the Phase II, promotion of Gender equality and equity was expected to be fully recognised as a precondition for democracy and good governance and taken as a norm with minimum outside technical (and financial) assistance. Interventions started up within GEEP framework were to be financially sustainable.

Expected results of Phase II were: gender integrated legal and political frameworks; increased awareness on gender equity and equality; increased number of analyses and statistical data on gender equity; strengthened capacities of media to promote gender equity and equality; strengthened capacities of Gender Centres (GCs) to promote gender equality in co-operation with all levels of government and NGOs.

IBHI staff provided, supported, or organised Training for decision-makers at all levels, officials and NGOs; selection of Gender Focal Persons in Governmental and NGO sector; screening gender in media; assistance to municipalities in preparing work plans; support to the Gender Equality Law BiH preparation process; gender sensitive statistics training; meetings and round tables on gender mainstreaming; technical assistance in the preparation of the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) report and the national gender policy, and Plan of Action; information dissemination, research and seminars; support to statistical agencies; technical assistance to Gender Centres, etc.

4.32. "Gender Mainstreaming in Education and Media"

Duration: December 15, 2004 - September 15, 2005

Budget: EUR 51,742.63

General info

The project "Gender Mainstreaming in Education and Media" was financed by the Open Society Fund BiH and by the project GEEP; and implemented through a partnership of the Bosnia Herzegovina Agency for Gender Equity, Gender Centre of the BiH Federation, Gender Centre of Republika Srpska and IBHI.

Project Objectives

Overall objective of the Project was creating conditions for gender equity and equality as prerequisites for democracy and good governance.

The purpose of the project was to develop gender mainstreaming in education and media.

Specific project objectives included:

Within the education sector:

- Avoiding gender stereotypes and vocational segregation
- Developing vocational programmes, which would be applied in kindergartens, final grades of elementary and high schools. This would help decrease the disproportion between female and male children's vocations, and the status of men and women in society would become equal.

In the media:

- Avoiding gender stereotypes
- Developing training tools for TV networks to mainstream gender in content and operations.

Selected activities

Activities were based on best practices of gender mainstreaming achieved in BiH over the last 18 months within the GEEP project. Activities targeted education institutions in both BiH entities at pre-school, elementary and high-school levels. Textbooks for training in gender mainstreaming in education were published. Media institutions benefited from documentaries made from gender mainstreaming point of

view, and from the new training publication "Screening Gender in Media with examples from BiH media" (applicable in the region).

4.33. "Reforming the Systems and Structures of Central and Local Social Policy Regimes in BiH"

Duration: May 2001 - May 2005

Budget: EUR 1,955,048.51

General info

This project was supported by UK Government Department for International Development (DFID), and implemented by Birks Sinclair & Associates Ltd (UK) and IBHI throughout BiH (pilot municipalities Gornji Vakuf-Uskoplje and Zenica in FBiH and Banja Luka and Trebinje in Republika Srpska). The Project was implemented in two phases: review phase and implementation phase using an innovative bottom-up approach.

Project objective

Project objective was strengthening of social policy regimes in BiH at the central and local levels, through the promotion of effective and efficient social policies, which are: fiscally sustainable; innovative; and contribute to the mitigation of poverty, inequality and social exclusion.

Project aimed to achieve these objectives by: improving social policy planning, social welfare management and administrative capacities of entity level institutions; strengthening municipal (in FBiH cantonal) social policy management and social service delivery; and developing partnership and community action projects of civil society organizations and municipalities in four pilot areas.

Project components and outcomes:

- Structural and Systematic Institutional Reviews - The outcome of the project review phase was publishing of policy document "*Consolidated Municipal Level Review and Analysis Report*", which contained recommendations for social policy reform. Interaction of local social providers and their relationship to the process of forming social policy at the entity level was analysed in this document.
The implementation phase outcomes were development of *Municipal Social Protection Development Plans (MSPDPs) and Community Action Projects (CAPs)* at local level.
- Municipal Social Policy Management and Social Delivery - Assistance was directed toward supporting key actors in creation and development of plans at municipal level. As a result of this key component, the three-year Municipal Social Protection Development Plans (2003-2005) were unanimously adopted by the Municipal Assemblies in the spring of 2003. The aim of the Plans was to: promote social policy planning; strengthen municipal management of the social sector; develop and facilitate partnership at the community level; promote and develop efficient and sustainable methods and forms of support for beneficiaries starting with their needs; focus on the beneficiary; raise the level of local government transparency and raise awareness of local communities and professionals in social protection; and improve local self-governance and ownership of the reform process.
- Community Action Projects (CAPs) - CAPs were locally based with grants that were allocated based on tenders and selection to local providers from the governmental, nongovernmental and private sectors who supplied specialized services to particular client groups of vulnerable population. CAPs were created based on the work in local communities and supported new

activities and alternative methods of delivering and improving social protection services. In total, for all pilot municipalities/the city, figures are as follows: total budget of 109 CAPs was 2,751,762 KM; the Project contributed 1,746,760 KM (63, 5%), and municipalities/the city contributed 1,005,002 KM (36, 5%). In their implementation, 277 organisations/actors (with some overlap) participated, including 150 NGOs, 107 public institutions and 20 private entrepreneurs. The number of direct beneficiaries during the three-year period (bearing in mind that the criteria are specific by area) was 20,703.

Structures supporting project components

- Municipal Project Management Boards (PMBs) supported, advised and managed Project activities and ensured active involvement of all actors at municipal level; Project Coordination Groups (PCGs) which had been overseeing the Project management issues and Project Resource Group (PRG) which had been providing support to the Project team were transformed into the Social Policy Advisory Groups (SPAGs) which focused on future policy creation at entity level (February 2004).

4.34. "Labour and Social Policy in BiH: The Development of Policies and Measures for Social Mitigation"

Duration: October 2000 - May 2005

Budget: EUR 842,551.68

General info

IBHI and Birks Sinclair & Associates Ltd (UK) were partners in a Consortium which implemented the DFID Project "Labour and Social Policy in BiH: The Development of Policies and Measures for Social Mitigation" throughout BiH.

The Aims and Objectives

The Project aim was to strengthen the foundations for appropriate development of social policy in BiH. The objective of this Project was to improve the basis on which social policy can be made (by supporting statistical institutions (SIs) responsible for statistical analysis and reporting at state and entity levels; and strengthening the policy making function at entity level) and to strengthen labour and social policies to mitigate the social effects of privatisation, enterprise restructuring, unemployment and social exclusion.

There were four main outputs from the Project over the 4 years of its operation: (1) enhanced social policy making capacity; (2) strengthened capacity of state and entity level statistical institutions; (3) development of longitudinal panel data on employment trends and social policy; and (4) improved capacity to analyse longitudinal data within BiH.

Selected Activities and Accomplishments:

Important part of this project was supporting the development of the BiH statistical infrastructure, through capacity building of statistical institutions, enabling them to develop, implement and analyse qualitative and quantitative data specifically the Living in BiH, Households Survey Panel Series, which was implemented, in cooperation with Bosnia and Herzegovina Agency for Statistics (BHAS), BiH Federation Institute for Statistics (FOS) and Republika Srpska Institute for Statistics (RSIS), on a sample of 3,000 households throughout BiH.

The panel study "Living in BiH" within this project was selected as one of the monitoring tools for implementation of the BiH Medium-term Development Strategy

(PRSP); entity and state Data Users Groups (DUGs) were established with the aim of bringing together data providers and data users (representatives of key ministries, employment bureaus, service providers, etc.) in order to develop processes behind the demand and supply of targeted data.

The result was production of the *Qualitative Study 1 (QS1) "Employment and Labour Market Status and Potential for Policy Development in Bosnia and Herzegovina,"* *Qualitative Study 2 (QS2) "Skills Gaps and Training Needs: Current Status and Policy Implications,"* (both studies provide social policy recommendations) and the *Qualitative Study 3 "Employment, Social Service Provision and the Nongovernmental Sector"* (dedicated to economic and employment impact of NGOs). Data users and policy makers were trained in: qualitative data collection and analysis; introducing, understanding and analyzing statistical data; policy methods data.

4.35. "Sample Framework for the Household Budget Survey in BiH"

Duration: 2003

Budget: EUR 128,522.44

General info

IBHI worked with the Institute of Socio-Economic Research (ISER) of Essex University to develop the statistical community's capacity for data collection through DFID's Sample Framework for the Household Budget Survey project. In the absence of a census, the project introduced a sampling methodology tailored to the mobile population in BiH. In cooperation with the statistical community, a suitable enumeration methodology was developed to collect population data in every municipality, allowing for the widespread presence of empty, partially destroyed, sealed or illegally occupied housing units.

4.36. "Beneficiary Assessment for Secondary and Higher Education Reform"

Duration: 2003

Budget: EUR 79,493.18

General info

IBHI and Birks Sinclair & Associates Ltd. conducted a survey of education beneficiaries in BiH for the World Bank, with the aim of identifying and overcoming some of the problems in secondary education. The survey assessed the expectations of students, teachers and parents for different types of secondary education, and focused on indicators such as future career prospects and perceived constraints and recommendations. The project team designed questionnaires, conducted surveys, and analysed results from thirty schools and over 3,000 students and 300 teachers. The team's findings helped to improve efficiency and equity of the secondary, vocational and higher education systems in BiH and were used in the Education Restructuring Project financed by the World Bank.

4.37. "Improved mechanisms of child protection"

Duration: December 2003 - March 2005

Budget: EUR 390,836.12

General info

The project was funded by UNICEF, while IBHI was the implementing partner in fifteen municipalities in Bosnia and Herzegovina: Bosanska Gradiška, Bosanski Novi/Novi Grad, Breza, Bugojno, Busovača, Derventa, Donji Vakuf, Kakanj, Maglaj, Prnjavor, Teslić, Vareš, Vlasenica, Zavidovići, Žepče. The partners in the implementation of this project were both Entity Ministries in charge of issues concerning child protection. The direct project beneficiaries were: children belonging to socially vulnerable and indigent population groups; all other children in the population that are under a justified and legitimate risk, which requires preventive action; children in institutions; parents (associations of parents and individual groups of parents who are the beneficiaries of various forms of welfare). The project aimed to intensify the participation of the very beneficiaries, meaning children, in the process of implementation, as well as their parents.

Project Objective

The project was focusing on development and building of mechanisms of child protection in the target municipalities that are sustainable and client-oriented. The objective of the project was to develop local bodies for planning the activities of social and child protection in target municipalities, i.e. municipal and cantonal management and policy capacities in child protection field. The goal was to improve programs of child protection in Bosnia and Herzegovina, through the development of a mixed system of child protection in target areas, with the participation of public and non-governmental organizations, beneficiaries and the private sector.

The immediate objective of the project was to promote systems, approaches and capacities that would improve the mechanisms of child protection directly in the area of target municipalities through the following activities: creating management structures of the mixed system of child protection; strengthening the capacities of the Centres for Social Work and other institutions for child protection; strengthening capacities and professional development of the staff in the area of child protection by various trainings; creating a network of institutions and professionals that take an active role in child protection; including nongovernmental sector in new forms of providing child protection through the institution of grants; promoting a mixed system and increasing the awareness of new forms of organizing social welfare and child protection, which leads to policy development and reform of the Child protection system.

Project Components and Selected Activities

Introduction of a mixed welfare model, strengthening of the NGO sector, as well as the improved cooperation of the NGO sector with the governmental sector in pilot municipalities, were the focus of activities on this project. The overall objective was strengthening the mechanisms of child protection in the target municipalities, making such mechanisms self-sustainable. A very important component of this project was increasing local community awareness of the problems of child protection, and increasing the sensitivity of local authorities for these problems. A number of small grants were dispensed in local communities, funding projects planned in accordance with priorities of child protection, which in turn were defined by municipal management boards in pilot municipalities. In addition to this, professional training commenced, providing much needed continuing education for professionals and others active in the field of child protection in BiH.

4.38. "Support to Social Sector in BiH"

Duration: 01 July 1999 - 31 July 2001

Budget: EUR 1,736,672.94

General info

Project was financed by the Government of Finland, while IBHI acted as the executive agency. Project was implemented in two phases (pilot phase: June 30, 1999 - July 31, 2001 and phase II: November 1, 2001 - July 31, 2003). The Project worked with a network of Centres for Social Work (CSW), governmental and non-governmental organisations, and the private sector. This project supported the transition of the local system of social protection, and was an "investment" in the system's self-sustainability.

Project aim (pilot phase)

The aim of the project in pilot phase was to develop sustainable social protection that is characterised by welfare services of a mixed structure, community-based and client oriented services as well as equal treatment of different groups of the population in need.

Project activities (pilot phase)

Pilot Project was implemented in two municipalities of Travnik (FBiH) and Prijedor (RS). In these municipalities, all of the following activities have been carried out: material reconstruction and equipping of CSWs; building the capacity of all actors in social protection (CSW, NGO, authorities, etc.); institution building; direct support to beneficiaries through the Special Focus Project (SFP); as well as policy development.

Special focus projects represented an experimental attempt to test alternative models of social protection in practice, as well as to identify and establish new approaches to and methods of social work. This was an innovative approach assisted by the CSWs, other public institutions, and NGOs, using new methods based on client-oriented approach. 31 SFPs in the pilot phase were focused on the following target groups: elderly without family care, children with disabilities, neglected and abandoned children, displaced persons and refugees who were in a state of social need, invalids and civilian war victims, as well as on prevention of addiction.

Six working documents, produced and discussed by policy-makers and experts within the Project, have become part of the strategy for social protection in both entities, and have provided the basis for legal and policy changes. These documents were published as a collection under the title "Social Protection Transition in BiH", representing a synthesis of the new experience and an attempt to translate it into specific actions within the social protection reform framework.

Phase II

Duration: November 1, 2001 - July 31, 2003

Budget: EUR 1.172.932.72

The success and results achieved had influenced the Government of Finland to make a decision on continuation of the Project. Second phase of the Project was implemented in Prijedor and Travnik pilot municipalities, as well as in new target municipalities Jajce and Bosanska/Kozarska Dubica.

Project aim (phase II)

The aim of the Project phase II was to support the development of a social protection model that would be sustainable, beneficiary-oriented and based on social rights and community needs with the focus on the mixed model of social protection.

Project activities (phase II)

53 SFPs were implemented in four municipalities focused on children with special needs, elderly without family care, psychosocial and legal assistance for returnees, displaced persons and refugees, prevention of socio-pathological phenomena, single parents without necessary sustenance, children with development problems, educationally neglected and untended children, disabled war veterans.

IBHI team provided special "Professional Training Programme", consisting of 8 modules, for governmental and non-governmental social sector institutions that provide community-based social services, developed in cooperation with consultants from Finland. The purpose was to promote modern client-oriented, community based, gender sensitive, and inclusive work approaches and methods in social work with an aim to enhance networking and cooperation.

Creation of the *Two-Year Social Welfare Development Plans* took a significant place in Project activities. Plans were introduced in all four target municipalities as an attempt of rational planning of resources intended for social welfare, in a situation when such resources are very limited.

Project outcomes

There were four project outcomes:

1. Improved systems for the development of social welfare strategies through Municipal Management Boards based on partnership between municipality, Centres for Social Work, NGO, private sector and other actors established and strengthened in target municipalities;
2. Innovative approaches to social welfare provision and development implemented in target municipalities through Special Focus Projects realised by diverse actors;
3. Improved managerial and professional competencies to manage (plan, deliver and monitor) social services in target municipalities and beyond;
4. Lessons learned from the Project contributed to the strengthening of social policy development at entity (cantonal in BiH), national and regional level.

International Conference "Experiences in Reform of Social Sector in BiH" was organised in Neum, May 2003 which involved participants from the Region.

4.39. "Youth Initiative Assessment"

Duration: January - May 2003

Budget: EUR 20,400.55

General info

The Project "Youth Initiative Assessment - YIA" was supported by the World Bank Social Development Initiative Department. Within the scope of YIA project, IBHI

conducted a field analysis of local level youth initiatives in Bosnia and Herzegovina, as well as an institutional assessment to understand the framework regulating youth activities. This field analysis extended the knowledge-sharing scope of the Rome Youth Conference and contributed to the development of the Youth in Community-Driven Development Agenda.

Project objective

The main objectives of the Youth Initiative Assessment were to: (1) identify good practices in youth-focused development that could be disseminated more widely and serve as a basis for scaling-up best practices, (2) identify factors that contribute to the success or failure of these youth initiatives; and (3) analyse and provide guidelines on how development interventions can be better designed so as to improve the targeting of the needs of this special at risk age group.

Project activities

Activities conducted for the assessment consisted of three parts:

1. Desk review of existing material related to youth initiatives to provide an overview of the recent knowledge on work with youth issues in Bosnia and Herzegovina.

2. Field analysis was carried out as action research, consisting of semi-structured and in-depth interviews conducted with key stakeholders (i.e. youth NGO leaders, youth parliament representatives, municipal, cantonal, and state level representatives in charge of youth programs, etc.). The design of the research took into account the findings of the desk review and the reports from the 18 questionnaires, 38 semi-structured and 8 focus group interviews.

3. Assessment writing and dissemination. YIA was distributed to over 200 representatives of NGOs, local authorities and Government institutions, international organisations and agencies. It was promoted jointly by the World Bank, IBHI and UNDP to youth representatives in July 2003. The assessment report has the following chapters:

- Youth Today
- Review of Youth Programs Operating on a Local Level
- Youth Programs and Institutions
- Networks and Joint Activities Among Youth Organizations
- Recommendations

4.40. "Assessment of the Ministry for Human Rights and Refugees of Bosnia and Herzegovina (MHRR)"

Duration: June - December 2003

Budget: EUR 15,594.40

General info

IBHI carried out the Assessment of the Ministry for Human Rights and Refugees of Bosnia and Herzegovina (MHRR within the Project SUTRA (the Sustainable Transfer to Return-related Authorities). SUTRA was a joint initiative by the European Commission (EC) and the United Nations Development Programme (UNDP) which aimed to support government structures in BiH in utilising more effective and efficient mechanisms of policy-development and project implementation in the return sector. The assessment provided a comprehensive picture of the institutional context of MHRR (governance) and its technical functions (operations).

Purpose of the Assessment

This assessment allowed the SUTRA project to better design the technical assistance and training required to develop MHRR capacities that are especially relevant to the Annex VII Strategy. By helping SUTRA to better understand MHRR's needs with regards to the legal, political, and operational constraints, this assessment helped clarify the expectations of each partner in the process.

Selected Activities and Accomplishments:

- Functional review preparation
- Qualitative research and analysis
- Coordination of local experts and their engagement on issues of legal framework and future scenarios of the MHRR
- Coordination of research results with MHRR and SUTRA

The report proposed a concrete and realistic intervention to enhance relevant MHRR capacities, i.e. prioritise among the weaknesses diagnosed and recommend technical and training assistance. At the same time, it described legal, political, and institutional operating environment for return policy formulation and implementation, including recommendations for creating a legal environment for its operations.

The report includes chapters on:

- Summary of Annex VII Strategy and Implications for MHRR Operations
- Operational Capacity Assessment
- General Organisational Structures for Future Development
- Problem Areas
 1. Regional Centres
 2. Return Fund
 3. Information technology systems
 4. State Commission for Refugees and Displaced Persons
- Conclusions

4.41. Qualitative Survey "Gender and Poverty"

Duration: March - April 2002
Budget: EUR 16,596.60

General info

The qualitative survey was a result of co-operation between IBHI and the World Bank (WB) Social Development Initiative Washington-based specialists. It was undertaken in an effort to provide information to complement the Living Standards Measurement Survey (LSMS) in Bosnia and Herzegovina and also to provide inputs for the report and the dialogue with the Government in the Poverty Reduction Strategy Paper (PRSP).

The survey was based on results of interviews with a total of eleven focus groups from two municipalities in BiH and three key information providers from government institutions during April and March 2002. The survey would not have been possible without generous financial support of the Norwegian Gender Fund, World Bank departments, interest and support provided by Government officials and national NGOs in Bosnia and Herzegovina. This survey was an important contribution to the understanding of the relationship between poverty and gender issues, how poverty affects women and men in Bosnia and Herzegovina.

Purpose of the Survey

The purpose of the survey was to help us get a handle on what women and men in Bosnia and Herzegovina see as important gender issues which affect their living standard and when does the living standard have an effect on gender issues. This we hoped would provide guidelines for additional topics and in-depth quantitative analysis of gender dimensions of poverty to be explored with the LSMS data.

The Survey was extensively used and quoted in the World Bank "Poverty Assessment: Bosnia and Herzegovina" publication of November 2003, as well as the BiH Medium-Term Development Strategy – Poverty Reduction Strategy Paper of May 2004.

4.42. "IBHI Support in preparation of Poverty Reduction Strategy Paper (PRSP) for BiH"

Duration: July 1, 2003 - March 31, 2004

Budget: EUR 60,701.65

General info

IBHI, in cooperation with the PRSP Office in BiH (BiH Council of Ministries), engaged a number of local experts to provide their expertise to the development of Poverty Reduction Strategy Paper for BiH (PRSP). During the development of the first draft of the PRSP, IBHI provided consultancy services in the areas of social protection and statistics.

Project activities

IBHI staff participated in the Working Group for development of PRSP document and supported the activities of PRSP Team (a Cooperative Agreement CTR. IBHI-5/03). IBHI Director was a member of *PRSP Academic Advisory Board*. In the development of this paper, PRSP team was extensively using experiences, findings and numerous documents developed within DFID projects by BSAL/IBHI as references, such as *Qualitative Survey "Gender and Poverty"*, *Qualitative Study no. 1 (OS 1): Employment and Labour: Market Status and Potential for Policy Development in BiH*, from the DFID project "Labour and Social Policy in BiH", *Consolidated Municipal Level Review and Analysis Report* from the DFID project "Reforming the Systems and Structures of Central and Local Social Policy Regimes in BiH" as well as various Studies and Policy Development Documents from the project "Support to Social Sector". Additionally, PRSP used data from *"Living in BiH" - Household Survey Panel Series (HSPS)*, from the DFID project "Labour and Social Policy in BiH: The Development of Policies and Measures for Social Mitigation", with an aim to monitor and evaluate the implementation of the PRSP.

4.43. "PEMT Training for Local Youth Councils in BiH"

Duration: May 1, 2002 - March 1, 2003

Budget: EUR 27,265.60

General info

The Project "PEMT Training for Local Youth Councils in BiH" was funded by the Swiss Agency for Development and Cooperation (SDC), to meet the needs of Youth Information Agency, and implemented by IBHI.

Project objective

The Project objective was development of management capacity of the local youth councils in BiH member organizations.

Project results and activities

The Project developed adequate training resources on topics: planning, monitoring, and evaluation. PEMU/PEMT methodology was used in the training, as well as the Logical Framework Approach. In total, 26 persons took part in the training, out of which 11 were women and 15 men.

Conclusion

PEMT cycle participants expressed great satisfaction with presented and taught topics. Participants emphasized that the training proved to be useful, and was to contribute to their work and the work of their organizations.

The internal evaluation indicated that training of new activists should be a continuous process, focused on the needs of the organizations.

4.44. "PEMT Support to local partner NGOs of SDC in BiH"

Duration: January 1, 2000 - December 31, 2001

Budget: EUR 97,922.62

General info

Within the project "PEMT Support to local partner NGOs of SDC in BiH," IBHI provided support to local NGO partners of the SDC in capacity building in the field of project management, using SDC's PEMU/PEMT methodology (planning, preparing the project proposal, monitoring, and evaluation).

Project objective

Project's main objective was to contribute to the overall SDC development of local non-governmental organisations in BiH and their sustainability, by strengthening the SDC NGO partners know-how and empowering them with new programme development, monitoring and evaluation skills.

Project activities

The activities envisaged to contribute to strengthening the 21 SDC NGO partners in BiH and included workshop training and follow-up steps. The workshops followed the PEMU/PEMT cycle and consisted of three topics: Planning, Monitoring and Evaluation. A SDC consultant from Switzerland provided IBHI team with necessary knowledge and skills in PEMT methodology. Within this project, two SDC handbooks on Monitoring and Evaluation were translated and distributed.

IBHI continued to apply this methodology beyond the scope of this project and used this knowledge in working with its partners, local authorities and NGOs throughout BiH.

4.45. "Human Development Report, BiH 2000 - Youth"

Duration: November 1, 1999 - May 31, 2000

Budget: EUR 85,818.81

General info

UNDP "Human Development Report 2000" is solely dedicated to the youth of BiH. IBHI provided full technical support and led the entire process, co-authored and closely cooperated with UNDP and engaged experts. This was the second National Human Development Report prepared for Bosnia and Herzegovina, but with a thematic focus (see next project).

Project objective

The objective of the Project was to prepare, in a participative manner, the National Human Development Report (NHDR) for BiH. The primary focus of the report was Youth issues.

The Report was a result of a process of open dialogue, collaboration, consultations and brainstorming among over 50 representatives of local authorities, NGOs, education institutions, youth groups, as well as individual experts. The project was directed towards not only producing a report, but ensuring that it created conditions for the use of a human development approach in dealing with youth issues in BiH.

The Report includes the following chapters: "Education," "Health," "The economy," "Leave, stay or return?," "I Have rights - I'm wrong," "Sexuality and youth," "What do we do in our free time?," "Politics and civil society," "Youth and religion," "What's up doc?," and "Recommendations."

The project also achieved its aim of stimulating youth participation in BiH, in particular in Governmental bodies and institutions, as well as within international donor programmes. This was evident in the election of a number of Mayors who fell into the age group of youth, or advisory bodies from municipal to state-level institutions of youth screening legal and policy documents. International interventions increased or turned to youth issues, making it impossible in 2003 to find a single international institution or organisation that was not engaged in youth issues in BiH.

IBHI also produced a feasibility study targeting the weaknesses and strengths of the statistical database for the Human Development Index (HDI) calculation in BiH, as well as the working plan. IBHI co-ordinated the work of advocating the concept of sustainable human development with: the government officials of both entities represented by the Ministries dealing with education, health, law and social services; Universities of Banja Luka, Mostar, Sarajevo and Tuzla; and international agencies and organisations actively supporting youth issues.

4.46. "Human Development Report, BiH 1998"

Duration: December 15, 1998 - May 31, 1999

Budget: EUR 20,139.18

General info

UNDP "Human Development Report, BiH 1998" was the first National Human Development Report prepared and published in BiH.

HDR Objective

The objective was to produce a National Human Development Report (NHDR) for BiH, advocating human development and providing a quantitative and qualitative overview of the situation in following areas: human development, peace process and governance trends, economic reconstruction, transition and sustainable

human development, poverty trends and social protection, environment, health care, education, employment, refugees and displaced persons, women and older persons.

Project activities

IBHI developed an outline of NHDR BiH; selected authors in cooperation with UNDP; organised meetings to discuss the concept of human development; subcontracted authors and prepared the first draft including research of individual authors; translated the first draft into English and proof read the Bosnian version; selected a Readers' group and organised feedback; distributed English and Bosnian version; advertised the publishing tender; selected the publisher; monitored final publication; submitted it to UNDP BiH prior to launch.

4.47. "Strengthening the Capacity of Drvar Municipality"

Duration: May 1999 - September 1999

Budget: EUR 10,629.25

General info

The funds needed for the Project implementation were provided by UNOPS international organisation, within its Programme for Rehabilitation and Sustainable Social Development (PROGRESS). With the financial support of UNDP, UNOPS implemented PROGRESS in 7 municipalities in the North-West BiH, in both Entities (Ključ, Bosanski Petrovac, Drvar and Bosanska Krupa in FBiH; Šipovo, Ribnik and Bosanski Novi/Novi Grad in the RS). UNOPS assigned one segment of the PROGRESS related to the capacity development in Drvar Municipality to IBHI because of its extensive experience gained working on the development of local non-governmental organisations and their training for self-sustaining work.

Project goal

Project goal of PROGRESS in BiH was to contribute to peace and reconciliation along with the promotion of economic and social revitalisation and to create conditions in the implementation segment for a transition from reconstruction to development activities.

Project was directed towards the local population, members of both ethnicities, with a view to entice them to identify local projects and programmes, achieve sustainability and support normalisation of life in the project area. It also aimed at strengthening municipal institutions and local non-governmental organisations. Attention was devoted to identifying and using local resources and their relevance for a sustainable local development as well as identifying projects and programme, which would support return and accommodation of returnees and displaced persons.

Project activities

IBHI team visited Drvar around 20 times and held two two-day and two one-day seminars in Drvar. The major topic of the first seminar was project management (project planning, writing and implementation), while the topic of the second seminar - participation of the local community in its own development - was the development of maps of needs and resources. The two one-day seminars were practical exercises on the same issues. In addition to the seminars, IBHI team held numerous meetings with the representatives of local non-governmental organisations, who were given the necessary technical assistance in their daily activities, and especially in planning,

development and implementation of their projects. These seminars were the very first seminars held in Drvar after the end of the war.

The project implementation was done with the full support of and in full co-operation with the representatives of municipal authorities, local non-governmental organisations and with the support of international organisations present in Drvar. The participants were the representatives of both ethnic communities and those representing displaced persons and returnees. The seminars provided a good opportunity for initial serious contacts and resulted in the first agreements on co-operation between the representatives of both ethnic communities in Drvar.

The seminars helped the participants to become aware of the problems concerning organisation and work of NGO's, their relationships with the donors in ensuring funds necessary for work and implementation of humanitarian projects.

4.48. "Development of the local NGO sector and promotion of its sustainability in BiH"

Duration: May 1998 - April 1999

Budget: EUR 282,761.28

General info

Project "Development of the local NGO sector and promotion of its sustainability in BiH" was funded by the Government of Netherlands and implemented throughout BiH.

Project objective

The Project focused on capacity building, monitoring, and research development and was directed to solving the problems of national NGOs. The principal project objective was to develop and strengthen the NGO sector in BiH which would contribute to the development of civil society, multiethnic coexistence, democratisation, and peace in the reconstruction phase.

Project activities and results

Basic project activities were geared towards direct assistance to national NGOs and the promotion of a stimulating environment for NGO development both in conceptual and operational terms.

The implementation of this project was ensured through three sections:

1. Section for capacity and technical advice;
2. Section for monitoring and database development (based on co-operation with the NGO Information and Support Centre in BiH);
3. Section for research, policy formulation, dissemination and advocacy.

In total, seven Capacity building workshops were held, as well as two round-tables (in Banja Luka and Sarajevo).

Following documents analysing the NGO sector situation in BiH were created:

- *"The Local NGO Sector Within BiH - Problems, Analyses and Recommendations,"*
- *"Non-governmental Organisations and the Development of Civil Society,"*
- *"The Regulation of NGOs within FBiH and Proposals for the Future,"*
- *"Regulation of NGOs in the RS and a Proposal for Modification for the Existing Regulation,"*

- “Voluntary Work and Voluntary Giving.”

IBHI Roving Field Teams provided training, workshops and organized follow-up activities, including regular monitoring; information dissemination; development and installation of the new database for the Support Centre in BiH enabling electronic networking of NGOs in BiH; technical and expert support in creating papers and workshop materials.

Thus, sustainability was strengthened and the development of national NGOs accelerated. The project ensured authentic BiH approach to NGOs through work with national NGOs, governmental authorities and the international community. Monitoring and direct contacts with NGOs were a basis for research and analysis of the situation and problems NGOs faced.

4.49. "Intergraded Resettlement Programme for Travnik and Vitez (IRP)"

Duration: April 1997 - end of 1998; Monitoring in 2000

Budget: EUR 303,679.00

General info

IBHI provided support to municipalities Travnik and Vitez, as well as to Central-Bosnian Canton, within the scope of the UNDP's pilot project “Integrated Resettlement Program for Travnik and Vitez 1997-2000”, through activities directed towards strengthening the local capacity building in municipalities. This was the first time in the history of both the European Commission and of UNDP that they co-funded a project.

The project included two phases: a pilot phase in Travnik from 1997-1998, (IRP I), and the second phase continuing support to Travnik, but also expanding it to Vitez, (IRP II). It was also the first return-reconstruction project that recorded a 94% return to reconstructed houses in BiH in 1998.

Project objective

The IRP I and II were the first projects that included all components and aspects of return, thus not only repairing what was destroyed, but also rehabilitating the education and health services, providing employment or encouraging agricultural work, and promoting and supporting forgotten and new civil society initiatives. It was a combination of restructuring 520 family houses and a series of activities aimed to strengthen confidence among people and develop a civil society. The key strategy was to strengthen capacity building of governmental and non-governmental partners to assess the needs of potential beneficiaries, create appropriate and non-discriminatory criteria, and establish mechanisms for monitoring and follow-up of the return process.

Project activities and results

- Within the project segment on the reconstruction of 520 buildings, together with Travnik municipality, IBHI formed a unit in charge of identifying the beneficiaries, concluded and signed contracts with the beneficiaries and oversaw the return process. For those purposes, representatives of the municipality and IBHI formed a Municipal Coordination Unit for Repatriation and Return (MCURR520)
- Within the segment on allocation of donations to NGO's, IBHI, in cooperation with UNDP Travnik, selected NGO's which received donations from UNDP. A seminar on “Assistance Programme for Strengthening the Local Capacity” was organised for selected NGO's and they were acquainted with the work

on preparation, implementation and reporting on the projects. IBHI monitored the entire course of implementation of donations and extended technical assistance when needed.

- During IRP II, IBHI was also in charge of strengthening local capacities, identifying 400 potential beneficiaries of the reconstruction in cooperation with Vitez and Travnik municipalities, preparation of contracts with the beneficiaries and their implementation.
- The project resulted with a 94% rate of return to reconstructed houses which at the same time represents the largest percentage of return among similar projects in BiH.
- The project enabled the return of 2 families for the price of one. The houses of the internally displaced families living in flats of refugees residing in EU countries were repaired, thus facilitating the return of both the internally displaced families to their villages surrounding Vitez and Travnik, and of the refugees from EU countries to the urban areas of Travnik and Vitez.

4.50. "Return Application Database System (RADS) project"

Duration: April 1998 - August 1999

Budget: EUR 483,446.76

General info

IBHI Information Technologies (IT) team was involved in the implementation of the UNHCR Return Application Database System (RADS) project. This project encompassed delivery of equipment, training of staff, production of an appropriate database and structuring of the system of registration of returnees in both BiH Federation (FBiH) and Republika Srpska (RS). IBHI IT team involvement was required for the territory of four Cantons (Central Bosnia, Zenica-Doboj, Sarajevo and Goražde) in the FBiH and one Region in the Republika Srpska (Višegrad).

Project activities and results

This involvement included training of Database users at municipal and cantonal/regional levels as well as testing the Database and providing the necessary feedback to the Database programmers on requests for upgrades from the user level. IBHI IT team provided two-level training: (1) essential, workshop based training and (2) long term (approx. 1 year) follow up. For those purposes, the team developed a large number of training materials for each topic (Computer hardware basics, Operation system MS Windows 95/98, MS Office, Antivirus protection, Internet and E-mail programmes and usage of the RADS Database).

Engagement of the IBHI IT team in RADS project involved a total of 118 trainees from 49 municipal, 1 regional and 4 cantonal offices. For the training purposes, IBHI IT team organised 6 workshops and approx. 700 follow up visits to Municipality Repatriation Offices (MROs) and Cantonal Co-ordination Bodies (CCBs) in FBiH and Departments of the Ministry for Refugees on municipal (OMs) and Regional (IOCs) level in Republika Srpska.

4.51. "Print Project"

Duration: August 1, 1997 - September 1, 1998

Budget: EUR 130,312.96

General info

The "Print Project" was funded by the Italian Government and was implemented by UNDP and UNOPS, with technical expertise from IBHI. The Project was

implemented in four municipalities within Bosnia and Herzegovina: in Kakanj, Zavidovici and Travnik in the BiH Federation, and in Doboj in Republika Srpska. Activities were conducted at the municipal level through seminars and also at the national and international levels, through visits to Italy and exchange of experiences on study tours. With an integrated approach to health, social and educational sectors, the Project provided support to local community in creating conditions for satisfying urgent needs of the most vulnerable groups of inhabitants in aforementioned municipalities.

The purpose of the Project

The purpose of the Project was to implement two different components.

I: to apply an integrated approach, to improve health, social and educational systems in order to create conditions for meeting urgent needs of the most vulnerable and marginalized categories of the population in a local community; at the same time, to encourage economic development in order to ensure conditions for faster returns of refugees and displaced persons.

II: continuation of activities on decentralised cooperation through strengthening of the network of Italian local communities with the local communities of 4 pilot municipalities in BiH via the existing Italian committees, established in pilot municipalities in the course of the implementation of "Atlas' Project (Atlas Project set ground for the implementation of the Print Project; more than 100 Italian municipalities established links with 20 municipalities in BiH). Project methodology

Project activities and results

IBHI organised a series of seminars on "Transition of International Assistance in BiH and Civil Society Development" and "Linking of Health Sector and Social Protection", and produced a Guide for implementation of the "Maps of the local community needs and resources".

Four local communities in BiH, including the local authorities and the non-governmental sector, took the initiative in implementing the project of international aid, identifying their own needs and resources and making decisions on the manner in which the needs would be met.

The results achieved through the project implementation and the process of mapping the needs and resources of a local community in the municipalities of Travnik, Kakanj, Zavidovići and Doboj are available in IBHI's pilot studies on health, social and educational needs produced for each of the four municipalities separately. The "*Review of legislation in social and health areas in the Federation of Bosnia and Herzegovina and Republika Srpska*" was also launched within the same Project.

4.52. "Open cities"

Duration: January 1997 - December 1997

Budget: EUR 406,337.97

General info

IBHI was very active in facilitating and improving the process of return and repatriation, particularly through "Open Cities" project, as the implementing partner of UNHCR.

The aim of the Project

The aim of UNHCR initiative "Open Cities" was to provide support to local authorities and NGOs in towns and municipalities, which have shown their will to allow "minority" returns and rightful participation in the community.

Project activities and results

IBHI provided training through a large number of seminars and sessions in the field of project management for governmental and non-governmental organisations in 11 towns and municipalities all over BiH: Goražde, Kakanj, Konjic, Busovača, Vogošća, Bihać, Laktaši, Srbac, Mrkonjić Grad, Šipovo and Zenica.

Through technical assistance and trainings, IBHI provided support to democratisation processes, with particular accent on civil society building.

4.53. "Strengthening of Local Technical and Management Capacity"

Duration: January 1996 - December 1996

Budget: EUR 638,439.69

General info

IBHI was the UNHCR's implementing partner in supporting the UNHCR programme in BiH in the sector of strengthening the local technical and management capacities, funded by ECHO from 1995 until 1997. These capacity-building activities were implemented in both entities and gave priority to rural areas, or towns otherwise overlooked by other agencies in BiH (for instance, Eastern RS, Una-Sana Canton). IBHI was often the first to hold a workshop or provide assistance to local officials and NGOs in Busovača, Gornji Vakuf, Kakanj, Livno, Prijedor, Sokolac, Trebinje, Zvornik.

The aim of the Project

The aim of the UNHCR/IBHI project was for IBHI to create conditions for the local and national non-governmental and governmental institutions to be adequate partners in implementing projects with UNHCR, as well as with other international partners.

Project activities and results

The activities included training - workshops, in-service, one-to-one sessions, etc. - of both governmental and non-governmental institutions, publications and information dissemination on human rights issues, social protection, vulnerable categories of population, research and studies on capacity-building, human rights issues, social protection, governance, etc.

The beneficiaries of the project varied from support to existing and new non-governmental organisations, to support to governmental officials ranging from Municipal authorities, Cantonal Ministries, Entity Ministries to central BiH Ministries and, in particular, specific training for staff of Centres for Social Work of both entities.

Specific financial and technical support was provided to 17 NGOs: Aid Workshop, Sokolac-establishment and development, Bosnia Saliniana Medica, Tuzla-development, Cvijet Mladosti, Gornji Vakuf-establishment and development, Demokratska inicijativa Sarajevskih Srba (DISS), Ilidza-establishment and development, EROS, Sarajevo-development, Graditelji bez granica, Sarajevo-development, Independent Institute for Human Rights, Zenica-establishment and development,

Independent Bureau for Development, Modrica/Gradacac-establishment and development, Independent Bureau for Refugees, Modrica/Gradacac-establishment and development, Izvor, Lusci Palanka-development, Vrelo, Mostar-development, Kljucki Biseri, Kljuc-development, Nasa Djeca, Sarajevo-development, Obrazovanje Gradi BIH, Sarajevo-development, Sumejja, Sarajevo-development, Viktimolosko Drustvo, Sarajevo-development.

5. List of IBHI Implemented non-project short-term activities

	Institution Organization	Period	Training Workshop's topic	Participants
1.	Federal Ministry for Refugees and Displaced Persons (FMDPR), Sarajevo	March-April 2004	Project cycle management: project planning, monitoring and evaluation	FMDPR staff
2.	NGO Luna, Rudo	Throughout 2003 and 2004	Project cycle management: project planning, monitoring, evaluation and strategic planning	Staff and volunteers of NGO Luna,
3.	UNDP-IRP, Travnik	March 2003	Project cycle management: project planning, monitoring and evaluation	Representatives of local authorities and NGOs from Gornji and Donji Vakuf, - local partners of UNDP-IRP, Travnik
4.	SDC / DEZA Sarajevo	Throughout 2002 and 2003	Strategic planning	Representatives of Police Academies from Sarajevo (FBiH) and Banja Luka (RS) – preparation for carrying out strategic plans for both Academies
5.	Housing Verification and Monitoring Unit Sarajevo	Throughout 2002	Project cycle management: project planning, monitoring and evaluation	Local implementing partners
6.	World Vision Tuzla	Throughout 2002	Monitoring and evaluation	Local implementing partners
7.	Pro Helvetia Sarajevo	Throughout 2001 and 2002	Project cycle management: project planning, monitoring and evaluation, Financial Management	Local implementing partners

8.	UNOPS Progress	Throughout 1999	Capacity building of Drvar Municipality: Participation of local community in its own development, volunteerism and project cycle management: planning and writing project proposal, monitoring and evaluation	Representatives of local authorities working in the social sector and local NGOs in Drvar
9.	OSCE BiH, Democratisation Department	1996/1998	Project design and programme management training; Organisational Development training; Financial management training; Advice on registration procedures; On-the job training for four NGOs	Local implementing partners, NGOs that grew out of the Democracy Libraries and are today a network of Nove Nade (New Hopes) NGOs
10.	UNICEF, Sarajevo	Oct-Nov 1996	Project design and programme management training and on-the job training for 10 education and social welfare institutions	Ministries of Education and Social Welfare of Neretva Canton staff

Other activities

11.	SDC / DEZA Sarajevo	2001	External evaluation of local NGO Piramida, Mostar	
12.	SDC / DEZA Sarajevo	2001	External evaluation of the ongoing SDC's programs in BiH, covering the following sectors: radio, social sectors and "democratisation and civil society" sector	
13.	OHR Sarajevo	1998	External evaluation of local NGO Demokratska inicijativa sarajevskih Srba, Ilidža	
14.	World Bank	1999	Conference "SOSAC I-Social Security and Labour Market"	
15.	World Bank	2001	Conference "SOSAC II-Veterans, Disabled Persons, Social Security and Children Protection"	
16.	World Bank	2002	Round Table "Functioning of the Employment Services of Federation of Bosnia and Herzegovina"	
17.	DFID	2006	Western Balkans Social Exclusion Reviews	

6. Descriptions of IBHI Implemented non-project short-term activities

6.1 Federal Ministry of Displaced Persons and Refugees (FMDPR)

Training of FMDPRs staff on Project Cycle Management, covering planning, monitoring and evaluation, was held in Sarajevo during March and April 2004. Training was carried out in two workshops and financed by FMDPR. Objective was to make FMDPR's staff familiar with project cycle management and especially to increase their capacity in monitoring and evaluation of projects related to return of displaced persons and refugees.

6.2 NGO "LUNA", Rudo

Training of the NGO LUNA staff on Project Cycle Management (covering planning, monitoring and evaluation) and Strategic Planning was held in NGO LUNA office in Rudo during the period November 2003 - March 2004. Training was carried out in four workshops and was financed by the American Development Foundation - ADF. Objectives were to enhance the capacity of LUNA's staff on planning and implementing projects, including writing of project proposal, monitoring and evaluation.

6.3 UNDP - Integrated Return Programme, Travnik

Training of representatives of municipal authority and NGOs from Donji and Gornji Vakuf who cooperated with UNDP IRP Travnik on Project cycle management, including planning, monitoring and evaluation was held on Vlačić in March 2003. The objective was to make participants familiar with the process of project planning, monitoring and evaluation.

6.4 Swiss Agency for Development and Cooperation - SDC (DEZA)

Training of representatives of FBiH and RS Police Academies was held in Sarajevo in January 2003. The training was a part of the project the goal of which was to contribute to democratisation, decentralization in modernization of police forces in BiH, and was financed by the Swiss Agency for Development and Cooperation. Objective was to make the participants familiar with the methodology of strategic plan development and to help both Police Academies in developing their own strategic plans.

6.5 Housing Verification and Monitoring Unit - HVM, Sarajevo

Training was provided for selected local implementing partners with whom HVM had been working throughout the monitoring and evaluation process for the Royal Netherlands Embassy (RNE). Trainings were conducted in project planning, monitoring and evaluation in Sarajevo in the period October-November 2002 and were funded by RNE. The purpose was to improve the impact and overall sustainability of the project implemented by the Royal Netherlands Embassy in Bosnia and Herzegovina.

6.6 World Vision, Tuzla

Training of representatives of returnees in 4 local communities in Dobojski region in RS, engaged in the process of establishing the Housing Savings-Crediting Agency, with primary objective to assist in the return process in their local communities was

carried out in Neum in the period 28.11-01.12.2002. Objective was to make participants familiar with methodological processes and tools in monitoring and evaluation and to be able to organize these processes in establishing an agency.

6.7 PRO HELVETIA, Sarajevo

Training of representatives of local NGOs active in the cultural sector - local implementing partners of Pro Helvetia, Sarajevo - on project cycle management, planning, monitoring and evaluation was funded by Pro Helvetia and held in Sarajevo, Mostar and Jahorina during 2001 and 2002. The objective was to increase the competence of participants in project planning, monitoring and evaluation.

6.8 UNOPS Progress, Drvar

During 1999, UNOPS implemented the Programme for Rehabilitation and Sustainable Social Development (PROGRESS) in seven municipalities in North-West BiH. The objective of UNOPS PROGRESS programme was to contribute to peace and reconciliation, support economic and social revitalisation of the region, and create conditions for transition from reconstruction to development activities. By supporting development of civil society and by strengthening cooperation between local authority, civil society and private sector, programme aimed to involve a wider range of participants in the processes of identification of reconstruction problems by defining projects and making decisions on community development based on a consensus.

Part of this programme related to Drvar Municipality, titled "Strengthening the capacity of Drvar municipality", was trusted to and implemented by IBHI. The project focused on local citizens in order to involve them in the process of identification of local problems, projects and programs, and creation of conditions for normalisation of everyday life in the community. Special attention was paid to strengthening the local authority and NGO sector, to identifying and utilizing local resources, and to their importance for sustainable local development.

6.9 OSCE BiH, Democratisation Department

OSCE BiH Democratisation Department and its Community Development Unit sought IBHI expertise in the strengthening and development of OSCE community leaders who were managing the OSCE Democracy Reading Rooms in 'trouble zones' of BiH (Bihac, Mrkonjić Grad, Višegrad, Foča, Čapljina, Livno, etc.). Activities were carried out from 1996 to 1998, and were adapted to the needs of OSCE partners. Many had registered as NGOs and IBHI provided basic training on project management, organisational development, NGO sector situation in BiH, human rights issues in BiH, financial management, registration procedures according to BiH laws and regulations, strategic planning, etc.

6.10 Project Design and Programme Management Training for UNICEF Line/Sectoral Ministries

Capacity building training activities for the cantonal Ministries of Education and Social Welfare of Neretva Canton were held in October and November 1996 in Mostar. The training objectives were to make participants familiar with the UN system, international assistance available to BiH, with special references to the Children in Especially Difficult Circumstances (CEDC), UNICEF - its functions, activities and programs in BiH, and programme planning and management on UNICEF programme

in Mostar, with practical application and development of project proposals. Through the provision of programme management training, the project addressed the problem of local project formulations in specific sectors of concern to UNICEF, including education and social welfare. In order to consolidate the efforts of the workshop, IBHI also provided individual in-house services to the trained officials assisting them in identifying and formulating specific projects related to identifying the needs of the aforementioned cantonal Ministries, all in accordance with UNICEF requirements.

6.11 Swiss Agency for Development and Cooperation - SDC (DEZA)

During 2001, IBHI carried out an external evaluation of the SDC's local implementing partner NGO "PIRAMIDA" from Mostar. Objective was to scan and evaluate the organizational, structural, managerial and operational situation and capacity of NGO "PIRAMIDA", as a background for SDC decision on the continuation of financial support to activities of the mentioned NGO.

6.12 Swiss Agency for Development and Cooperation - SDC (DEZA)

For the purpose of preparation of the second SDC's Mid-term Programme 2000-2003 in BiH, IBHI carried out an external evaluation of the ongoing SDC programs covering the following sectors: radio, social sector and "democratisation and civil society sector. The purpose was to assess the needs of BiH in mentioned sectors and SDC intervention, and finally to recommend measures to improve effectiveness. Results were used in the planning process for the new Mid-term programme of SDC in BiH. Relevant information for assessment was collected in North BiH - in the localities where SDC projects were implemented. Evaluation was funded by SDC, Sarajevo, and carried out during August and September 2001.

6.13 OHR, Sarajevo

For OHR Sarajevo, IBHI carried out an external evaluation of the local NGO "Demokratska inicijativa sarajevskih Srba - DISS", from Iliđža. Objective was to scan and evaluate the organizational, managerial, and especially financial situation related to implemented ongoing DISS projects. Main objective was to assess the utilization of funds. Evaluation was carried out in 1998 and was funded by OHR, HQ Sarajevo.

7. IBHI Publications and International Conferences

IBHI Publications

Books

1. Human Rights – Selected international documents I, 1996.
2. Humanitarian Law – Geneva Conventions and Additional Protocols II, 1996.
3. International documents relating to refugees and stateless persons, 1996.
4. Nationality and Statelessness, 1997.
5. Introduction to UN Organisation and Aid Programme in BiH, 1998.
6. Transition of Social Protection in BiH, 1998.
7. Minority Rights, 1998.
8. Human Rights – Selected international documents – III, 1999.
9. Human Rights – Selected international documents – IV, 1999.
10. Rights of Elderly – Selected international documents, 1999.
11. Rights of Women, 1999.
12. Basics in Computer Use in Social Protection, 2000.
13. Children and Youth Issues in Human Rights Context in Bosnia and Herzegovina, 2007.

Policy Development Papers

1. The Local NGO Sector within Bosnia and Herzegovina – Problems, Analysis and Recommendations, 1998.
2. The Regulations of Non-Governmental Organisations in the RS and a Proposal of Modification for the Existing Regulations, 1998.
3. Open Canton Bosnia-Podrinje (Goražde), 1998.
4. The Regulations of Non-Governmental Organisations within the FBiH and Proposals for the Future, 1999.
5. The Regulations of Non-Governmental Organisations in the RS and a Proposal of Modification for the Existing Regulations, 1999
6. Voluntary Work and Voluntary Giving, 1999.
7. Non-Governmental Organisations and the Development of Civil Society, 1999.
8. Gender Approach and Social Policy in FBiH, 2000.
9. Gender and Social Policy in the RS, 2000.
10. The Capacities and Needs of Participants in the Combined System of Social Protection in Travnik Pilot Municipality (FBiH) - Research Results, 2001.

11. The Capacities and Needs of Participants in the Combined System of Social Protection in Prijedor Pilot Municipality (RS) - Research Results, 2001.
12. Consolidated Municipal Level Review and Analysis Report, 2002.
13. Gender Media Watch in BiH 2002.
14. Living in BiH, Panel Survey Final Report: Wave 2, 2002.
15. Living in BiH, Panel Survey Final Report: Wave 3, 2003.
16. Living in BiH, Panel Survey Final Report: Wave 4, 2004.
17. "Labour and Social Policy in Bosnia and Herzegovina" The Development of Policies, Project Annual Report 2003, Sarajevo 2004.
18. Disability Policy in Bosnia and Herzegovina, Sarajevo, 2008.
19. Advantages and Possible Forms of Partnership between the Public, Civil and Private Sectors, Sarajevo, 2010.
20. Strengthening of the Role of the Civil Society in the Social Inclusion Processes, Sarajevo, 2010.
21. The Role of Civil Society in the Process of European Integrations, Sarajevo, 2011.
22. Actual Influence of Civil Society in Bosnia and Herzegovina, Sarajevo, 2011.
23. Why Is NGO Potential Unrealised? – Qualitative Analysis of the NGO Sector in BiH. Sarajevo, 2012.
24. Donors in BiH – Support to the Development of the NGO Sector, Sarajevo, 2013.
25. Political, Economic and Social Crisis in BiH 2012/2013 – Towards New Policies, Sarajevo, 2013.
26. Inclusion of Children Into the Education System - Model of Monitoring Primary School Enrolment at the Local Community Level. Sarajevo, 2013.
27. Social policy reform and the NGO sector in BiH - From protection to social inclusion, Sarajevo, 2013.
28. Political, Economic and Social Crisis in BiH 2014/2015: Protests in BiH - What Will the Governments' Suppression of the Demands and Energy of the Citizens Lead To?, Sarajevo, 2014.
29. Elections in the Bosnian Pot, Sarajevo, 2014.

Studies

1. Transition of Social Protection Policy and System in FBiH, 1997.
2. Transition of Social Protection Policy and System in the RS, 1997.
3. Pilot Study of Health, Social and Educational Needs - Needs and Resources Map in the Travnik Municipality Area of the Local Community Turbe, 1998.
4. Pilot Study of Health, Social and Educational Needs - Needs and Resources Map in the Doboje Municipality Area of the Local Community Donji Grad, 1998.
5. Pilot Study of Health, Social and Educational Needs - Needs and Resources Map in the Kakanj Municipality Area of the Local Communities Bjelavići, Brežani and Haljinići, 1998.

6. Pilot Study of Health, Social and Educational Needs - Needs and Resources Map in the Zavidovići Municipality Area of the Local Communities Branioci grada and Gostovići-Lovnica-Mahoje, 1998.
7. Pilot Study of Health, Social and Educational Needs – Review on Legislation in Social Protection and the Health Fields in the Federation of Bosnia and Herzegovina and in the Republika Srpska, 1998.
8. Human Development Report 1998.
9. Human Development Report on Youth 2000.
10. Qualitative Survey "Gender and Poverty", 2002.
11. Qualitative Study 1 "Employment and Labour Market Status and Potential for Policy Development in BiH", 2002.
12. Qualitative Study 2 "Skills Gaps and Training Needs: Current Status and Policy Implications", 2003.
13. Youth Initiative Assessment, 2003.
14. Qualitative Study 3 "Employment, Social Service Provision and the Non Governmental Organisation Sector: Status and prospects for BiH, Analyses and Policy Implications", 2005.
15. Social Policy Impact Assessment (Maglajlić RA, Stubbs P.), 2005.
16. Publication: *Social Policy Conference*, Sarajevo 2006.
17. Social Exclusion Survey-Ethnicity in BiH for DFID, 2006.
18. Disability Policy Study, 2007.
19. Disability Policy Study- Executive Summary and Recommendations for Disability Policy and Strategies, 2007.
20. National Human Development Report BiH - 2007 - Social Inclusion, Sarajevo 2007.
21. Integrity in Reconstruction in BiH - *Corruption, Effectiveness and Sustainability in Post-War Countries*, 2007.
22. Publication: *Civil Society in Strengthening Social Inclusion*, Sarajevo, 2007.
23. The BiH Household Budget Survey 2007. Poverty and Living Conditions, 2008.
24. The BiH Household Budget Survey 2007. Final Results, 2008.
25. Survey: *Government Allocations for the NGO Sector in Bosnia and Herzegovina in 2007*, Sarajevo, 2008.
26. Publication: *Financial Reporting of Nongovernmental Organisations in Federation of Bosnia and Herzegovina*, Sarajevo, 2008.
27. Survey: *Government Allocations for the NGO Sector in Bosnia and Herzegovina in 2008 - 118 Million Steps to Cooperation*, Sarajevo 2009.
28. Publication: *What is to be done? Social Inclusion and Civil Society - Practical Steps*, Sarajevo, 2009.
29. Study: *Myth and Reality of Civil Society – The role of Civil Society in Strengthening Social Inclusion and reduction of Poverty*, Sarajevo, 2011.
30. Study: *Who, How, Why? Regional Cooperation of NGOs in Reducing Social Exclusion and Poverty*, Sarajevo, 2012.

31. Study: *Poverty in BiH 2011 – Trends and Achievements and Indicators of the Targeting Accuracy of Budgets Transfers for Social Protection in BiH in 2011*, Sarajevo, 2013.
32. Study: *Non-contributory Benefits for Social Protection in BiH: What Works and What Does Not*, Sarajevo, 2013.
33. Study: *Targeting of Non-contributory Cash Transfers – Theory and Evidence from Selected Countries*, Maastricht/Sarajevo, 2013.
34. Study: *New Targeting Methods for Bosnia and Herzegovina: Part I*, Maastricht/Sarajevo, 2013.
35. Study: *New Targeting Methods for Bosnia and Herzegovina: Part II - Adequacy of benefits using Alternative Targeting Methods in the Federation of Bosnia and Herzegovina*, Maastricht/Sarajevo, 2014.
36. Study: *New Targeting Methods for Bosnia and Herzegovina: Part II - Poverty impact evaluation of alternative targeting methods in Republika Srpska*, Maastricht/Sarajevo, 2014.
37. Study: *Evaluation of New Targeting Methods Based on Pilot Survey Data for Bosnia and Herzegovina: Federation of Bosnia and Herzegovina*, Maastricht/Sarajevo, 2014.
38. Study: *Evaluation of New Targeting Methods Based on Pilot Survey Data for Bosnia and Herzegovina: Republika Srpska*, Maastricht/Sarajevo, 2014.
39. Study: *Fiscal Space Analysis Before and After the Implementation of a Proxy Means Test in Republika Srpska*, Maastricht/Sarajevo, 2014.
40. Study: *Fiscal Impact Analysis of the New Law on the Foundations of Social Protection and Law on Protection of Families with Children and the Implementation of a Proxy Means Test*, Maastricht/Sarajevo, 2014.

Handbooks and Brochures

1. Basic Tenets of Humanitarian Action in Emergency Situations, 1999.
2. Handbook Prevention: Alcohol, Drugs and Tobacco, 2002.
3. Care of children with special needs in Trebinje Municipality, 2003.
4. Gender Sensitisation in Social Work, 2003.
5. Community Action Projects (first round 2002/2003) – examples of good practice, 2003.
6. Community Action Projects (second round 2003/2004)-examples of good practice, 2004.
7. Brief Note on the Social Policy Advisory Group (SPAG) for the Entity of F BiH, Sarajevo, 2004.
8. Brief Note on the Social Policy Advisory Group (SPAG) for the Entity of RS, Sarajevo, 2004.
9. Social Protection and Social Work-Potential for Application of the Client Led Approach Model in BiH, 2005.

10. Municipal Social Protection Development Plans- Banja Luka, Gornji Vakuf-Uskoplje; Trebinje, Zenica, 2005.
11. Municipal Child Protection Action Plans - Kakanj, Vareš, Bugojno, Teslić, Gradiška, 2005.
12. Recommendations Social Policy Conference, Sarajevo, 2006.
13. Promoting and Strengthening Youth Activism in BiH, Sarajevo, 2006.
14. Social Inclusion - Best practices of the Swiss NGO Support Programme, Sarajevo, 2006.
15. Work with Socially Excluded Groups of Children, 2007.
16. New Approaches to Disability: Inclusion and Equal Opportunities, 2009.
17. New Approaches to Disability: Inclusive Education, 2009.
18. New Approaches to Disability: Personal Assistance, 2009.
19. New Approaches to Disability: Family, intimate and sexual life, 2009.
20. New Approaches to Disability: Process of Employment and Professional Rehabilitation, 2009.
21. New Approaches to Disability: Assessment of Existing Institutional Models and Mechanisms of Assessment of Disability in Bosnia and Herzegovina and Recommendations for New Models and Mechanisms (classification systems) , 2009.
22. Standards, Capacities, Models and Mechanisms for Equalisation of Opportunities for Persons with Disabilities in Bosnia and Herzegovina, 2009.
23. Recommendations for improving the mechanisms and organisation of CSW for the implementation of proxy means testing and the procedures for resolving appeals in the Federation of BiH, 2014.
24. Instruction manual For Implementation of the Proxy-Means Testing in the Federation of BiH, 2014.
25. Recommendations for improving the mechanisms and organisation of CSW for the implementation of proxy means testing and the procedures for resolving appeals in the Republic of Srpska, 2014.
26. Instruction Manual for Implementation of Proxy-Means Testing in the Republic of Srpska, 2014.
27. Guidelines for Introducing Proxy-Means Testing in the Republic of Srpska, 2014.

Newsletters

"Support to Social Sector in BiH"

- Newsletter No. 1 (January, 2001)
- Newsletter No. 2 (February-March, 2001)
- Newsletter No. 3 (April-June, 2001)
- Newsletter No. 4 (January-March, 2002)
- Newsletter No. 5 (April-July, 2002)
- Newsletter No. 6 (August – October 2002)

- Newsletter No. 7 (November 2002 – February 2003)
- Newsletter No. 8 (March – May 2003) - this issue was entirely devoted to a Conference "Experiences of the BiH Social Sector Reform" and to professional training

IBHI Participation at International Conferences

1. **Columbia University:** "Justice and Social Reconstruction: A conference on the Experience of Bosnia and Rule of Law", New York, 20-21 November 1997
2. **ECHO, WB, CARE, ICRC** "Social Policy, Protection and Practice: the care of vulnerable groups in Bosnia-Herzegovina", Sarajevo, 10-12 December, 1997
3. **The Norwegian Helsinki Committee:** "Reconciliation and confidence-building in Bosnia and Herzegovina", Oslo, 21 October, 1998
4. **International Forum Bosnia** "Bosnian Paradigm", Sarajevo, 18-21 November 1998 (chaired the Conference)
5. **The College of William & Mary:** "Bosnia and the Balkans: Conflict and Reconstruction", Williamsburg, 9-10 April, 1999
6. **WB Conference:** "Social Protection and Labour Market", Sarajevo, 7-9 December, 1999
7. **Nation Unis, Republique Tunisiene, Republique Italiene; Seminaire Euro-mediterranéen:** "Solidarité et Développement Humain", Tunis, 8 – 9 June, 2000.
8. **UNDESA, UNDCP:** "International Workshop on Social Policies in Transition Economies of South East Europe", Vienna, 22-22 June 2000
9. **First Annual SEEPIN Meeting:** "Foreseeing the Future of SEE-One Year After the Stability Pact – A Policy Outlook form the Region", Ohrid (Macedonia) 24-25 June 2000
10. **SDC, SECO:** "Bosnia and Herzegovina – What is Switzerland doing?" (5th Annual Conference Swiss Government co-operation with Eastern Europe and the CIS), Bern, 7 November, 2000
11. **STAKES, GASPP 4:** "Seminar on Global Social Policies and Social Rights", New Delhi, 8-10 November, 2000
12. **OSF BiH:** "Developing New Policies of International Support – Lessons (Not) Learned in BiH", Sarajevo, 9-10 February 2002 (Chaired the Conference)
13. **IMF, UNDP, WB:** "Poverty Reduction Strategy Forum for Albania, Bosnia-Herzegovina and FR Yugoslavia", October 29-November 1, 2002, Baden, Austria
14. **WB, DFID:** "Reform of Public Expenditures", March 4-5 2003, Sarajevo
15. **Support to Social Sector in BiH Project (SSSP) Conference:** "Experiences of the BiH Social Sector Reform", May 14-16 2003
16. **6th GASSP Conference:** "Globalisation, Regionalisation and the Making of Social Policy in South Eastern Europe", Thessalonica, September 19-20 2003
17. **UNDP, DFID, SDC, WB:** "Round Table on Poverty Mitigation; Achieving MDGs in BiH", Sarajevo, 16-17 June, 2005
18. **8th International Conference Balkan Political Club** "Construction of the Regional Infrastructures in the Balkans and the European Integrations", Sofia, 18-19 June, 2005
19. **UNDP,** "Western Balkans Forum on Social Inclusion and MDGs", Tirana, 23-24 June, 2005
20. **The Association Bosnia and Herzegovina 2005: International Conference in Geneva:** "Bosnia and Herzegovina: Ten Years of Dayton and Beyond", Geneva, October 20-21, 2005
21. **DFID, EC Delegation to BiH, World Bank, IBHI, Federal Ministry for Labour and Social Policy and Ministry for Health and Social Protection RS:** Social Policy Conference, Sarajevo, 31 January, 2006

22. **DFID, EC Delegation to BiH, World Bank, IBHI, Federal Ministry for Labour and Social Policy and Ministry for Health and Social Protection: Round Table** "Social Policy in Bosnia and Herzegovina", Sarajevo, April, 2006
23. **9th International Conference Balkan Political Club** "Bosnia and Herzegovina: Crossing from Dayton's to Brussels phase and the Role of the International Community," Sarajevo, 6-7 May 2006
24. **UNDP Conference "Social Inclusion in Bosnia and Herzegovina"**, Sarajevo, November 28-29, 2006
25. **Gender Equality Agency of BiH, IBHI: Conferences on the "Priorities for the Implementation of the Gender Action Plan of Bosnia and Herzegovina"**, Sarajevo, Bosnia and Herzegovina, October and November, 2007
26. **World University Service Canada, Annual Assembly "Achieving Gender Equality: Towards 2015"**, Ottawa, Canada, November, 2007
27. **Gender Equality Agency of BiH, UNDP: Regional Conference "Gender Action Plan and Gender Equality in View of European Integrations,"** Sarajevo, November, 2007
28. **SDC, IBHI, Open Society Fund BiH, DEP, DEI, UNDP: Conference "Civil Society in Strengthening Social Inclusion,"** Sarajevo, November 2007
29. **BiH Directorate for Economic Planning, FBiH Ministry of Labour and Social Policy, RS Ministry of Health and Social Welfare, Ministry for Foreign Affairs of Finland, IBHI: International Conference: "From Cause to Impact: New Approaches to Disability,"** Sarajevo, February, 2008
30. **SDC, Open Society Fund BiH, IBHI, DEP Conference "What is to be done? Social Inclusion and Civil Society - Practical Steps"**, Sarajevo February 25-26, 2009.
31. **Directorate for Economic Planning BiH, Federal Ministry of Labour and Social Policy, the Ministry of Health and Social Welfare of Republika Srpska, IBHI: International Conference "Mainstreaming Disability"**, Banja Luka, May 28-29, 2009
32. **Directorate for Economic Planning in cooperation, TAIEX, Technical Assistance and Information Exchange Instrument of the Institution Building unit of Directorate-General Enlargement of the European Commission Seminar on the EU Social Protection and Social Inclusion Process**, Sarajevo, June 2, 2009.
33. **European Fund for the Balkans, College of Europe and Transfuse Association: Leadership Development Academy**, Bratislava and Vienna, September 1st -15th 2010.
34. **World Bank International Conference "Poverty and Social inclusion in the Western Balkans"** in Brussels, Belgium, December 14-15, 2010 (IBHI Director chair in the session on "Vulnerable Groups").
35. **European Fund for the Balkans, College of Europe and Transfuse Association: Panel Discussion "How can the EU do Better in the Western Balkans"**, Skopje March 26th 2011.
36. **European Fund for the Balkans, College of Europe and Transfuse Association: Seminar "Southeast Europe and the EU"**, Brussels and Burges, 16th -21st April
37. **Balkan Political Club 10 Years BPC – XIII International Conference: "Balkans into Europe and World in the 21st Century"**, 27 -29 May 2011, Sofia, Bulgaria. (Session II – Balkans into European Union and NATO integration process – Speech).
38. **Council of Europe: Leadership and Management Training**, Podgorica May 19th -22nd 2011
39. **Council of Europe: University for Democracy**, Strasbourg, June 26th -30th, 2011.
40. **Institute for the Danube Region and Central Europe and International House Pécs: Danube Rectors Conference**, July 3rd -10th, 2011, Vienna.
41. **People to people (P2P) workshop "The potential of civil society organisations in addressing the needs of persons with disabilities in Bosnia and Herzegovina"**, Sarajevo, October 30-31, 2012.
42. **Heinrich Böll Foundation international conference "EU Integrations Policies"**, 2nd - 3rd November, 2012, Sarajevo.
43. **European Economic and Social Committee, 4th Western Balkans Civil Society Forum**, Zagreb, 26-27 November 2012.

44. **Social Protection for Child Rights and Child Wellbeing in Eastern Europe, the Caucasus and Central Asia Scientific Committee and Technical Validation Workshop for UNICEF Social Monitor 2013**, Sarajevo, 11-12 July 2013.
45. **2013 Strategic Prioritization Retreat (2015-2019 United Nations Development Assistance Framework (UNDAF) in Bosnia and Herzegovina)**, 10-11 October 2013.
46. **EU, UNICEF and the World Bank: Joint Conference on Social Protection and Inclusion Reform in BiH**, Sarajevo, 4-5 November, 2013.
47. EU Delegation in BiH, International Monetary Fund, the World Bank, the European Bank for Reconstruction and Development and the Embassy of the United States of America - **Forum for Prosperity and Jobs**, Sarajevo, 26-27 May, 2014.
48. **Talking to Strangers: Exploring how Think Tanks Communicate**, Berlin, 18th -21st June, 2014.
49. 29th Workshop of the PfP Consortium Study Group "Regional Stability in South East Europe" - "**Bosnia-Herzegovina and Beyond: The Role of Civil Society in Supporting Democratization and Euro-Atlantic Integration in South East Europe**", Sarajevo, 25-27 September 2014.
50. **GONG School of Policy Analysis „How to achieve changes in policies and society bottom-up and from the outside?“**, Zadar (Croatia), 17-22 October, 2014.