



**BUILDING CIVIL SOCIETY IN BOSNIA AND HERZEGOVINA:
PERFORMANCE EVALUATION OF USAID/BIH 1999–2004
DEMOCRACY NETWORK (DEMNET)**

FINAL REPORT, NOVEMBER 2017

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MONITORING AND EVALUATION SUPPORT ACTIVITY (MEASURE-BIH)

BUILDING CIVIL SOCIETY IN BOSNIA AND HERZEGOVINA:

PERFORMANCE EVALUATION OF USAID/BIH 1999–2004 DEMOCRACY NETWORK (DEMNET)

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ABSTRACT

This evaluation was commissioned by the U.S. Agency for International Development in Bosnia and Herzegovina (USAID/BiH) to examine USAID/BiH 1999–2004 civil society sector intervention Democracy Network (DemNet). This unique evaluation looks at the intervention from a considerable time distance (13 years). Its focus is on the main long-term legacies and perceived influence of DemNet. DemNet aimed to strengthen local non-governmental organizations (NGOs) in Bosnia and Herzegovina (BiH) by improving their organizational and service-providing capacities. The intervention was delivered in two phases. It included training and technical assistance (delivery of customized support packages to NGOs), grants (to reinforce the former), exit strategy (development of resource centers for NGOs), and coalition-building. The evaluation focuses on the 28 core DemNet NGO beneficiaries and answers three research questions. The first question examines how sustainable these DemNet core NGOs have been in the long run and to what extent have they used DemNet experience and assistance in building their capacity. The second question examines how successful these NGOs were in the long run as leaders in BiH civil society. The third question examines NGO coalitions formed through DemNet, their success in public advocacy, and the long-term influence of the DemNet experience in coalition building.

The evaluation team employed a mixed-methods approach to answer each of the evaluation questions through triangulation. In addition to reviewing DemNet design and implementation documents, the team conducted 60 semi-structured interviews, held a roundtable discussion with core DemNet beneficiaries, conducted an online survey of 56 DemNet beneficiary and non-beneficiary NGOs, conducted a case study of three beneficiaries, and conducted media content analysis (706 articles analyzed).

Our evaluation shows that perceptions of the DemNet legacy are overwhelmingly positive. Twenty of the 28 DemNet core NGO beneficiaries are still active. They credit DemNet for building their institutional capacities, most notably in development of sound organizational structures, procedures, and divisions of responsibilities. They said that DemNet's implementation approach distinguished it from other civil society sector interventions, both at time of DemNet and afterward. They perceived several aspects of implementation as effective: (1) tailoring the intervention to the needs of the post-conflict transitional period; (2) tailoring the assistance to the needs of individual NGOs, based on extensive assessment and intensive one-on-one mentorship; (3) pacing and sequencing assistance in a way that enabled beneficiaries to apply newly acquired knowledge; (4) including a variety of different types of NGOs, but focusing mostly on service providers dealing with marginalized populations; and (5) ensuring geographic and ethnic representation.

This evaluation shows that DemNet had a positive influence on beneficiaries' operational sustainability (defined as having the expertise and technical means for work), but for financial sustainability its legacy is limited to having introduced beneficiaries to ideas of financial diversification. Financial sustainability and donor dependence remains the largest challenge for the NGO sector in BiH. In terms of creating an enabling environment for NGOs, DemNet did not work sufficiently to improve the legal and regulatory framework, while in terms of creating resources to be at NGOs' disposal upon DemNet's completion, DemNet-supported resource centers are available but rarely used. However, DemNet significantly built the capacities of individual experts, including local staff engaged in DemNet, some of whom are still considered as lead experts on civil society. DemNet's coalition-building activities were intended to be short term; no coalition remained active at the time of the evaluation. Although respondents described DemNet's approach to encouraging positive collaborations and networking among NGOs as having long-lasting effects on collaboration among DemNet beneficiaries, mechanisms for managing coalitions or networks remain weak and donor-dependent. The most frequent criticism from beneficiaries was that the DemNet intervention ended too soon, given the ambitious expected results and that USAID/BiH and other donors in further assistance to civil society sector mostly opted for a different approach that focused to a lesser extent on service providers dealing with specific marginalized populations, had less customized approach to capacity building of NGOs, and insufficiently focused on constituency-driven NGOs.

Based on these lessons learned, this report identifies seven recommendations to be considered in future interventions to support civil society development in post-conflict transitional societies and five recommendations to be considered both in post-conflict transitional societies and in any future civil sector development intervention in BiH.

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ACRONYMS

ADF	America's Development Foundation
ALDI	UG za lokalne razvojne inicijative (Agency for Local Development Initiatives)
ATG	Advanced training grant
BiH	Bosnia and Herzegovina
CAP	Civic action partnership grant
CCI	Centri civilnih inicijativa (Centers for Civic Initiatives)
CGS	Centar za građansku saradnju (Center for Civic Cooperation)
CIM	Civic initiative micro-grant
CIPP	Centar za informativno-pravnu pomoć (Information and Legal Aid Center)
CPCD	Centar za promociju civilnog društva (Civil Society Promotion Center)
DAG	Development activity grant
DemNet	Democracy Network
DISS	Demokratska inicijativa sarajevskih Srba (Democratic Initiative of Sarajevo Serbs)
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
FDP	Financial diversity package
GROZD	Građansko organizovanje za demokratiju (Citizens' Organization for Democracy)
IDG	Institutional development grant
IDIS	Ideja, demokratija, investicija, subvencija (Idea, Democracy, Investment, Subvention)
IGP	International governance package
ISO	International Organization for Standardization
KI	Key informant
KII	Key informant interviews
NBR	Nezavisni biro za razvoj (Independent Office for Development)
NGO	Non-governmental organization, including other civil society organizations
NP	Nova Praksa (New Practice)
ORT	American ORT (renamed to ORT Amerca)
OSAP	Orphan Support and Advocacy Program
PP	Planning Package
PROI	Udruženje za progresivni razvoj organizacija i individua (Association for Progressive Reinforcement of Organizations and Individuals)
RS	Republika Srpska
RRS	Izbjeglički servis za povratak (Refugee Return Service)
SIG	Support institution grant
TACSO	Technical Assistance for Civil Society Organizations
USAID	U.S. Agency for International Development
USAID/BiH	U.S. Agency for International Development in Bosnia and Herzegovina

EXECUTIVE SUMMARY

The five-year Democracy Network (DemNet) program was funded by the U.S. Agency for International Development (USAID) in Bosnia and Herzegovina (BiH) and implemented across BiH from 1999 to 2004. Its aim was to strengthen local civil society organizations by improving their organizational and service-providing capacities. The intervention was delivered in two phases with two different implementing partners (IPs). The first phase, DemNet I, was implemented through a contract award to American ORT from 1999 to 2001; the second phase, DemNet II, was implemented through an assistance award in an agreement with America's Development Foundation from 2001 to 2004.

DemNet I, implemented from 1999 to 2001, targeted 28 non-governmental organization (NGOs)¹ with the following interventions: (1) training and technical assistance consisting of delivery of customized support packages to NGOs, (2) grants to reinforce training and technical assistance activities, and (3) an exit strategy consisting of development of resource centers for NGOs. DemNet II, implemented from 2001 to 2004, introduced an additional coalition-building component, aiming to involve a variety of stakeholders in common goal-oriented activities. DemNet II expanded the beneficiary reach of the program by involving over 200 NGOs.

EVALUATION PURPOSE AND EVALUATION QUESTIONS

The purpose of the evaluation of the USAID DemNet I and II interventions is threefold:

1. To gain insights, 13 years after implementation ended, into DemNet's legacy of developing BiH NGOs into vibrant and active participants in decision making
2. To learn from local partners about the best civil society development approaches
3. To provide recommendations, based on the lessons learned from DemNet, for USAID and other international development organizations on addressing needs for civil society development assistance in post-conflict societies

This evaluation answers the following three research questions:

1. How sustainable in the long run have NGOs from the core group of DemNet beneficiaries been, what are their organizational and financial capacities now, and to what extent have they used DemNet experience and assistance in building their capacity?
2. How successful in the long run were NGOs from the core group of DemNet beneficiaries in serving as leaders within BiH civil society and providing valuable services to citizens, representing citizens' interests, and providing technical expertise to policy makers in order to ensure that they and the citizens can participate effectively in economic and political life, and to what extent has DemNet experience and assistance contributed to this?
3. How successful have NGO coalitions formed through DemNet been in the long run in public advocacy? To what extent has DemNet experience and assistance contributed to this?

¹ The evaluation uses the term *non-governmental organization*, as this is the term used by DemNet. However, in its subsequent interventions, USAID/BiH shifted to a more encompassing term, using *civil society organization* to include NGOs and other organizations. This shift is also evident in the change of the name of the NGO Sustainability Index in 2010 to the Civil Society Sustainability Index in 2011. In BiH, the terms are used interchangeably, both during DemNet and today. USAID/BiH supports civil society organizations registered in the local legislative framework as associations of citizens or as foundations.

EVALUATION METHODS AND LIMITATIONS

To address challenges faced in the data collection process, the research team employed a mixed-methods approach, answering the evaluation questions by correlating data from several sources. The following data sources were used:

- DemNet design and implementation documentation
- 60 semi-structured key informant interviews
- Roundtable discussion with 23 representatives from 19 of the 28 core DemNet beneficiaries
- Online survey of DemNet beneficiary NGOs and non-beneficiary NGOs, yielding a total of 56 responses, 22 from DemNet beneficiaries and 34 from non-beneficiaries
- Case study on three DemNet beneficiaries, one each in Sarajevo, Livno, and Dobož
- Content analysis of 706 print media articles

The main limitations encountered during the evaluation were recall bias, selection bias exacerbated by survival bias, social desirability bias, issues with implementation documentation including lack of standardized reporting, and a limited media archive.

FINDINGS

Thirteen years after DemNet's implementation, 20 of 28 core beneficiaries that participated in both program phases were still active at the time of data collection in 2017. Though their development paths varied widely, all agreed that DemNet was an important milestone in their development. Beneficiary respondents noted that the most important contribution of the intervention was the development of sound organizational structures, procedures, and division of responsibilities. Furthermore, a majority of beneficiary NGOs increased their staff and diversified their sources of funding. These changes enabled them to provide better services to their constituents, actively participate in public decision making, and improve their sustainability prospects.

The particularly positive side of DemNet is that NGOs learned what their role is in a democratic society. Implementers, along with well-trained local staff, had the necessary knowledge and implemented appropriate adult learning methodology to transfer it to the organization. At the institutional level, NGOs are more professional today than they were at the time of DemNet implementation, according to respondents. International donors engaged several DemNet "graduates" for implementation of large-scale projects.

Respondents agreed that the DemNet implementation methodology and approach were well prepared and executed. They cited several aspects of implementation that they perceived to be effective:

- Tailoring assistance to the needs of the post-conflict transitional period.
- Tailoring assistance to the capacities of beneficiary NGOs, based on extensive needs assessment at the beginning and an intensive one-on-one mentorship approach throughout the program.
- Pacing and sequencing intervention activities so beneficiaries could internalize their newly acquired knowledge and then apply it practically. Examples included interventions related to establishment or improvement of NGO steering boards membership followed by their active participation in NGO development; and advocacy planning followed by implementation.
- including a variety of different types of NGOs (e.g. service providers to citizens, service providers to government, general think tanks, advocacy NGOs, watchdog NGOs), while focusing mostly on providers of services to specific marginalized populations, such as disabled persons, cancer patients, or refugees.
- Ensuring geographic coverage and ethnic representation, a strategy that helped to reestablish links and partnerships that had been lost during the war.

Respondents noted that other interventions, both during DemNet and afterward, lacked such a customized approach.

The most frequently voiced negative comment in the interviews and roundtable discussion was that the DemNet intervention ended too soon to achieve the ambitious results that were expected. USAID/BiH's later assistance focused less than DemNet did on service providers dealing with specific marginalized populations. Challenges to NGO sustainability remain after DemNet. Although DemNet created individual experts, according to respondents, transfer of knowledge from individuals to their organizations was generally perceived as weak, then and now. Interviewees from core DemNet NGOs believe that financial sustainability remains the weakest aspect of their organizations, as most still mainly rely on international donors. In terms of enabling the environment for civil sector success, DemNet's results were limited. DemNet did not work directly to create an enabling environment for NGOs through an improved legal and regulatory environment. The resources and training opportunities available to the civil society sector as a result of the DemNet sustainability strategy are rarely used.

Generally, DemNet beneficiary organizations are respected in their local communities for their technical expertise in the sectoral policies in which they work and provide services. They have established reasonable cooperation with local municipal/city governments. However, their cooperation with higher levels of government (entity and state) is still weak, challenged by the highly fragmented institutional and political environment. Survey results say that only a fraction of the 28 DemNet core beneficiaries are considered leaders of civil society—those that have expanded their capacities the furthest and are most active in the media space.

DemNet's coalition-building activities, although they were many, were weak. No coalition remained active at the time of data collection; coalitions were originally intended to be short-term. Although respondents described DemNet's approach to encouraging collaborations and networking among NGOs in positive terms, saying that the approach had long-lasting effects on collaboration among DemNet beneficiaries, the mechanisms for managing coalitions or networks are still weak and donor-dependent. Furthermore, DemNet coalition-building efforts were seen as having been implemented prematurely, before NGOs had fully developed the capacity to engage.

RECOMMENDATIONS

The evaluation makes seven recommendations to be considered in future potential interventions to support civil society development in post-conflict transitional societies.

- 1. Conduct a thorough needs assessment at the country level and at the level of potential beneficiaries at the beginning of the program.** As was the case in DemNet, a needs assessment can serve both as a baseline study and as a framework for the design of interventions. Post-conflict transitional societies are characterized by underlying complex problems that can be identified only through detailed assessments. Familiarity with causes of conflict as well as knowledge about cultural differences and a country's diversity are critical conditions for effective program design.
- 2. Ensure that program implementers have expertise specifically in post-conflict transitional contexts and in local contexts (which was one of the success factors for DemNet). There should also be a careful balance of international and local staff to ensure both expertise in global and local best practices in the civil society sector.** Staff should be trained and sensitized about all relevant elements of NGO work and fragile societies. Ideally, the local staff will be representative of the country's diversity; they should, for example, be geographically dispersed, have different professional affiliations and ethnic backgrounds, and be politically neutral, among other factors. Credibility of the program staff contributes to their acceptance by NGO beneficiaries; this acceptance is a crucial part of an environment that is conducive to learning in the early stage of civil society development.

3. **Carefully select NGO beneficiaries to ensure representation of the country's diversities and geographic areas and participation of various types of NGOs** (e.g. service providers to citizens, service providers to government, general think tanks, advocacy NGOs, watchdog NGOs), but focus substantially on service providers to marginalized groups, an appropriate emphasis in a post-conflict transitional context where government does not provide sufficient services.
4. **Design an in-depth intervention and a tailored, sequenced approach to NGO capacity building (another success factor for DemNet.** Using the needs assessment, implementers should conceptualize capacity-building events to provide intensive training and mentoring to NGOs. A focused intervention with selected NGOs that combines face-to-face learning and networking events, individual mentoring, and grants has proven to be more effective in the long run than a standardized set of trainings with massive participation of NGOs. Practices that were effective in some parts of the world are unlikely to work in different contexts, so blind copying should be avoided. The program design should also sequence interventions so that participants are given opportunities to learn new skills and put them into practice.
5. **Directly address the NGO-enabling policy environment and plan interventions to trigger positive policy developments.** Internal strengthening of NGOs cannot result in sustainable activism unless the legal, institutional, and financial framework is favorable and governmental actors are open to working in partnership with NGOs. Although policy changes are slow and sometimes beyond the political leverage, the enabling environment must be closely monitored and addressed. If left unaddressed in the early stages of developing a civil society in post-conflict transitional settings, policy obstacles can linger and become more difficult to tackle as time goes on, as was the case in BiH.
6. **Create a realistic and feasible exit strategy to keep services available to NGOs.** Resource centers should be embedded in the existing context and must be well accepted by local stakeholders. International donors should be careful in attempts to create new or parallel structures that may not be viable in the market or be accepted by NGOs and other stakeholders. Furthermore, once resource centers are created, donors should provide sufficient follow-up and support after the intervention ends.
7. **Plan long-term interventions for long-term results.** Institutional strengthening and policy development are time-consuming processes that take time to get rooted and yield results. Especially in fragmented countries, the effects of any intervention are difficult to achieve and can be hard to see. Short-term interventions are unlikely to produce the desired results.

Five additional recommendations are offered to inform future interventions to support civil sector development either in post-conflict transitional societies generally or specifically in BiH:

8. **Devote attention to building the technical and sectoral expertise of NGOs, as opposed to focusing only on organizational and advocacy campaign capacity building.**
9. **Ensure that NGOs are driven primarily by their constituencies, rather than by their donors' priorities, and that they communicate this focus to citizens and the media.** If NGOs develop and implement appropriate strategies for communicating their focus on community needs at the onset of civil society development, the sector can avoid being perceived as "professional fundraisers" as opposed to representing citizens' needs.
10. **Carefully define goals and implement activities related to coalition and/or network building to focus more on reflecting the citizens' needs on one side and advocacy with the government on the other side, to avoid forming multiple, mostly short-lived cooperation with NGOs driven primarily by donor funding.** Distinguish between cooperation on short-term sector issues as opposed to a more broadly defined, longer-term scope. Work more actively with government representatives. Donors

should consider allowing sufficient time beyond one program cycle to allow for effective absorption of knowledge through practice.

- 11. Pay careful attention to enhance the financial sustainability of NGOs, since institutional capacities depend to the largest extent on financial capacities of organizations.** Given such country/society context implementers should support NGOs in developing sound financial management procedures and systems, as well as capacities for fundraising and diversifying funding sources. The funding options should be carefully studied in order to envisage creative and viable fundraising strategies in a more custom-made approach. They should take into account different NGO types and visions (advocacy NGOs, watchdog NGOs, service providers to citizens from vulnerable groups, representing interests of associated private sector representatives, service providers to government, or think tanks) and appropriate potential funding diversification options.
- 12. Institutionalize NGO knowledge management practices.** These practices are key to the sustainable use of the knowledge acquired through capacity-building interventions. A systematic approach to the transfer of knowledge from individuals trained by the intervention to other NGO staff members should minimize individual or cultural resistance to peer exchanges. Interventions should aim at building an organizational culture in each NGO in which the concept of a learning organization is practiced by all staff and steering board members.

I. EVALUATION PURPOSE AND EVALUATION QUESTIONS

I.1. EVALUATION PURPOSE

The purpose of this evaluation of the USAID/BiH programs DemNet I and II is threefold:

- To gain insights, 13 years after implementation ended, into DemNet’s legacy of developing BiH NGOs into vibrant and active participants in decision making
- To learn from local partners about the best civil society development approaches
- To provide recommendations, based on the lessons learned from DemNet, for USAID and other international development organizations on addressing needs for civil society development assistance in post-conflict societies

A variety of stakeholder groups played significant roles in this evaluation process. DemNet program funder and implementing partners provided valuable insights into the program’s logic and implementation process. USAID/BiH contributed significantly by helping evaluators understand the motivations of the DemNet design and of the evaluation. Moreover, the assistance of USAID/BiH was crucial in identifying and locating beneficiary key informants and retrieving archived program materials. Perspectives from beneficiary representatives shed light on the program interventions and assistance that worked best for their organizations; evaluators had a unique opportunity to look at the intervention after passage of a considerable length of time. DemNet beneficiaries also provided insight into the major obstacles of NGO development during and after the implementation of the DemNet program, speaking retrospectively on the sustainability of the assistance they received. Finally, government stakeholders and representatives of NGOs that were not DemNet beneficiaries were asked about their perceptions of the development of civil society in BiH in relation to the DemNet program.

The findings, conclusions, and recommendations of the DemNet evaluation are intended to contribute to the knowledge and learning of several groups of stakeholders:

- USAID/BiH can reassess its early civil society development interventions in BiH and discover more information on the dynamics of BiH civil society development during the last two decades. This information can be useful for USAID/BiH in designing any potential future interventions in this sector.
- DemNet beneficiaries can reflect back and understand the extent to which the specific elements of the DemNet program fed into their development. This knowledge can potentially be useful for future strategic decisions.
- Other U.S. government stakeholders, including USAID and the U.S. Embassy, can find DemNet’s lessons useful when programming civil society support elsewhere in post-conflict transitional societies.
- Other stakeholders, including BiH governing institutions, non-beneficiary organizations, and the public, can benefit from USAID’s contribution to public knowledge on civil society development efforts as the first steps toward consolidating the democratic participation of citizens.

The DemNet program was implemented over a five-year period, from 1999 to 2004, in two phases by two different implementing partners. DemNet I began in 1999 and lasted until 2001. It was awarded as a contract to American ORT. DemNet II lasted from 2001 to 2004, funded through an assistance award to America’s Development Foundation. This evaluation treats both phases as one integral intervention.

The MEASURE-BiH team conducted this evaluation between June and August 2017. A roundtable discussion with 23 DemNet beneficiaries from 15 municipalities² was organized in Sarajevo on June 20. The online survey was administered between June 29 and August 18 with DemNet beneficiary and non-beneficiary civil society organizations. Collection of data from print media archive (Infobiro³) was conducted during the period from June 2 to July 6. Finally, interviews were conducted between June 19 and July 6 with key informants from 13 municipalities across BiH. The team conducted on-site interviews in eight municipalities⁴ and phone interviews were conducted with key informants in five municipalities⁵.

The evaluation focuses primarily on understanding the lessons learned by the 28 NGO DemNet beneficiaries that received assistance for the whole five-year period of the intervention. Additional beneficiaries that received assistance only during DemNet II were included in the evaluation to provide a better understanding of the intervention.

1.2. EVALUATION QUESTIONS

Considerable time has passed since DemNet implementation, which limited the ability of evaluators to collect representative and detailed data on the program's implementation and results. However, such a considerable time lapse provides valuable perspective on the long-term legacy and perceived influence of the program on the results achieved by the beneficiary NGOs and on their sustainability. The following research questions are addressed:

- 1. How sustainable in the long run have the NGOs from the core group of DemNet beneficiaries been, what are their organizational and financial capacities now, and to what extent have they used their DemNet experience and assistance in building their capacity?** What are the lessons learned from DemNet that can be useful for future potential assistance to the civil society sector in BiH and globally regarding post-conflict societies' needs for civil society development assistance?
- 2. How successful in the long run were the NGOs from the core group of DemNet beneficiaries in serving as leaders within BiH civil society and providing valuable services to citizens, representing citizens' interest, and providing technical expertise to policy makers to ensure that they and the citizens can participate effectively in economic and political life, and to what extent has DemNet experience and assistance contributed to this?** What are the lessons learned from DemNet that can be useful for future potential assistance to the civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?
- 3. How successful have the NGO coalitions formed through DemNet been in the long run in public advocacy in the long run? To what extent has DemNet experience and assistance contributed to this?** What are the lessons learned from DemNet that can be useful for future potential assistance to the civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?

The first two evaluation questions relate to assistance provided to the core group of 28 NGOs to expand their capacities. These NGOs were selected during the first phase of DemNet and were further supported in the second phase. By providing a targeted assistance to these 28 organizations, USAID/BiH aimed to set them up for long-term financial and organizational sustainability, expand their leadership role as representatives of the citizens,

² Sarajevo, Tuzla, Mostar, Istočno Sarajevo, Modriča, Zenica, Gorždre, Zvornik, Drvar, Jablanica, Trebinje, Rudo, Banja Luka, Prijedor, and Livno.

³ Inforburo is a local print media archive, keeping digitalized record on local (BiH) print media.

⁴ Mostar, Zenica, Banja Luka, Dobo, Bugojno, Jajce, Tuzla, and Sarajevo.

⁵ Bratunac, Bijeljina, Čapljina, Bihać, and Mostar.

provide assistance to policy makers, and facilitate citizens' democratic participation. Hence, this evaluation focuses on:

- Identifying the lessons learned from the program
- Assessing the usefulness of technical assistance provided to the 28 core NGO beneficiaries
- Examining whether the assistance is perceived, 13 years later, as having been useful to the organizations, whether the skills gained have been utilized, and how those skills are perceived to have influenced the beneficiaries' financial and organizational sustainability
- Examining how the 28 core NGOs have transferred their skills to other BiH civil society organizations
- Examining whether the 28 core NGOs have become sector leaders in BiH civil society
- Examining whether there are any perceived unintended consequences of DemNet

To answer these questions, we reviewed the DemNet documentation, which provides a description of the assistance provided to the 28 core NGOs. This information was supplemented by key informant interviews with core and non-core beneficiaries, as well as a roundtable discussion with participants from the core DemNet beneficiaries. Interviews with other sector stakeholders, such as government representatives and non-beneficiary NGOs, and an online survey with DemNet beneficiary and non-beneficiary NGOs of various types, aided in understanding of the role of the 28 core DemNet NGOs in BiH civil society. Evaluators also prepared brief illustrative case studies on three DemNet beneficiary NGOs to gain understanding of how the intervention mechanisms and tools have evolved within different organizational structures. These case studies offer a more thorough understanding DemNet's contribution to the sustainability and success of NGOs. Finally, data collected from the DemNet document review, key informant interviews, surveys, and roundtable discussion were correlated with analysis of secondary sources from the print media archive to add to the objectivity of the findings.

The third evaluation question is related to building NGOs' capacity to coordinate and advocate on key issues in society. DemNet's strategic approach was to build short-term coalitions of various stakeholders (primarily NGOs) around key issues. Although this task was part of both phases of the program, it was emphasized in the second phase of DemNet. According to DemNet reports, technical assistance was provided to 12 registered regional or national issue-based coalitions to help with advocacy campaigns, NGO and government joint projects, and workshops on advocacy, as well as specifically designed grant scheme Nova Praksa for joint government and NGO initiatives. This evaluation focuses on the interventions originally designed in DemNet. The evaluation team also addressed later ad-hoc components, such as the Orphanage Support and Advocacy Program and the multi-purpose internet communication service centers *telecottage* program, though they were not part of the program design.

The evaluation focus for the third question was on:

- Identifying how successful DemNet coalition building and coordination are perceived retrospectively to have been by beneficiaries
- Examining DemNet's contribution in facilitating coordination between the government and the NGO sector through Nova Praksa and its long-term usefulness;
- Examining whether these coalitions have proven effective, in the long run, in advocating for key issues
- Examining how the DemNet contribution to the formation of coalitions was perceived by non-beneficiary stakeholders
- Examining the long-term effects of those coalitions or the practice of building coalitions for advocacy and identifying key lessons learned

The evaluation team looked for evidence of policy changes in the areas in which DemNet beneficiaries advocated—including prevention and treatment of alcohol and drug abuse, improvement of the lives of persons with disabilities,

support for orphans, protection of the environment, and protection of animal rights—and examined stakeholders’ perceptions of DemNet coalitions in these areas. To address Evaluation Question 3, the team reviewed the DemNet documentation, which described the technical and financial assistance provided to the selected coalitions. The information was combined with data from key informant interviews with representatives of DemNet NGOs and officials from participating government institutions to gain understanding of the usefulness of the intervention. Interviews with other sector stakeholders, such as non-beneficiary NGOs, and the online survey of DemNet beneficiary and non-beneficiary NGOs provided additional understanding of the success factors of advocacy coalitions. Media reports provided evidence of discussion about coalitions worked on by DemNet NGOs.

2. DEMNET BACKGROUND

The five-year DemNet program was implemented across BiH from 1999 to 2004 with the aim to strengthen local civil society organizations by improving their organizational and service-providing capacities. The intervention was delivered in two phases by two implementation mechanisms: the first phase through a contract award to America ORT from 1999 to 2001 and the second phase through an assistance award to America's Development Foundation from 2001 to 2004. A particular characteristic of the program was that the first implementing partner was tasked with setting up and training a team of local trainers and advisors as staff members, and the second implementing partner was obliged to continue to engage these staff members.

USAID/BIH designed DemNet in a post-war and transitional context, with the first DemNet intervention being designed only three years after the conflict ended in BiH. In addition to the need to recover from massive war destruction, including damage to vital infrastructure, the country also needed to transition toward a democratic society and market-driven economy. The DemNet program, a regional USAID approach, had already been implemented in transitional societies in other Eastern European countries, and American ORT already had experience with those programs.

Evaluators examined the BiH DemNet program description and background information to arrive at the following assumptions underlying the design of the DemNet intervention:

- In the post-war context, NGOs were unclear on their role in social reform, and few understood advocacy and the importance of mobilizing citizen involvement. Most NGOs, even the strongest ones, lacked the capacity to operate effectively, efficiently, and democratically. They were largely unsustainable in the absence of high levels of support from international donors.
- Government agencies and the general public did not have a clear understanding of the role of NGOs or the advantages this sector could bring to the development process.
- Local structures to support the development of NGOs and civil society as a whole were practically nonexistent in BiH at the start of the DemNet program. The same was true for training resources and personnel.
- Emerging lead organizations in urban centers that were providing services in the post-war and transitional period were filling in the gap of the missing public sector services and being spokespersons for tolerance, reconciliation, and social responsibility.

One of the assumptions USAID/BiH brought to the task of building a civil society was that political leadership governs in response to a vibrant civil society.⁶ USAID's strategic approach to reach this objective was to support and strengthen the NGO sector in BiH through the DemNet program.

According to the DemNet reports, DemNet I and DemNet II assisted over 200 NGOs with grants, training, and/or technical assistance (Attachment 2). The focus of beneficiary NGOs' activities was wide ranging, from working with disabled children to protecting the environment and providing internet-linked computer centers (telecottages) in remote villages. DemNet II included a grant scheme Nova Praksa (New Practice) to support NGO-government cooperation by providing funding for joint projects. According to DemNet reports, DemNet I and II provided intensive assistance to 68 NGOs to increase their capacities and sustainability. Only 28 NGOs (referred to in this report as the DemNet core NGOs) received assistance over the whole five-year period. An additional 40 NGOs received intensive assistance during DemNet II only.

⁶ Barnes, N. C., et al. (2000, March 30). "Civic Participation and Organizing Assessment." USAID/BiH.

Exhibit I illustrates the variety of organizations assisted by DemNet’s various small grants, roughly categorized into seven types of NGOs based on the sector of focus. The total number of NGOs assisted by small grants was 142: all of the grants listed in Exhibit I, except for the telecottages, which were run with the help of multiple NGOs that already received other grants, and Nova Praksa grants, which went to public institutions. A complete list of organizations receiving grants is available in Annex VIII. A schematic presentation of both phases of DemNet with their targets or benchmarks and achievements is in Annex IX.

Exhibit I. Types of organizations or projects assisted by DemNet small grants

NGO or project category	Number of supported organizations	Percentage of the total number of grants	Dollar amount	Percentage of the grant budget
Returnees / displaced persons	10	6%	\$172,707	5.23%
Women’s rights	23	13%	\$317,243	9.60%
Disabled persons, youth, other vulnerable groups	47	26%	\$488,182	14.77%
Democratization and civic and political rights	23	13%	\$631,796	19.12%
Environmental protection	17	10%	\$180,614	5.46%
Economic development	17	10%	\$339,018	10.26%
Other	5	3%	\$38,918	1.18%
Telecottages	22	12%	\$681,673	20.63%
Public institutions supported through Nova Praksa grants	14	8%	\$454,878	13.76%
TOTAL	178	100%	\$3,305,029	100%

The objective of DemNet I, implemented from 1999 to 2001, was to develop and strengthen a core group of 28 NGOs to provide them with organizational and financial management skills to help them withstand difficult economic conditions, promote collaboration with other NGOs, and develop effective advocacy skills. The program worked with a limited number of beneficiary NGOs to strengthen their capacity to address citizens’ needs through education, advocacy, and service provision. These goals were to be achieved through implementation of three components:

- I. **Training and technical assistance.** A key component of the DemNet I strategy was to develop and deliver customized and comprehensive packages of training and technical assistance targeted at strengthening democratic self-governance through organizational development, coalition building, and public advocacy. Tasks for the implementing partner under Component I included:
 - On-site assessment
 - Intensive, on-site technical assistance including board development and training, organizational structuring and/or restructuring, and executive staff training
 - NGO development and sustainability training retreats and regional internships
 - A mentorship program
 - Ongoing staff training and technical assistance

2. **Grants.** The purpose of the grants was to reinforce training and technical assistance activities in Component I. There were several types of grants distributed, including micro-grants, institutional development grants, and development activity grants.
3. **Exit strategy.** The aim of this component was to support NGO sustainability through activities such as the development of training or resource centers, establishment of a cadre of technical resource providers to offer consultations to NGOs on a fee-for-service basis, or exploration of possibilities for public-private partnerships in the provision of services.

Exhibit 2. The 28 core DemNet I NGOs

Name of the organization	Location
Alternative	Kakanj
Biro za ljudska prava	Bijeljina
Budućnost	Modriča
Centar infomativno-pravne pomoći	Zvornik
Centar za građansku suradnju (CGS)	Livno
Centar za promociju civilnog društva (CPCD)	Sarajevo
Centar za zaštitu prava manjina	Sarajevo
Centri civilnih inicijativa (CCI)	Tuzla
Demokratska inicijativa sarajevskih Srba (DISS)	Ilidža-Sarajevo
Forma F	Posušje
Ideja, demokratija, investicija, subvencija (IDIS)	Istočna Ilidža
Independent	Zenica
Izbjeglički servis za povratak (Refugee Return Service, RRS)	Drvar
Koridor	Sarajevo
Krajina	Banja Luka
Lex International	Banja Luka
Luna	Rudo
Nezavisni biro za razvoj (NBR)	Modriča
Obrazovanje građi BiH	Sarajevo
Pod istim suncem	Jablanica
Prijateljice	Tuzla
Solidarnost za jug	Trebinje
Udruženje distrofičara	Doboj
UG za lokalne razvojne inicijative (Agency for Local Development Initiatives, ALDI)	Goražde
Vidra	Banja Luka
Zemlja djece	Tuzla
Žena BiH	Mostar
Žene sa Une	Bihać

The objective of DemNet II, implemented from 2001 to 2004, was to strengthen and expand the core group of highly trained and professionally managed NGOs and increase their sustainability so that they could serve as leaders in BiH civil society and have the capacity to provide valuable services to citizens. Two high-level expected results were defined:

1. **Increased participation of NGOs and citizens in public life and decision making.** This result was to be measured by the number of citizens involved in DemNet II NGO advocacy campaigns and by an increase in the number of laws, policies, or reforms initiated or supported by participating NGOs that were accepted, reviewed, and acted upon by government officials.
2. **An improved environment for civil society development after the DemNet program ended.** This result would be measured by whether the legal and regulatory environment for NGOs in BiH improved and by whether resource centers provided services to an average of 20 NGOs apiece by 2004.

The intervention sought to achieve results in four areas: (1) stronger and more sustainable NGOs that advocate on behalf of citizens' interests and facilitate citizens' participation in governance; (2) increased communication, collaboration, and joint action among NGOs and between NGOs and other sectors; (3) development of local NGO support structures; and (4) increased citizen participation in the municipal development process.

Results were to be achieved through four implementation components: (1) training and technical assistance focusing on organizational development, networking, and public advocacy; (2) small grants; (3) coalition building; and (4) sustainability efforts.

The 28 core DemNet I beneficiaries continued to benefit from the DemNet II program through grants, training, and coalition opportunities. In addition, the first two components, training and grants, whose purpose was to support the first result (stronger and more sustainable NGOs that advocate on behalf of citizens' interests and facilitate citizens' participation in governance), were extended beyond the core 28 DemNet I beneficiaries to 40 additional NGOs.⁷ Thus, DemNet II expanded the reach of DemNet I by including a larger number of beneficiaries and supporting development of networks, partnerships, and relationships among them. With the modification of the award, DemNet II was additionally extended to include Nova Praksa (New Practice), a grant scheme to support municipalities and public institutions as they sought to encourage greater citizen participation. Furthermore, according to USAID/BiH explanation during interviews, elements were added as ad-hoc interventions: an orphanage support and Advocacy program to improve the living conditions of orphans and a telecottage program that established 22 multi-purpose internet communication service centers in remote areas. Although the program documentation reports on the achievements of these ad-hoc interventions, there is no clear link between the program design and these add-on elements; they therefore were not a focus of this evaluation.

DemNet II differed from DemNet I most notably in that greater attention was devoted to coalition building: 12 regional and issue-based coalitions were formed. Specifically, this part of the program provided technical support to help DemNet NGOs form a broader coalitions to effect legal and regulatory reform. DemNet facilitated coalition strategic planning and implementation processes to make them task- and goal-oriented.

DemNet II reported that 46 issue campaigns were implemented, including street petitions, town hall meetings, and public debates; they successfully engaged over 35,000 people across BiH. The program also reported an increase in cooperation between the government and NGO sectors on policy issues or local problem solving, including joint projects. Furthermore, toward the end of DemNet II, USAID/BiH added \$700,000 for small grants in the Nova Praksa initiative, which began implementation in the last year of the program. Assistance was provided by delivering workshops on opportunities for networking and exploring possibilities for joint action between government institutions and NGOs. During this period, 27 Nova Praksa grants were awarded to 14 NGOs and 13 municipalities and public institutions, in the amount of \$659,658. DemNet reported that 20 new participation mechanisms were created through Nova Praksa; that collaboration between municipal officials and the public

⁷ This target was defined in the America's Development Foundation final report. All three annual requests for approval state that the target is 30. Furthermore, the final report says that 38 NGOs were integrated assistance package recipients.

resulted in policy development; and that Nova Praksa contributed to the openness of municipalities, to citizen participation, and to the establishment of public-private partnerships.

DemNet II also differed from DemNet I in its refinement of the sustainability strategy. It registered an NGO resource center, Izbor Plus, and supported the center’s first two years of operations. The center was intended to absorb the DemNet local staff as its initial cadre.

DemNet I and DemNet II assisted 142 NGOs through 15 different small grant types, presented in Exhibit 3. Detailed descriptions are presented in Annex VII. The largest amount was devoted to advocacy activities, followed by activities to strengthen organizational capacities and then by the ad-hoc interventions (telecottages and orphan support). The smallest share of the grants was devoted to sustainability strategy.

Exhibit 3. DemNet I and DemNet II small grant instruments and amounts

Grant purpose	Grant type	Dollar amount per grant type	Dollar amount per purpose
Organizational capacity	Institutional development grant	\$735,872	\$810,291.00
	Advanced training grant	\$43,105	
	Financial diversity package	\$14,856	
	Planning package	\$8,969	
	Internal governance package	\$7,489	
Advocacy	Development activity grant	\$269,734	\$1,474,573
	Micro-grants	\$49,289	
	Civic action partnership grant	\$175,383	
	DemNet I Civic Action Partnership	\$248,264	
	Civic initiative micro-grant	\$72,245	
	Nova Praksa (New Practice) grant	\$659,659	
Sustainability	Support institution grant	\$57,429	\$120,636
	Sustainability strategy	\$63,207	
Other	Telecottages	\$681,674	\$778,574
	Orphan Support and Advocacy Program	\$96,900	

3. EVALUATION METHODS AND LIMITATIONS

3.1. METHODOLOGY AND DATA COLLECTION

The fact that this evaluation took place 13 years after program implementation end makes it unique. Performance evaluations conducted immediately after program implementation can identify results and lessons learned in activity implementation with a focus on the programmatic, technical, managerial, and organizational elements. However, they often cannot provide information on the long-term effects of an intervention and the long-term lessons learned beyond the immediate results and performance of the implementation process. On the other hand, conducting evaluations with such time distance is challenging in relation to the accuracy of data-collection (as further elaborated within the section on evaluation limitations). To address these challenges related to the length of time between the implementation and the data collection, we employed a mixed-methods approach to answer each of the evaluation questions through correlation of data from several sources.

To answer the first two evaluation questions, the evaluation team gathered the lessons learned for the core group of 28 beneficiaries that received assistance through both phases of DemNet implementation, as well as non-core and non-beneficiary NGOs and other stakeholders. The team reviewed the available DemNet implementation documentation from implementing partners and held key informant interviews and a roundtable discussion. The team also analyzed data collected through an online survey that was distributed to both beneficiary and non-beneficiary NGOs. In addition, small illustrative case studies of three beneficiaries serve to identify the activities, tools, and mechanisms that the organizations described as being most useful to them and to show how those elements have developed since DemNet ended. (The full case study report is in Annex II.) Finally, the team analyzed print media content, reviewing all articles that mention the names of one of the 28 DemNet core beneficiary NGOs. (The report is in Annex III.)

More specifically, we used the following data sources:

- DemNet design and implementation documentation
- 60 semi-structured key informant interviews
- Roundtable discussion with 23 representatives from 19 core DemNet beneficiaries, all of whom had also participated in interviews
- An online survey of DemNet beneficiary and non-beneficiary NGOs that garnered 56 responses: 22 DemNet beneficiaries and 34 non-beneficiaries⁸ (originally sent to 166 NGOs out of which 144 had valid addresses)
- Three brief illustrative case studies: CPCD in Sarajevo, CGS in Livno, and Udruženje distrofičara in Dobož
- A media content analysis of 706 print articles

The 60 key informants represented six stakeholder groups, as shown in Exhibit 4. Some interviewees represented more than one stakeholder group.

⁸ The Survey was originally sent to 166 NGO addresses, that the team was able to identify, out of which 144 had valid)

Exhibit 4. Key informant stakeholder groups

Stakeholder group	Number of interviews
DemNet core beneficiary NGOs (representing 21 organizations)	24
Other DemNet beneficiary NGOs	19
Non-beneficiary NGOs	6
DemNet implementing partners and local staff members	10
Government representatives (2 at state level, 2 at cantonal level, 3 at municipal level)	7
USAID representative	1
Total	60

Of the 28 core DemNet NGOs 20 were still active, of those 19 were represented in interviews, as well as individuals from two inactive core NGOs. To select other DemNet beneficiaries to interview, the evaluation team made a random selection from the beneficiary database it reconstructed from DemNet reports. In the process, the team encountered two challenges. One is that the names of the NGOs were not consistent and were not consistently translated into English across the reports. The second challenge was inaccurate contact information, as phone numbers and addresses could have changed since 2004 when DemNet was completed. To select non-beneficiary NGO key informants, the team made a random selection from the database of NGOs that are members of one of the coalitions of the current USAID Civil Society Sustainability Project in BiH (CSSP).

To solicit respondents to the online survey, the team used e-mail addresses from the reconstructed DemNet database and the CSSP database. Information on survey respondents is given in Exhibit 5. The response rate for the survey was 39%.

Exhibit 5. Survey respondents

Category	Number
NGOs e-mailed	166
Returned e-mails (wrong/nonexistent addresses)	22
NGOs contacted to complete survey	144
DemNet beneficiaries that completed the survey	22
DemNet non-beneficiaries that completed the survey	34

Finally, the media content analysis was based on data from the Infobiro, local online archive of print media, which keeps digitalized records of BiH print media. The evaluation team extracted all 706 articles that mention the names of the 28 DemNet core beneficiary NGOs from three different periods available in the archive: 2001–2005, 2006–2010, and 2011–2016. (The media content analysis is in Annex III.)

The data from the interviews, roundtable, survey, and media analysis were correlated whenever possible with the available DemNet implementation documentation to address the three evaluation questions from multiple

perspectives. Comparing and contrasting data enables clearer understanding of the intervention and provides higher confidence in the findings.

We consolidated the information from key informant interviews and the roundtable discussion in order to conduct a thematic analysis of their content. The data were categorized in relation to the research questions. The team then coded the transcripts. Qualitative analysis of interview transcripts involved consolidating multiple responses related to similar themes and analyzing them for general findings. This process enabled the team to determine the common themes.

The evaluation team reviewed the media articles to determine the number of times each of the 28 core DemNet NGOs were mentioned. Qualitative analysis identified the main themes of the coverage of each NGO.

Annex IV provides a detailed list of the DemNet documents reviewed for this evaluation. Data collection instruments are given in Annex V, and interviewees and roundtable participants are listed in Annex VI. The evaluation matrix is outlined in Exhibit 6.

Exhibit 6. Evaluation matrix

Evaluation question	Data sources	Research design
<p>1. How sustainable in the long run have the NGOs from the core group of DemNet beneficiaries been, what are their organizational and financial capacities now and to what extent have they used DemNet experience and assistance in building their capacity? What are the lessons learned from DemNet that can be useful for future potential assistance to civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?</p>	<p>DemNet implementation documents Key informant interviews Roundtable discussion Survey Case studies Print media analysis</p>	<p>Mixed-method study: thematic analysis of the interviews, roundtable discussion and DemNet documentation; content analysis of media print archive; case study analysis of the selected core NGOs; and analysis of online survey results</p>
<p>2. How successful in the long run were the NGOs from the core group of DemNet beneficiaries in serving as leaders within BiH civil society and providing valuable services to citizens, representing citizens' interest, and providing technical expertise to policy makers in order to ensure that they and the citizens can participate effectively in economic and political life, and to what extent has DemNet experience and assistance contributed to this? What are the lessons learned from DemNet that can be useful for future potential assistance to civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?</p>	<p>DemNet implementation documents Key informant interviews Roundtable discussion Survey Case studies Print media analysis</p>	<p>Mixed-method study: thematic analysis of the interviews, roundtable discussion, and DemNet documentation; content analysis of media print archive; ; case study analysis of the selected core NGOs; and analysis of online survey results</p>
<p>3. How successful have the NGO coalitions formed through DemNet been in the long run in public advocacy? To what extent has DemNet experience and assistance contributed to this? What are the lessons learned from DemNet that can be useful for future potential assistance to civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?</p>	<p>KII Round table discussion DemNet implementation documents Print media archive Survey</p>	<p>Mixed method study: thematic analysis of the interviews, roundtable discussion, and DemNet documentation; content analysis of media print archive; and analysis of online survey results</p>

3.2. EVALUATION LIMITATIONS

Limitation 1: Recall bias among participants in the key informant interviews, survey, and roundtable discussion.

The time lapse between end of DemNet and its evaluation meant that key informants had many other experiences since the end of the intervention. Also, many other donor interventions were supporting civil society development in post-war BiH. These factors made it challenging to isolate DemNet's specific contribution to civil society development from the contribution of other interventions. Although all beneficiaries remembered their participation in DemNet, most could provide only a general picture and could not separate themselves from the issues that the NGO sector currently faces. The evaluation team attempted to mitigate this limitation by relying on more than one source of information, including DemNet documentation for intervention descriptions and data from the media archive.

Limitation 2: Selection bias exacerbated by survival bias in the key informant interviews, survey, and roundtable discussion

Because of the long time lapse since program implementation, some beneficiary NGOs were no longer active at the time of data collection. Furthermore, the program beneficiary database was outdated; the team faced significant challenges in tracking individual and organizational contacts. The collected data predominantly represents the sentiments and perceptions of beneficiaries that were still active, as the team spoke with key informants from only two inactive NGOs. Thus, the evaluation may be skewed toward more positive responses. The team mitigated this challenge by broadening the coverage of stakeholders relevant to the development of civil society organizations as well as by relying on other sources of information, such as print media, to provide a more balanced picture.

Limitation 3: Social desirability and acquiescence bias in the key informant interviews, survey, and roundtable discussion

Most key informants had direct interaction with DemNet and therefore could be liable to overstate its positive effects and understate its negative effects. The team addressed response and acquiescence bias to the extent possible by drawing on multiple sources of information for each evaluation question and by carefully designing interview guides to request specific examples from the key informants to describe their responses. The interview and survey respondents also represented a broad range of DemNet stakeholders, including government representatives and non-beneficiary NGOs.

Limitation 4: Issues with implementation documentation including lack of standardized reporting

The terminology and methodology of DemNet implementation documents such as design plans and reports were not standardized, so they often differed a great deal. Although results were identified, there were no standardized formats on monitoring plan or reporting with clearly defined expected results; a logical framework, development hypothesis, or theory of change; or targets. This variation hampered the team's ability to link lessons learned to specific segments of the intervention. To alleviate this challenge, the evaluation team spoke to a large number of participants in the implementation process to better understand the logic and mechanisms of the intervention.

Limitation 5: Limited media archive and lack of representation

The Infobiro print media archive, though it is continually updated, is incomplete. The database is searchable by different time periods (2001–2005, 2006–2010, and 2011–2016). However, the digitalization of the first period is still incomplete and digitalized prints are available only from 2003, when DemNet was nearly over. Moreover, there are limitations related to media outlets included in the archive, as only print-media with country-wide distribution is included, while local (municipal/city) print media outlets are not included. Finally, there are

limitations related to print media coverage of NGO activities, particularly as communications moved into electronic media and social networks.

4. FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

4.1. FINDINGS

This section outlines the major findings of the DemNet evaluation for each of the three research questions.

EVALUATION QUESTION 1: HOW SUSTAINABLE IN THE LONG RUN HAVE THE NGOS FROM THE CORE GROUP OF DEMNET BENEFICIARIES BEEN?

Finding 1: Most core DemNet beneficiary NGOs (20 out of 28) are still active. Although their paths after DemNet varied widely, key informant interviews reveal DemNet provided an important basis for their development. Most of the active core DemNet NGOs believe that they are sustainable in regard to operational and technical capacities, not taking the financial sustainability into account.

Document review, key informant interviews, and media content analysis show that most DemNet beneficiaries are still active. Of the 28 core beneficiaries, eight ceased to exist and 20 remain active; 17 appeared in the media over the examined 14-year period (2003-2016), as illustrated in Exhibit 7. All interviewees from active beneficiary organizations praised the intervention and stated that it had a long-term effect on their organizational structure and organizational sustainability; 91% of surveyed beneficiaries agreed or strongly agreed. The case studies showed that DemNet capacity-building interventions were useful for three different types of NGOs. DemNet grants helped case study NGOs resolve issues with organizational structure and procedures. Some also initiated self-financing activities; for example, CPCD provided expert services to other NGOs, while Udruženje distrofičara undertook social entrepreneurial activities. According to interview data, the development paths of the NGOs since DemNet varied. All 19 interviewees from active core NGOs felt confident about their organizations' sustainability in terms of their operational capacities, that is, having the expertise and technical means for work. They were less confident about financial sustainability (which is addressed in Finding 4).

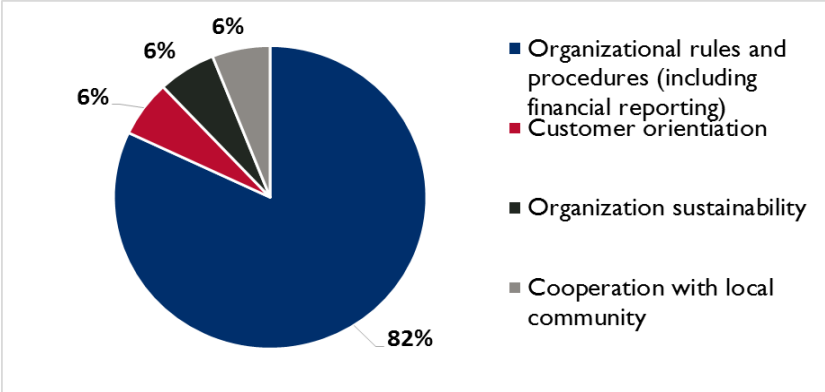
Exhibit 7. Core DemNet beneficiaries' current status and media attention

Organization	Current status	Number of articles in print media
CCI	active	289
Obrazovanje gradi BiH	active	139
CPCD	active	116
ALDI	active	36
Žene sa Une	active	26
Pod istim suncem	active	15
NBR	active	13
Luna	active	13
DISS	active	10
CGS	active	9
Forma F	inactive	8
RRS	active	7
CIPP	active	6
Zemlja djece	active	6
Solidarnost za jug	inactive	5
Lex International	inactive	5
Žena BiH	active	3
Prijateljice	active	2
Krajina	active	2
Alternative	active	1
Udruženje Distrofičara	active	1
Budućnost	active	0
Biro za ljudska prava	inactive	0
Koridor	inactive	0
Independent	active	0
Vidra	inactive	0
IDIS	inactive	0
Centar za prava manjina	inactive	0

Finding 2: Overall, based on KIIs, active NGOs from the Core group report that they developed sound organizational structures, procedures, and division of responsibilities as a result of DemNet. Based on survey responses of 22 DemNet beneficiaries, most of them feel confident about their current organizational capacity for service provision and upgraded individual skills of staff. However, based on both KIIs and the survey results, strategic planning, human resources, and steering board involvement were perceived as sub-optimal.

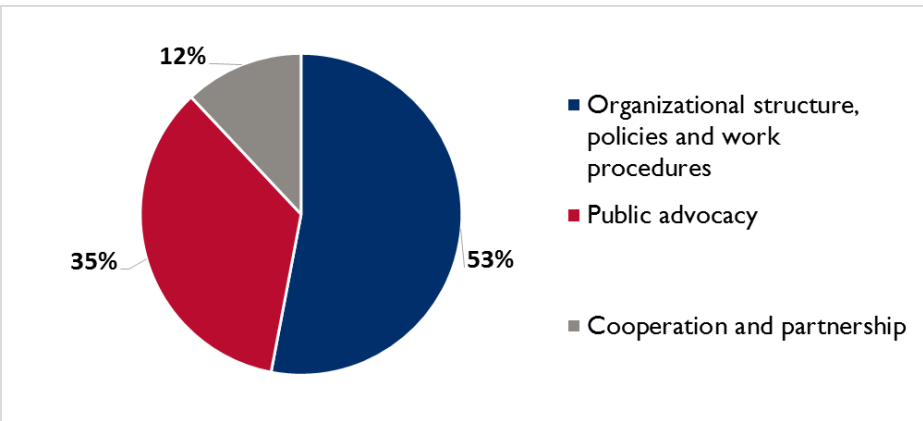
Key informants identified three useful types of support with long-term effects, particularly described by KIIs (12). The first was institutional capacity building: establishment of internal procedures and development of internal organizational acts and rule books. Many DemNet beneficiary interviewees recalled investing significant time and effort in such activities. The importance of organizational rules and procedures was confirmed by 82% of surveyed beneficiaries, as shown in Exhibit 8. Some interviewees described the process as professionalizing the organizations and making them more serious. As shown in Exhibit 10, DemNet beneficiaries see the development of NGOs organizational structures in the past two decades more positively than non-beneficiaries do. There are several possible reasons for this difference. One is that the DemNet beneficiaries consider themselves to be leaders of NGO sector, thus they identify their own capacities as overall NGO sector capacities. Another is that DemNet beneficiaries, whose organizations went through strong capacity building through DemNet and other interventions, were not aware of the capacities of other NGOs. Finally, DemNet beneficiary respondents may have different understandings or visions from their non-beneficiary counterparts of the purpose of the NGO sector and the services NGOs should provide.

Exhibit 8. DemNet legacy and lessons learned



Some organizations continued to upgrade their internal systems. For example, within the framework of the current USAID/BiH Civil Society Sustainability Project, CPCD, one of the core DemNet NGOs, is developing a quality standard for civil society organizations that will combine the principles of ISO standards and good financial management.

Exhibit 9. Most important organizational element



The second useful type of DemNet support reported by key informants was training on project writing followed by actual development of projects for subsequent DemNet advocacy and activity grants. This emphasis is also reflected in the survey, where 47% of surveyed beneficiaries chose either public advocacy or cooperation and partnership as the most important still-active organizational element from DemNet, as shown in Exhibit 9.

The third helpful form of DemNet assistance cited by key informants was the definition of roles and responsibilities of all bodies in the organization, such as, for example, the executive director, assembly, and steering boards. All DemNet core beneficiary informants described their steering boards' involvement in these early interventions with pride, in particular explaining that board members were involved voluntarily and that they frequently participated in trainings and in organizational life during DemNet. Similarly, DemNet reports are filled with examples of steering boards' active involvement in creating the strategic direction of the organizations. However, none of the DemNet core beneficiary interviewees described any further evolution of the steering board's function or its later involvement in the NGO. Several DemNet key informants described that NGOs are perceived as "one-person show," indicating that most decision-making power remains with the executive director. A few key informants said that some NGOs still face difficulty in dividing responsibilities between the steering board and executive director and that steering board membership turnover is low, with members having a passive role.

Analysis of the NGO case studies confirms that the intervention design was valuable for the development of NGOs. All three NGOs increased staff and implemented numerous projects with diverse funding sources after DemNet. The following elements were most beneficial and are still used today in the organizations: (1) defined rules and procedures, (2) upgraded institutional capacity building, (3) mentorship methodology, and (4) knowledge and practical experience in the coalition-building process.

"At the beginning, it was only the two of us in our organization, plus the members of our steering board. Now we have developed and grown and have six employees, while our steering board has not kept up with our pace of development. It is not very active any more. The members are older people now, as twenty years passed without us electing new steering board members."

- DemNet core beneficiary interviewee

Along with organizational capacities, DemNet built the professional capacity of individuals. Therefore, DemNet's sustainability is reflected not only in the institutional sustainability of the NGOs, but also in the continued activities of empowered individuals. In interviews, 13 key informants from the core NGO beneficiaries claimed that DemNet improved skills of individuals in project management and organization of work and that improving these skills shaped their professional careers. Other interviewees mentioned examples of staff members who were trained in DemNet, left the DemNet NGOs, and are very successful in jobs in other NGOs or in the private or public sectors. Interviewees from beneficiary NGOs located in small towns (e.g. CIPP Zvornik, Luna Rudo, Maja Kravica Bratunac) particularly stressed that many young people circulated through their organizations, absorbed all the knowledge that DemNet offered, and, thanks to their upgraded capacities, found good jobs in larger towns.

Exhibit 10 shows how DemNet beneficiaries and non-beneficiaries responded to questions about DemNet's influence on NGO capacity over the past two decades. DemNet beneficiaries responded more favorably on questions about NGO capacity evolution, particularly on those related to internal capacities and outreach to constituents. As beneficiaries were more exposed to capacity building, these respondents may be generalizing the experiences of their NGOs onto the whole NGO sector.

Exhibit 10. Development of BiH NGO organizational capacities over the past two decades

Survey question	Respondents answering positively*		
	All N = 56	Beneficiaries N = 23	Non-beneficiaries N = 34
How would you assess the evolution of the organizational capacity of civil society organizations (NGOs) in BiH in the past two decades in each category below?			
a) NGOs learned to clearly define their development/work strategies and know how to implement them.	43%	64%	25%
b) Most NGOs have well defined internal management structure (staff, procedures etc.).	32%	50%	16%
c) Most NGOs have adequate human resources (full time staff, accounting, IT, experts, etc.).	11%	24%	3%
d) Most NGOs have, or can access, the necessary modern equipment to operate efficiently (such as IT equipment and other tools).	46%	59%	36%
How would you assess the BiH NGOs' capacities in providing services in each category below?			
a) NGOs can provide a range of services to citizens such as health, education, energy, economic development, environmental protection, humanitarian aid, etc.).	52%	59%	38%
b) The services that NGOs provide reflect community needs and priorities.	52%	64%	32%

* Rated 4 or 5 on a 5-point scale, where 1 = “not at all” and 5 = “very much”

Finding 3: Based on KIIs, the transfer of knowledge and skills to whole-of-organization was unclear and the knowledge gained in DemNet for the most part remained with the individuals who participated in the program. Furthermore, turnover is not frequent among NGO leaders, so, in many cases, NGOs cease to exist or be active when one strong leader leaves. These factors, combined with the general lack of knowledge transfer to newer staff, threaten organizational sustainability.

The initial DemNet organizational assessments of core NGOs showed that the majority of them were started by strong individuals; thus they were often described as “one-person shows.” Despite the increased professionalism of NGOs as the result of participating in DemNet, 13 out of the 19 DemNet core NGOs whose staff participated in interviews had not changed their leaders since DemNet. They still could be classified as one-person shows, with insufficient delegation of responsibility among team members and lack of leadership turnover through either hiring or promotions.

“I definitely benefitted as an individual from DemNet. I acquired some knowledge and values on which my colleagues missed out, because they were not engaged in this project. It was simply not possible to transfer everything I learned to my colleagues, and they were also not that interested in it.”
—DemNet core beneficiary interviewee

The majority of interviewees who were not themselves in the trainings or who did not work in DemNet NGOs at the time reported the problem of poor knowledge transfer from participants in DemNet events to other people in the organization. It is clear from all key informants’ statements that the culture and atmosphere at DemNet joint NGO events were catalytic part of the learning environment. However, knowledge transfer was a real challenge for participants. In some organizations, leaders were not willing to share experiences; in others, non-

participants had a negative attitude toward peer learning. Over time, the organizations that lost staff members who had participated in DemNet events had more serious sustainability issues than organizations in which DemNet-trained staff remained. Organizations whose respondents reported that DemNet knowledge transfer took place internally (such as CPCD) have had fewer sustainability issues.

Finding 4: Interviewed core DemNet NGOs believe that financial sustainability is the greatest challenge of their organizations. Most are primarily oriented toward international donors, who have become increasingly demanding as their funds have shrunk and who are turning away from small grants to fewer large-scale awards—for which most small organizations lack the capacity. Only a quarter of core DemNet NGOs managed to diversify their financial sources.

A large part of DemNet’s capacity-building and mentoring support was devoted to strengthening beneficiaries’ financial management and fundraising capacities, aiming to diversify their sources of funding. When asked about the sustainability of their organizations, all interviewees from DemNet beneficiaries mentioned both operational sustainability, or having the expertise and technical means for work, and financial sustainability, which most defined as having sufficient funds to cover overhead expenses for at least one year if they run out of projects. Interviewees from all 19 active core DemNet beneficiaries positively assessed their operational sustainability (as noted in Finding 1). Only 14 of them felt reasonably confident that their financial sources were stable in the short run, while five expressed survival concerns related to financial sustainability. However, even those that expressed confidence about their short-term financial sustainability still noted that long-term financial sustainability was the greatest challenge faced by their organization. Twelve core beneficiaries reported success at diversifying their funding sources, as shown in Exhibit 12: Seven had two funding sources and five had three or more sources. In survey responses, outlined in Exhibit 11, DemNet beneficiaries generally assessed the strength of BiH NGOs in financial management and funding diversification more positively than non-beneficiaries did. Interestingly, at the same time, DemNet non-beneficiaries were more likely to believe that NGOs are able to recover costs by charging for their services. Possible explanations are that DemNet beneficiaries are more focused on external funding than on fee-for-service provision or that many DemNet beneficiaries work in areas, such as services for marginalized populations, in which it is difficult to charge for services.

“I have learned very early in DemNet that we as an organization need to have a sustainable project that will support basic costs of our organization, so we did it. We are today the only organization in our region that survived the floods [in 2014] and rebuilt the premises completely. This is because we used the skills of institution building which we learned in DemNet.”

– DemNet core beneficiary interviewee

Among the 19 active core DemNet NGOs whose representatives participated in interviews, the organizations that were most confident in their longer-term financial sustainability were those that had registered a company or that provide services for which they charge fees. For example, Udruženje distrofičara has been running a printing business, CCI established a company for marketing and media promotion, CPCD provides expert services through resource centers to NGOs and other users, NBR manages a business incubator.

Although 14 of the 19 core DemNet beneficiaries reported, as shown in Exhibit 12, that they were capable of accumulating reserve funds to cover their expenses in short “dry” periods, most still depend primarily on international donors; respondents perceived financial stability as the most difficult element in their work, one that could threaten their organizations’ existence. This finding is confirmed by survey responses that indicate weak confidence in the development of financial capacities in BiH NGOs in the past two decades, as shown in Exhibit 11—particularly in contrast to Exhibit 10, which shows generally greater confidence in organizational capacities.

Exhibit III. Financial sustainability of BiH NGOs over the past two decades

Survey question	Respondents answering positively*		
	All respondents N = 56	Beneficiaries N = 22	Non-beneficiaries N = 34
How would you assess the development of the financial sustainability of NGOs in BiH over the past two decades in each category below?			
a) NGOs have learned and can raise a significant percentage of funding from local sources (from constituency, volunteers, local philanthropy, government, etc.).	20%	32%	12%
b) NGOs have diversified their sources for funding over time (aside from international donors, through service provision, asset rentals, membership fees, fundraising etc.).	27%	50%	9%
c) NGOs developed good financial management systems (transparent, conduct independent audits, publish annual reports, etc.).	39%	55%	27%
d) NGOs are able to recover costs by charging for their services.	4%	0%	6%

* Rated 4 or 5 on a 5-point scale, where 1 = “not at all” and 5 = “very much”

Donor practices changed more quickly than NGOs were able to develop their capacities. According to the USAID/BiH respondent, the mission transitioned about 30% of its development funding to local NGOs and focused on fewer larger-scale interventions rather than more small interventions. Requirements for applying for the European Union’s funds for the civil society sector similarly increased in technical complexity. There are only a few NGOs in BiH capable of administering larger-scale awards. Two of the 28 DemNet core beneficiaries are among them: CCI and CPCD, both of which have implemented USAID/BiH civil society sector interventions following DemNet. Of the remaining 17 core DemNet NGOs whose representatives were interviewed, five stated that their organizations are capable, either as lead applicants or as partners, of submitting technical applications of the required quality and of absorbing funds from the donors with the most demanding requirements, such as USAID/BiH. The remaining core beneficiaries continue to face difficulty in accessing donor funds because application procedures are more complicated today than they were during DemNet. Majority of interviewees stated that DemNet assistance in applying for funding was tailored to DemNet small grants procedures and did not go beyond that. Informants from 12 core beneficiaries stated that they are not eligible to apply for most projects funded by the EU and other large international donors mainly because they cannot show the capacity to manage projects and funds of the scale required.

“DemNet showed how things work with USAID as a donor. There was one aspect that was missing for all beneficiaries – the guidance for work with other donors.”

– DemNet staff interviewee

“DemNet taught people how to write attractive project proposals, how to bring the proposal in the form of a ‘dramatic story’ to donors. However, today we have a problem that European donors require a totally different type of project proposals. When NGOs make project proposals for EU, they have to demonstrate large amount of knowledge and understanding about all relevant policies, strategies, and laws. There is a high demand for technical knowledge, and project applications should be written in a technical way.”

– DemNet core beneficiary interviewee

Exhibit 12. Funding sources of DemNet core beneficiaries

Organization	Self-financing (membership fees, contracted services)	International donors	Grants from BiH authorities	Registering a company	Philanthropy	TOTAL	Confident about short-term financial sustainability
CCI	x	x	x	x		4	x
NBR	x	x	x	x		4	x
Udruženje distrofičara		x	x	x		3	x
Zemlja djece		x	x	x		3	x
Budućnost		x	x	x		3	x
CPCD	x	x				2	x
CIPP	x	x				2	x
Prijateljice		x	x			2	x
Alternative	x	x				2	x
Obrazovanje gradi BiH	x				x	2	x
Pod istim suncem		x	x			2	x
Luna	x	x				2	
CGS		x				1	x
RRS		x				1	x
ALDI		x				1	x
DISS			x			1	
Independent		x				1	
Krajina		x				1	
Žena BiH		x				1	
TOTAL	7	17	8	5	1		14

Source: DemNet core beneficiary interviews, N = 19

Finding 5: KIs perceive the DemNet implementation methodology and approach was well prepared, paced, sequenced, and executed; the work was tailored to the needs of the post-conflict transitional period and to individual NGOs’ capacities. Important elements of that approach included external needs assessment, intensive field presence, individualized mentorship that gave each NGO one advisor, and joint capacity-building events. KIs perceive that other interventions lacked this approach, both at that time and afterward.

The evidence from all core beneficiary interviews suggests that the DemNet approach was unique, different from that of any other donor intervention at the time or since. All interviewees praised the intensive field presence of DemNet staff, which is tightly linked to

“The basic characteristic of DemNet is that it was close to us. The staff was available at all times, they were a fantastic team, and they worked with us intensively on one-on-one basis.”
– DemNet beneficiary interviewee

DemNet’s mentorship methodology, as the key element of success. The mentorship component was intensive and reliable: Each beneficiary had a designated advisor who monitored the NGO’s development, provided guidance, and was intimately familiar with the organization’s work and capacity. Each advisor had a maximum of five NGOs to coach during the implementation period, paying frequent visits and providing advice and assistance. Fifteen of the 23 representatives of core DemNet beneficiaries participating in the roundtable claimed that the professional and personal commitment of DemNet local and international staff was a key motivator for accomplishing capacity-building work.

DemNet reports and many key informants confirmed that this combination of joint capacity-building events and tailored individual mentoring was not a common approach of other NGO-strengthening interventions. Implementing partner staff explained in interviews that this approach is costly; adherence to tested adult learning methodologies means working with a smaller number of beneficiaries than can be reached with standardized methods and approaches. These respondents noted, however, that this more costly approach is the most effective in building capacity. According to DemNet beneficiary interviews, only standardized trainings are currently available in BiH—but this approach is not useful for NGOs capacity building.

Most DemNet core beneficiaries and local staff also praised DemNet methodology for its well-designed needs assessment and process of beneficiary selection at the beginning of intervention. They noted that this process addressed NGO differences in type, ethnic representation, and geographic distribution. Thus, DemNet simultaneously addressed post-conflict reconciliation concerns in the country, while serving various NGOs.

Finally, interviewees described the sequencing of the development approach from DemNet I to DemNet II as a rational transition, with coherent activities and synergetic effects. DemNet I focused mostly on organizational capacity building and on internal organizational structure and procedures, and then DemNet II concentrated on practical application of acquired knowledge and on intensifying activities to facilitate networking, coalition-building, and advocacy actions. These included multi-stakeholder partnerships (e.g. through Nova Praksa), and ensuring broader outreach to rural and remote areas (e.g. through the telecottages component). Some key informants perceived DemNet II as the actual application of the theoretical knowledge gained during DemNet I.

Finding 6: Based on key informant interviews, resources and training opportunities available to civil society sector, formed as a result of DemNet sustainability strategy exist today, but are rarely cited as useful by beneficiaries. Based on the survey data resource centers that provide adequate assistance and trainings have not evolved.

DemNet reports name four resource centers whose capacities were built during the intervention: RSS in Drvar, Omladinski Centar in Sanski Most, BOSPO in Tuzla, and Udruženje distrofičara in Doboj. According to DemNet documents, these centers were capable of providing continuous civil society development services and fostering citizen participation after DemNet. Moreover, DemNet also created a new resource center, Izbor Plus, to execute

training and consulting services after DemNet ended. However, key informant interviews provided little evidence that this expected result materialized. None of the NGO interviewees said that they now use any of the DemNet-supported resource centers. Most DemNet beneficiary interviewees recognized the individual trainers of Izbor Plus, but none mentioned requesting specific services; one interviewee stated that the organization could not afford Izbor Plus training services. The survey findings also indicate that resource centers were not well developed, as outlined in Exhibit 13. Though 39% of respondents from BiH NGOs indicated that quality trainers had emerged in the past 20 years, only 22% agreed that adequate resource centers had been provided. Once again, DemNet beneficiaries were more positive than other NGOs in their assessment. This finding may be explained by the fact that beneficiaries naturally have more access to individual capacities built during DemNet. In addition, at least three DemNet beneficiary NGOs have developed considerable capacity for small grants management, and all of these NGOs are well known to the DemNet beneficiaries.

Exhibit 12. BiH NGO enabling environment over the past two decades

Survey question	Respondents answering positively*		
	All respondents N = 56	Beneficiaries N = 22	Non-beneficiaries N = 34
How would you assess the development of the environment of NGOs in BiH that enables NGOs to continue growing in the past two decades (access to information, technology, technical assistance, etc.)?			
a) <i>There is ample intermediary support and resource centers to provide adequate assistance and training to NGOs.</i>	22%	29%	15%
b) <i>There is a number of adequate local trainers that can respond to the needs of local NGOs, including advanced and specialized training programs (i.e., strategic management, managing the organization, etc.).</i>	39%	64%	21%
c) <i>Local grant-making organizations and/or foundations have developed and have adequate capacities to manage grant schemes that respond to local needs and projects (with funds from local or international sources).</i>	36%	41%	28%

* Rated 4 or 5 on a 5-point scale, where 1 = “not at all” and 5 = “very much”

Finding 7. Based on Key informant interviews, in its implementation DemNet neglected the designed key expected result related to creating enabling environment for NGOs through improved legal and regulatory environment. This issue persists today.

One of the two key expected results of the DemNet design (referred as impacts in the award) was an improved environment for civil society development after the end of DemNet. This result was to be exhibited through the improved legal and regulatory environment for NGOs in BiH and the services provided to NGOs by the resource centers. However, the DemNet model did not elaborate on specific approaches to achieve this desired high-level result. Although it can be hypothesized that NGOs capacitated to run effective advocacy processes were to

achieve this, DemNet design had not introduced an assumption about the need to have the context conducive for positive policy developments initiated by NGOs.

Participants in the roundtable of DemNet core beneficiaries (19 out of 23 key informants) explained that, although DemNet interventions were designed to respond to the BiH NGO context as diagnosed by the needs assessment at the time, the effort invested in building civil society organizations has not been followed by adoption of NGO-friendly laws and policies. The 2016 Civil Society Sustainability Index score for the legal environment in BiH is 3.4 (on a 1-7 point scale)⁹, which indicates that the regulatory environment for NGOs is still evolving. This fact, coupled with a weak economic environment, adversely affects overall NGO sustainability. The fragmented institutional framework in BiH also adds complexity to NGO work, if activities are spread across different administrative parts (government levels and institutions). Particularly in advocacy activities, NGOs have to address various policies and communicate with different government entities, politicians, and other policy actors in order to achieve changes on a large scale.

All respondents from the core beneficiary NGOs expressed disappointment with the slow changes in the legal framework for NGOs. Though they cited improved conditions for NGO registration, they claimed that few changes can be noted in any other area. Survey respondents were least likely to rate the taxation policy as a positive development in the NGO legal environment in the past 20 years, as shown in Exhibit 14. Other possible changes listed on the survey, including the ability to work freely without government interference, the availability to access legal advice, and eligibility to compete in government procurement procedures, were all perceived to have evolved positively by less than 20% of NGO respondents. DemNet beneficiaries were more likely than non-beneficiaries to rate all of these developments positively. This result may be explained by the interview finding that many DemNet beneficiaries are members of active networks in the USAID Civil Society Sustainability Project, within which an important segment of work is related to the improvement of the legal and regulatory framework.

“The complex environment for work of NGOs in BiH is a serious issue. To assess the success of interventions in BiH takes much more time in comparison to countries with simpler state structures. Effects are fragmented and often remain isolated due to the institutional divisions in the country.”

— DemNet core beneficiary interviewee

Exhibit 13. Legislative and regulatory framework for BiH NGOs over the past two decades

Survey question	Respondents answering positively*		
How would you assess how the civil society legislative and regulatory framework has evolved in the past two decades in each category below?	All respondents N = 56	Beneficiaries N = 22	Non-beneficiaries N = 34
a) The framework has improved and organizations can operate freely and without state harassment for political or arbitrary reasons.	11%	14%	9%
b) Legal advice is more readily available and accessible to NGOs.	16%	29%	9%
c) Taxation policy has developed to be favorable for NGOs.	9%	19%	6%

⁹ CSO Sustainability Index Scale is from 1-7, where 1= Sustainability Enhanced and 7=Sustainability Impeded. Civil Society Sustainability Index, available at: <https://www.usaid.gov/what-we-do/democracy-human-rights-and-governance/cso-sustainability-index-methodology>

d) NGOs are allowed to compete for government contracts/procurements.	19%	29%	12%
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* Rated 4 or 5 on a 5-point scale, where 1 = “not at all” and 5 = “very much”

Finding 8: DemNet’s implementation approach is perceived as positive and appropriate for the post-conflict/transitional environment. It ensured geographic coverage and ethnic representation, and inclusion of different types of NGOs (e.g. service providers to citizens, service providers to government, general think tanks, advocacy NGOs, watchdog NGOs) with the focus on service providers dealing with specific marginalized populations (e.g. disabled, cancer patients, IDP/refugees). At the same time, the two most frequently voiced negative comments in the interviews and roundtable discussion were that 1) DemNet intervention ended too soon given ambitious expected results and 2) that USAID and other donors in its further assistance to civil society sector mostly opted for a different approach that focused to a lesser extent on service providers dealing with specific marginalized populations, and insufficiently focused on constituency-driven NGOs.

Majority (19) of the DemNet 28 Core beneficiaries were organizations that were service providers dealing with specific marginalized populations such as disabled, cancer patients, displaced persons and refugees, children, or women. Interview and roundtable respondents considered this approach appropriate for the post-conflict transitional environment, with its numerous socio-economic issues. DemNet assisted these NGOs in becoming recognized within their communities and in establishing cooperation with their constituencies and with the local governments. Respondents said that, during DemNet, they gained confidence that they could affect policy change in their communities and that, by networking among each-other, they could gradually gain more influence on higher levels of government. However, they noted that larger-scale changes require time. Roundtable participants that the intervention ended too soon given the ambitious expected results of making NGOs organizationally and financially sustainable. Interview and roundtable participants also noted a change in the priorities of USAID/BiH and other donors. A focus on fewer and larger interventions also meant working with fewer NGOs, that work at the national level created an NGO elite and sidelined smaller NGOs that provide services to specific marginalized populations in local communities. In the absence of funding from international donors, these smaller NGOs remain influential at the local level only, despite the fact that the problems of citizens are universal and socio-economic challenges are still profound in BiH.

“Small organizations do not have a problem with working in their communities, because we work ‘at home’, that is, on our own grounds. We do not have problems working with local authorities. However, the problem occurs in addressing the higher levels of government – state, entity levels. Recently, there is not much cooperation between NGOs from two entities. We have encapsulated in our local spaces, because we do not have much money and we are narrowing down to the local community. We are getting smaller and smaller, because we focus and act in the area where we can achieve the largest impact. We have neither resources nor capacities to travel and act all over the country. So, we need some regional or countrywide network if the NGO sector is to have a larger influence at higher levels of government.”

— DemNet core beneficiary interviewee

EVALUATION QUESTION 2: HOW SUCCESSFUL IN THE LONG RUN WERE THE NGOS FROM THE CORE GROUP OF DEMNET BENEFICIARIES IN SERVING AS LEADERS WITHIN BIH CIVIL SOCIETY?

Finding 9: Majority of the DemNet beneficiaries feel they are recognized as leaders of the NGO sector in BiH, in either advocacy, specific sectoral policies, or as service providers. They believe that this is confirmed by the trust of other international donors in them and their cooperation with

their local community. However, influencing policy at higher levels is limited by both the fragmented institutional structure in BiH and NGOs' capacities.

In general, DemNet beneficiaries said that they are respected in their local communities for their work. Of the 19 DemNet core beneficiaries that were interviewed, 15 said that they have technical expertise and consider themselves to be leaders in their communities and sometimes in the surrounding region. This is particularly the case with NGOs that are further away from urban centers. All government key informants named at least two DemNet beneficiaries as having technical expertise and providing useful assistance and advice. NGO key informants described a variety of cases in which they had effective collaboration with municipal governments, ranging from building local communities' capacities to providing services and advice. Eleven out of 19 core beneficiary interviewees stated that their organization participated in local strategy development in various sectors: economy (e.g. NBR), culture (e.g. DON-Prijedor), environment (e.g. Lijepa naša - Čapljina), and agriculture (e.g. NGO Kraina). They also said that they cooperate with public institutions to implement important projects in their communities. Eight informants stated that their organizations are engaging in cross-border cooperation on EU projects. Furthermore, most stated that DemNet increased their NGOs' technical capacity to serve as implementing partners with other international donors; this capacity is another element of recognition.

On the survey, NGO representatives generally reported that partnership with the government over the past two decades has shown little progress. Only one-quarter of respondents agreed that formal and informal partnerships exist among NGOs, the government, and the business sector to reach joint objectives. Many noted that, the higher the level of government, the more difficult it is to establish a partnership. As discussed in Finding 8, majority of NGOs are restricted by their financial resources as to be unable to act beyond their local community. Participation in broader networks redirects staff and resources away from the local community, requiring time and resources that most organizations lack. The fact that NGOs lack countrywide recognition is evident from the survey. Around two-thirds of the 56 surveyed NGO representatives did not recognize a single NGO from a list of the 28 DemNet core beneficiaries, and respondents from the core 28 NGOs are among those as well. Possible explanation for this is the lack of knowledge transfer from DemNet participating individuals onto their organizations, as discussed in Finding 3.

"My estimate is that out of the 23,000 registered NGOs in BiH only about 10 to 20% are strong organizations, those that actually have employees, implement projects, and have sufficient capacities to do any work with the government and/or donors. Yet, my general conclusion, even when taking into account these stronger NGOs, is that we still have a very underdeveloped civil society in this country, in the sense of the role a civil society should have in a democratic society. Although I have to say that in the past few years, from 2009 onward, from my personal experience I see that some NGOs are becoming more mature, they work more, they put in a lot more effort, but this is a very small circle of NGOs with whom we have cooperation and that have the interest to cooperate with the government institutions."

– Government interviewee

Participation in broader networks redirects staff and resources away from the local community, requiring time and resources that most organizations lack. The fact that NGOs lack countrywide recognition is evident from the survey. Around two-thirds of the 56 surveyed NGO representatives did not recognize a single NGO from a list of the 28 DemNet core beneficiaries, and respondents from the core 28 NGOs are among those as well. Possible explanation for this is the lack of knowledge transfer from DemNet participating individuals onto their organizations, as discussed in Finding 3.

Key informants from most organizations that received DemNet services stated that DemNet provided them with guidance in better tailoring their visions and missions to become more effective in their sectors. On the survey, beneficiaries indicated that they are leaders in specific components. Of the 17 beneficiary respondents who answered the question, 10 said that their organization was strong in sectoral policy, nine in service provision, and only four in advocacy and coalition building. Furthermore, the media content analysis showed that of the DemNet 28 core beneficiaries, only a few organizations were capable of consistently drawing country-wide, print media attention over the 14-year period. Seventy-six percent of analyzed 706 media articles are from only three organizations (CCI, CPCD and Obrazovanje gradi BiH), and of those three, only CCI's media coverage is on increasing trend, while others are decreasing their media appearance (see Annex III). Six other core DemNet NGOs are frequently covered in media (mentioned in between 10 and 40 articles during the observed period): ALDI, Žene sa Une, Pod istim suncem, NBR, Luna, and DISS.

Finding 10: Based on online survey and media content analysis, only a few organizations are recognized as leaders beyond the local community level.

Many DemNet beneficiary key informants stated that having been selected as a beneficiary was prestigious, as NGOs were carefully assessed for their potential to become leaders in BiH. The survey findings indicate a strong correlation between recognition of an NGO by respondents from other NGOs and respondents' valuation of the NGO as a leader in its area of work and as an influencer on policy change, as Exhibit 15 shows. The correlation between familiarity with an NGO and the perception of that NGO as a leader and influencer is evident whether respondents are beneficiaries or non-beneficiaries.

Exhibit 14. Recognition, influence, and leadership of DemNet core beneficiaries

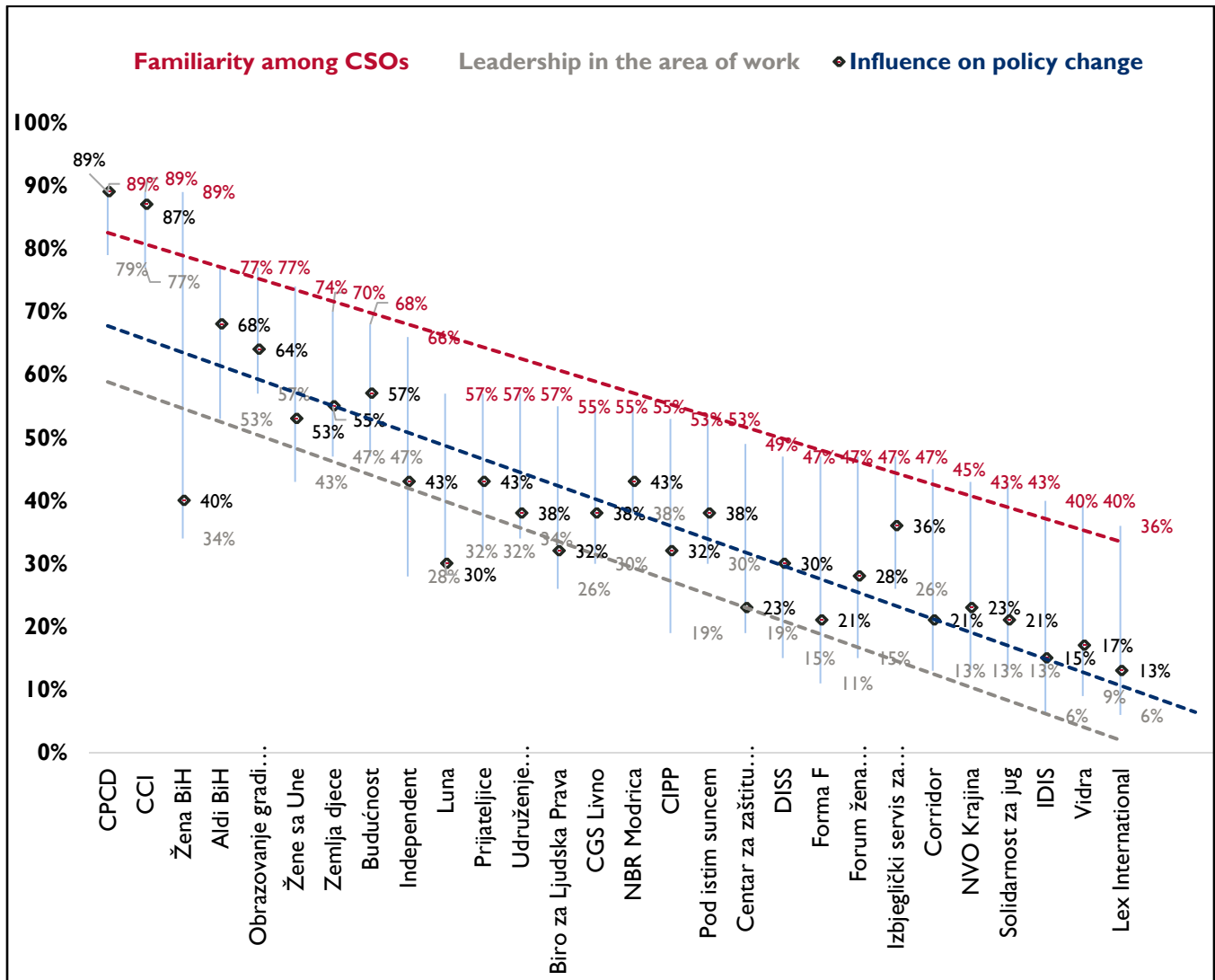


Exhibit 16 shows the top five DemNet beneficiary organizations in several categories according to survey results. The first section shows the top five NGOs named by respondents in an open-ended question asking for the names of three leading NGOs in BiH, before any other questions were asked about DemNet beneficiaries. For the questions whose results are displayed in the next sections of Exhibit 16, the respondents were offered the list of DemNet beneficiary NGOs, without specifying that they were DemNet beneficiaries. Finally, section 5 of the same Exhibit shows frequency of media appearance (in print media) analyzed by the evaluation team (see Annex III). Across all four sections, CCI, CPCD, Obrazovanje građani BiH, and ALDI appear most frequently in the top five and there is also a high correlation with the NGOs media presence.

Exhibit 16. Top five NGOs in recognition, leadership, and policy influence, and media presence

TOP 5 NGOs		
1. NGOs most frequently named as a leading NGO in BiH by surveyed NGOs in an open-ended question (in % of surveyed NGOs that mentioned them)		
1	Centar civilnih inicijativa (CCI)	59%
2	Centar za promociju civilnog društva (CPCD)	47%
3	Transparency International BiH	16%
4	Fondacija Mozaik	8%
5	Budućnost Modriča, or Helsinški parlament građana Banja Luka or Institut za razvoj mladih KULT, DON Prijedor	6%
2. NGOs most frequently selected as familiar by surveyed NGOs in a question that listed DemNet 28 core NGOs (in % of surveyed NGOs)		
1	CCI	89%
2	CPCD	89%
3	Žena BiH	89%
4	Obrazovanje građi BiH	77%
5	Aldi BiH	77%
3. NGOs most frequently named as a leading NGO in BiH by surveyed NGOs in a question that listed DemNet 28 core NGOs (in % of surveyed NGOs)		
1	CPCD	79%
2	CCI	77%
3	Obrazovanje građi BiH	57%
4	Aldi BiH	53%
5	Zemlja djece or Budućnost, Modriča	47%
4. NGOs most frequently selected as having influence on policy change in BiH by surveyed NGOs in a question that listed DemNet 28 core NGOs (in % of surveyed NGOs)		
1	CPCD	89%
2	CCI	87%
3	Aldi BiH	68%
4	Obrazovanje građi BiH	64%
5	Budućnost, Modriča	57%
5. NGOs mentioned in the highest number of media articles (from print media in a 14 year period) out of the DemNet 28 core NGOs (in number of articles)		
1	CCI	289
2	Obrazovanje građi BiH	139
3	CPCD	116
4	ALDI	36
5	Žene sa Une	26

Finding 11: According to all KIIs, DemNet clearly created individual experts, influencing their career paths so that they generally remained committed to the NGO sector. DemNet local staff migrated into leading positions in new environments (NGOs, businesses, or international organizations) and are recognized across BiH and even internationally as lead experts on civil society development.

As described in Finding 6, the effectiveness of the DemNet sustainability strategy to strengthen existing NGO resource centers and form the new resource center Izbor Plus was limited. Key informants explained that Izbor Plus was afflicted with the same challenges and environment as most other NGOs, and without financial viability, few could afford to hire services from Izbor Plus. However, majority key informants praised individual experts who worked on DemNet as local staff. They said that these staff members' capacities were significantly built under DemNet, noting that, in many cases, this support resulted in the individuals' long-term commitment to the NGO sector in BiH, and this was also confirmed by all DemNet Staff key informants. Although these individual experts are not concentrated within one institutional framework, they continue to be viewed as leading NGO experts in BiH and remain tied to NGO sector development in various ways: as managers of NGOs, in businesses, or in international development organizations. Furthermore, some former staff members explained that that they are frequently engaged regionally or internationally as expert consultants and that they often cross paths in their work with DemNet staff from other countries. Implementing partner respondents explained that, during their engagement in the region, they slowly established and engaged regional expertise, an effort that they said had lasting results.

"I see my experience in DemNet as a paid master's degree. There is no NGO-relevant topic that we did not cover in the first year of the implementation. There was intensive education for the staff in that first year and subsequent practical application of knowledge as we were developing trainings and providing services to the grantees. I think that the implementer had a very good plan and sufficient flexibility in the implementation and sensibility to our thoughts and suggestions."

– DemNet staff interviewee

Finding 12: Many interviewees believe that the image of NGOs in BiH is harmed by an increasing number of organizations and large NGOs that they consider to be “professional fundraisers” only, which results in NGOs in BiH overall being perceived as insufficiently constituency-driven and instead being primarily driven by donor-set priorities.

Without being prompted, a third of interviewees (17 out of 60) brought up as the main problem with the NGO sector in BiH the emergence of a few NGOs that are perceived as “professional” fundraisers” According to interviewees, these large NGOs are experts in writing project proposals and in communication with media, but have little effect on society, little community support, are not able to raise local sources of funding, and do not work in a conducive and productive way with the government/public institutions to improve public policies in BiH.

"Somehow, a systemic erosion of NGO sector occurred in BiH, so that large NGOs became focused primarily on donor funding. Maybe it is because some people saw an opportunity for individual benefit or because the mechanism of monitoring was missing, or because donors did not adequately assess the NGO partners. These large NGOs implement projects that end up having no real results on the ground. On the other hand, small grassroots NGOs are really focused on their communities' needs, and they really want to make a change for their constituents but do not get the funding."

– DemNet staff interviewee

The majority of interviewees stated that NGOs in BiH are generally not sufficiently linked to their constituencies. Although DemNet core NGO interviewees generally felt that their organizations generally represent the interests of their constituencies, some roundtable participants stated that organizations sometimes respond to their own financial needs by implementing donor programs that may not be in line with the urgent problems of their constituencies. All interviewed government representatives and several DemNet beneficiaries stated that too many NGOs have been registering in BiH: Some estimates mention 23,000 NGOs. Many of these organizations use public funds but do not serve public interests, a gap that further harms the image of the NGO sector in BiH with both citizens and government representatives.

EVALUATION QUESTION 3: HOW SUCCESSFUL HAVE THE NGO COALITIONS FORMED THROUGH DEMNET BEEN IN LONG RUN IN PUBLIC ADVOCACY?

Finding 13: Issue-based coalitions built within DemNet were conceived as short-term coalitions and as such they did not survive in the long run. Beneficiaries perceived DemNet coalition building efforts as premature.

DemNet invested considerable effort in mentoring NGOs and supporting coalition building as a tool for advocacy on joint issues. DemNet reports describe that partner NGOs successfully incorporated coalition-building initiatives, including cross-sectoral cooperation; 46 advocacy initiatives run by coalitions, according to the reports, achieved their intended goals. Although the reports provide ample examples of well-organized collaborations between governments and civil society, including the business sector, DemNet did not envision a long-term approach to sustain those coalitions. Only five of the 43 beneficiary NGOs interviewees recalled having participated in DemNet coalitions.

Roundtable participants and 10 interviewees stated that DemNet’s coalition-building efforts were premature. At a time when NGOs were just starting to understand their roles and build their capacities, most could not also understand and adjust to a mode of operation that included coalitions. The ability of DemNet NGOs to participate in coalitions varied based on their internal capacities and their ability to articulate their policy agenda to policy makers. It also depended on specific sectoral expertise, which was not offered or built through DemNet. Implementing partner and DemNet staff members noted in interviews that NGOs serving the immediate needs of specific constituencies—for example, those that provided health services or environmental protection or that worked with people with disabilities—were more successful in coalition building and advocacy than were NGOs that advocated for general civil and political rights, as there were no well-formed government structures with whom these advocacy NGOs could partner at the time of DemNet. In addition, 10 interviewees said that coalitions require significant management efforts and coordination that could not be sustained without adequate financial support.

“I have a feeling that we were pushed into coalitions without adequate preparation; moreover, everybody was a member of everybody’s coalition. However, those final beneficiaries, the constituency for which projects and coalitions are made, were excluded. We could not get organized properly. I think it was too early.”

– DemNet beneficiary interviewee

Respondents offered conflicting views on the practice of coalition building. On the one hand, key informants noted that the NGO coalitions that have been formed in BiH do not have a positive image, partly because they have had little effect, but also because they are seen as being primarily donor-driven. On the other hand, most agreed that proper NGO coalitions are necessary for the NGO sector to make a difference in advocacy with the government (see Finding 14). According to key informants, NGOs do not clearly distinguish between coalitions and networking, though most respondents saw coalition building as a rather formalized effort with support structures and funding.

Consequently, many saw current coalitions as a tool to attract donor funding. Then when a real bottom-up need arises for a coalition to respond to citizens’ demands, the coalition does not form, usually because most NGOs do not have stand-alone resources to devote to such an endeavor. Moreover, 20 interviewees stated that the atmosphere in the NGO sector deteriorated since DemNet, with decreased enthusiasm and increased skepticism about being able to bring positive change. Some argued that it has produced a counter-effect, in that large NGOs are loud critics of government, but citizens, not seeing any changes being brought about by these NGOs’ campaigns, become demoralized. In addition, government officials complained that, although there is a large number of NGOs, most do not have the expertise and capacity to formulate solutions and provide advice when invited to do so. Exhibit 17 illustrates that only 9% of survey respondents believe that government recognizes and support NGO services.

Exhibit 17. BiH NGO capacity growth over the past two decades

Survey question	Respondents answering positively*		
	All respondents N = 56	Beneficiaries N = 22	Non-beneficiaries N = 34
How would you assess the BiH NGOs’ capacities in providing services in each category below?			
a) <i>The services NGOs provide reflect their constituency and community needs and priorities.</i>	52%	64%	32%
b) <i>Governments recognize and support their service provision (by providing grants, procure their services etc.).</i>	9%	5%	12%
c) <i>How would you assess the development of the environment that provides NGOs opportunity to continue growing (access to information, technology, technical assistance, etc.) over the past two decades in following category: There are formal and non-formal partnerships between NGOs and government and business sector aimed at reaching joint objectives.</i>	24%	38%	12%

* Rated 4 or 5 on a 5-point scale, where 1 = “not at all” and 5 = “very much”

Finding 14: The DemNet approach to encouraging positive collaborations among NGOs was cited as positive and having long-lasting effects on useful collaboration and networking among DemNet beneficiaries (collaboration and networking being distinguished from coalitions as being less formal). Despite overall poor image of past and current NGO coalitions in terms of their effectiveness and being grounded in citizens’ needs, most believe that proper NGO coalitions are necessary for NGO sector for a significant impact on policy.

All core DemNet NGO key informants recalled frequent meetings, study visits, and networking in the course of various DemNet activities. (Informants distinguished informal collaboration and networking from the more formal coalitions discussed in Finding 13.) For 38 of the 60 key informants, NGO collaboration encouraged and facilitated by DemNet was one of the interventions’ most important achievements; in some cases, it resulted in the establishment of long-term collaborations. During and after the intervention, beneficiaries cooperated in joint advocacy initiatives (not necessarily within a formal coalition). Most beneficiary key informants mentioned that, during DemNet, they cooperated with other NGOs on specific projects, supported

“The success of DemNet was that we [NGOs] were better connected to one another. We had the opportunity to intimately get acquainted, to frequently meet, cooperate. When we needed references from one another, when someone needed support to prepare a project proposal, when someone needed a partner, at that time we knew that we could implement a project in six municipalities, and that you could rely on your partner there to do that.”

– DemNet beneficiary interviewee

one another with logistics, and shared experts and contacts. DemNet’s face-to-face events, organized throughout BiH and neighboring countries, facilitated contact and fostered productive networking among NGOs. These intensive interactions increased core beneficiaries’ trust and respect for one another and created long-lasting bonds among them.

The 19 DemNet beneficiary interviewees and most roundtable participants referred to DemNet itself as the most successful network in which they participated; 36 core and non-core DemNet beneficiary interviewees stated that the experience they gained through the DemNet network was a great benefit that helped them understand the role of the NGO sector and the need for cooperation with the government and business sectors. Furthermore, 25 interviewees indicated that DemNet’s networking practice laid a foundation for future coalition-building practices in their NGOs. A quarter of key informants mentioned the formation of two coalitions in which most said that they participated during and after DemNet: *Work and Succeed Together*, aimed at improving cooperation between government and civil society; and *Coalition Citizens’ Organization for Democracy (GROZD)*, a large-scale petition aimed at improving the standard of living, in which over half a million citizens participated to identify their urgent needs. GROZD was particularly well covered by the media during that period, as illustrated in the media content analysis (Annex III).

The practice of proper coalition-building today is considered by most beneficiaries as necessary for a significant impact on policy. The majority of beneficiaries stated that their organization is a member of one or more informal coalitions or networks today, and they agreed that NGOs need to better coordinate their efforts in order to be more effective. However, the key informants

“In my opinion, DemNet laid down the foundation for civil society in BiH. I would say that the most important thing is that it gathered NGOs and introduced us to each other. As a result, it was easy to cooperate and work together on issues later, even after DemNet.”

– DemNet beneficiary interviewee

had diverse opinions on the purpose and methodology of the work of coalitions. Ten key informants said that coalitions should not be imposed upon NGOs in a top-down approach, in which project activity is predetermined and motivated by financial resources. They suggested that coalitions should naturally emerge from citizens’ interests and be active until the problem is resolved. Ten other key informants indicated that without long-term support, coalitions only create loud noises for a while without making any significant impact, due to lack of expertise and articulation for workable solutions to policy interventions.

Finding 15: Based on KIIs, NGOs report that they understand the necessity of constructive partnerships with the public and private sectors. However, there is not much evidence of meaningful cooperation taking place to sufficient extent.

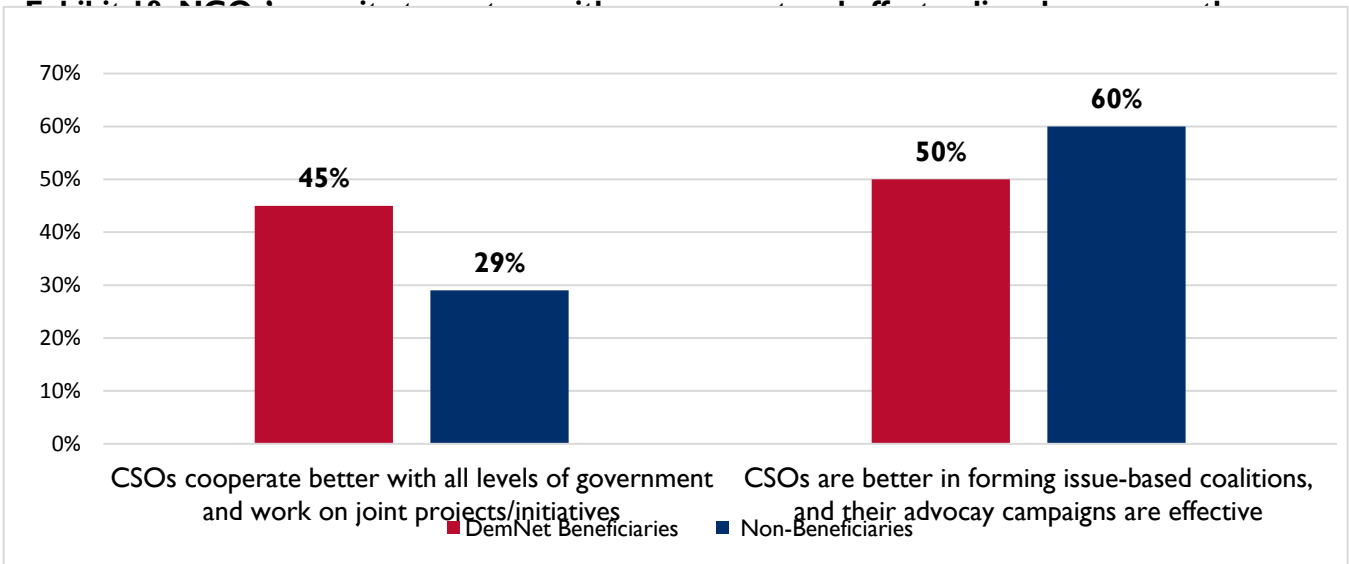
Majority of interviewed NGO beneficiaries said that the most important lesson learned from DemNet was the need to work with the government/public sector in a constructive and professional manner. Majority said that they have integrated this principle into their work and strive to establish good relations with public and private sector institutions in their consultation processes and in the definition of activities and proposals that they prepare. A third of beneficiary interviewees stated that they learned

“Participation of NGOs in policy decision making is very low due to lack of NGOs’ understanding of the decision-making processes of the government institutions. We have very often invited NGOs to participate in meetings or working groups, and they initially confirm, but then they do not show up. Why waste time when they have everything paid for by the donors? This is a very irresponsible attitude that harms the reputation of the NGO sector.”

– Government interviewee

this kind of collaboration in DemNet networking and coalition-building trainings. The survey results show that almost 40% of respondents believed that BiH NGOs became better at networking, coalition building, and advocacy campaigns over the past two decades. This belief is stronger among DemNet beneficiaries than among non-beneficiaries (Exhibit 18), as is the belief that NGOs have become better at cooperating with all levels of

government on joint initiatives. By contrast, several government representatives stated in interviews that NGOs are generally not responsive and do not fully participate in policy development even when they are invited to provide input.



Finding 16: Advocacy grants, as conceived within the DemNet methodology along with intensive monitoring and guidance, were a good mechanism to support the practical application of theoretical knowledge for advocacy and coalition building within DemNet.

Most beneficiary interviewees indicated that DemNet small grants provided them with a chance to practically apply theoretical knowledge they gained through DemNet. However, they stated that the grants would not have been successful without the tailored and intensive guidance of the implementing partners. They saw this combination of well sequenced funding with technical assistance as the best way to solidify newly acquired know-how and to test their staff and organizational capacities. All beneficiary interviewees said that this mechanism was what separated DemNet from other donor interventions. It motivated them to absorb the knowledge offered in trainings, as they knew they would need this knowledge to propose and carry out advocacy interventions in the following stages of their capacity development.

“It was mutually reinforcing that we could combine what we learned with the practical work during the implementation of the grant. It meant learning through practicing.”
– DemNet beneficiary interviewee

4.2. CONCLUSIONS

Thirteen years after DemNet implementation, out of 28 core beneficiaries that participated in both project phases, more than two-thirds (20) are still active—a remarkable achievement. For all beneficiaries, DemNet represented an important foundational milestone in their development. Because of DemNet, they upgraded internal rules and procedures, clearly defined rules for the work of their executive and steering bodies, and put in place solid financial management systems. The majority of DemNet beneficiaries increased their staff and diversified sources of funding which enabled them to provide better services to their membership and actively participate in public decision-making.

The sustainability of DemNet is multi-fold. At the institutional level, DemNet NGOs are more professional today than they were at the time of DemNet implementation. DemNet certainly built solid foundations for NGOs’

participation in other projects, which helped them to further improve their capacities and intensify their activities. Today, international donors, including USAID, engage several DemNet “graduates” to implement large-scale projects and provide professional services. In addition to increased institutional capacities, the program upgraded the individual capacities of beneficiary NGOs’ staff and DemNet staff members, many of whom are considered to be lead experts in their technical areas or on civil society generally in BiH.

One of the capacity-building challenges affecting the sustainability of DemNet achievements was a lack of organizational mechanisms for transferring knowledge from DemNet training participants to other staff in beneficiary organizations. This issue is coupled with the largest challenge of the NGO sector in BiH both at time of DemNet and today: financial sustainability. Most NGOs have not succeeded in raising local funding or establishing self-financing at a level sufficient to make them financially sustainable; the majority still rely primarily on international donors. In recent years, donors have imposed stricter rules for project applications and have opened calls for large projects that are beyond the capacities of small and medium-sized NGOs. This funding challenge further threatens institutional sustainability, which depends on financial capacity. In addition, NGO resource centers established by DemNet are not recognized as useful support to NGOs today. Ineffective NGO support structures and lack of positive policy developments, coupled with the poor economic situation in the country, do not provide for a conducive NGO environment in today’s BiH.

The positive achievements of DemNet in strengthening NGOs are largely due to the ability of implementing partners to transfer an understanding of NGOs’ role in society. This change can be attributed to effective intervention design. DemNet’s success factors included the thorough baseline needs assessment; inclusion of different types of NGOs, especially those that provide services to marginalized groups; the expertise and professionalism of both implementing partners; the professional and personal commitment of the international and local program implementation staff; well-planned procedures for selection of NGO beneficiaries; and an effective combination of various interventions, from capacity building, through training and mentorship, to a grant scheme that provided opportunity for NGOs to exercise newly acquired skills and knowledge. DemNet’s tailored, well-paced, and well-sequenced implementation approach and intensive individual work with selected organizations were considered by key informants to be more effective in the long run than the standardized approach and scaling-up of less intensive assistance activities now common in the NGO sector in BiH.

DemNet had less success in coalition building and this component of DemNet’s work was premature. Although DemNet’s approach to encouraging networking among NGOs has had long-lasting effects on collaboration among DemNet beneficiaries, actual coalitions built under DemNet were weak and short lived. Building strong coalitions or networks is still necessary today for NGOs to have a significant impact on policy.

Generally, DemNet beneficiary organizations are respected in their local communities for their work and technical expertise in the sectoral policies in which they work and provide services. Although they have established a reasonable level of cooperation with local governments and public institutions, their cooperation with the higher levels of government (particularly entity and BiH levels) is weak and challenged by the highly fragmented institutional and political environment. A fraction of the 28 DemNet core beneficiary group, five NGOs, are recognized as leaders in BiH civil society, according to key informant interviews, the NGO survey, and the media content analysis. On the flip side, some of the larger NGOs, which absorb most of the post-DemNet donor funding, are perceived by some as being driven more by donor priorities than by BiH citizens’ priorities, which harms overall image of NGO sector in BiH among citizens and government/public sector representatives.

Finally, an important omission of the program is the lack of systematic work on an improved environment for civil society development after DemNet. The activism of NGOs that built their capacity through DemNet has not been

sufficient to match the lack of political will for policy developments that would enable a more favorable framework for NGO work.

4.3. RECOMMENDATIONS

The evaluation makes seven recommendations to be considered in future potential interventions to support civil society development in post-conflict transitional societies.

1. **Conduct a thorough needs assessment at the country level and at the level of potential beneficiaries at the beginning of the program.** As was the case in DemNet, a needs assessment can serve both as a baseline study and as a framework for the design of interventions. Post-conflict transitional societies are characterized by underlying complex problems that can be identified only through detailed assessments. Familiarity with causes of conflict as well as knowledge about cultural differences and a country's diversity are critical conditions for effective program design.
2. **Ensure that program implementers have expertise specifically in post-conflict transitional contexts and in local contexts (which was one of the success factors for DemNet). There should also be a careful balance of international and local staff to ensure both expertise in global and local best practices in the civil society sector.** Staff should be trained and sensitized about all relevant elements of NGO work and fragile societies. Ideally, the local staff will be representative of the country's diversity; they should, for example, be geographically dispersed, have different professional affiliations and ethnic backgrounds, and be politically neutral, among other factors. Credibility of the program staff contributes to their acceptance by NGO beneficiaries; this acceptance is a crucial part of an environment that is conducive to learning in the early stage of civil society development.
3. **Carefully select NGO beneficiaries to ensure representation of the country's diversities and geographic areas and participation of various types of NGOs** (e.g. service providers to citizens, service providers to government, general think tanks, advocacy NGOs, watchdog NGOs), but focus substantially on service providers to marginalized groups, an appropriate emphasis in a post-conflict transitional context where government does not provide sufficient services.
4. **Design an in-depth intervention and a tailored, sequenced approach to NGO capacity building (another success factor for DemNet).** Using the needs assessment, implementers should conceptualize capacity-building events to provide intensive training and mentoring to NGOs. A focused intervention with selected NGOs that combines face-to-face learning and networking events, individual mentoring, and grants has proven to be more effective in the long run than a standardized set of trainings with massive participation of NGOs. Practices that were effective in some parts of the world are unlikely to work in different contexts, so blind copying should be avoided. The program design should also sequence interventions so that participants are given opportunities to learn new skills and put them into practice.
5. **Directly address the NGO-enabling policy environment and plan interventions to trigger positive policy developments.** Internal strengthening of NGOs cannot result in sustainable activism unless the legal, institutional, and financial framework is favorable and governmental actors are open to working in partnership with NGOs. Although policy changes are slow and sometimes beyond the political leverage, the enabling environment must be closely monitored and addressed. If left unaddressed in the early stages of developing a civil society in post-conflict transitional settings, policy obstacles can linger and become more difficult to tackle as time goes on, as was the case in BiH.
6. **Create a realistic and feasible exit strategy to keep services available to NGOs.** Resource centers should be embedded in the existing context and must be well accepted by local stakeholders.

International donors should be careful in attempts to create new or parallel structures that may not be viable in the market or be accepted by NGOs and other stakeholders. Furthermore, once resource centers are created, donors should provide sufficient follow-up and support after the intervention ends.

7. **Plan long-term interventions for long-term results.** Institutional strengthening and policy development are time-consuming processes that take time to get rooted and yield results. Especially in fragmented countries, the effects of any intervention are difficult to achieve and can be hard to see. Short-term interventions are unlikely to produce the desired results.

Five additional recommendations are offered to inform future interventions to support civil sector development either in post-conflict transitional societies generally or specifically in BiH:

8. **Devote attention to building the technical and sectoral expertise of NGOs, as opposed to focusing only on organizational and advocacy campaign capacity building.**
9. **Ensure that NGOs are driven primarily by their constituencies, rather than by their donors' priorities, and that they communicate this focus to citizens and the media.** If NGOs develop and implement appropriate strategies for communicating their focus on community needs at the onset of civil society development, the sector can avoid being perceived as "professional fundraisers" as opposed to representing citizens' needs.
10. **Carefully define goals and implement activities related to coalition and/or network building to focus more on reflecting the citizens' needs on one side and advocacy with the government on the other side, to avoid forming multiple, mostly short-lived cooperation with NGOs driven primarily by donor funding.** Distinguish between cooperation on short-term sector issues as opposed to a more broadly defined, longer-term scope. Work more actively with government representatives. Donors should consider allowing sufficient time beyond one program cycle to allow for effective absorption of knowledge through practice.
11. **Pay careful attention to enhance the financial sustainability of NGOs, since institutional capacities depend to the largest extent on financial capacities of organizations.** Given such country/society context implementers should support NGOs in developing sound financial management procedures and systems, as well as capacities for fundraising and diversifying funding sources. The funding options should be carefully studied in order to envisage creative and viable fundraising strategies in a more custom-made approach. They should take into account different NGO types and visions (advocacy NGOs, watchdog NGOs, service providers to citizens from vulnerable groups, representing interests of associated private sector representatives, service providers to government, or think tanks) and appropriate potential funding diversification options.
12. **Institutionalize NGO knowledge management practices.** These practices are key to the sustainable use of the knowledge acquired through capacity-building interventions. A systematic approach to the transfer of knowledge from individuals trained by the intervention to other NGO staff members should minimize individual or cultural resistance to peer exchanges. Interventions should aim at building an organizational culture in each NGO in which the concept of a learning organization is practiced by all staff and steering board members.

ANNEX I: EVALUATION STATEMENT OF WORK

USAID/BiH Democracy Office

STATEMENT OF WORK

Performance Evaluation

Democracy Network Program (DemNet I and II)

I. PURPOSE OF THE EVALUATION

The purpose of this evaluation of the USAID Democracy Network Interventions (Dem Net I and II) is three-fold:

- i. to gain insights about DemNet legacies in terms of in terms of developing BiH NGO’s into vibrant and active participants in decision making 13 years after its implementation ended;
- ii. to learn from local partners on the best civil society development approaches; and
- iii. to more broadly provide recommendations based on the lessons learned from DemNet for USAID/W and other international development organizations for post-conflict societies' needs for civil society development assistance.

PROGRAM INFORMATION

Program Name	Democracy Network (Dem Net) I and II
Contractor I	American ORT
Cooperative Agreement/Contract #	168-C-00-99-00100-00 (Dem Net I) 168-A-00-01-00106-00 (Dem Net II)
Total Estimated Cost (TEC)	\$ 2,152,193 (Dem Net I) \$ 4,387,305 (Dem Net II)
Life of Program	February 15 th 1999- April 15 th 2001 (Dem Net I)
Active Geographic Regions	Throughout BiH
Mission Development Objective (DO)	SO 2.1. More Participatory, Inclusive, Democratic Society ¹⁰

¹⁰ This goal is equivalent to today's DO 1.2. Increased citizen participation in governance.

II. BACKGROUND

The five-year Democracy Network (DemNet) Program was implemented across from 1999 to 2004 with the aim to strengthen local non-governmental organization by improving their organizational and service-providing capacities. The DemNet interventions implemented in two phases (DemNet I and DemNet II, collectively referred to as DemNet program here) assisted over 130 NGOs with grants, training, and technical assistance. The beneficiary NGOs focus of activities was all compassing, including wide variety of focus, such as working with handicapped children, environmental protection, or providing internet-linked computer centers in remote villages. The objective of DemNet I, implemented from 1999 to 2001, was to develop and strengthen a core group of local NGOs to ensure that they and the citizens they represent participate more actively and effectively in political and economic life. The program targeted a limited number of NGOs, assisting them in developing financial and institutional sustainability and strengthening their capacity to address citizens' needs through education, advocacy, and service provision. The interventions worked on strengthening a core group of the strongest NGOs through training, technical assistance, and project funding.

The objective of DemNet II, implemented from 2001 to 2004, was to strengthen, enhance the sustainability of, and expand a core group of highly trained and professionally managed NGOs so that they serve as leaders within BiH civil society and have capacity to provide valuable services to citizens, either in partnership with governments of independently, represent member and constituent interest, and provide technical expertise to policy makers in order to ensure that they and the citizens they represent can participate effectively in economic and political life. The intervention also sought to build the capacity of a new set of NGOs through four program components: (1) training and technical assistance focusing on organizational development, networking, and public advocacy; (2) small grants; (3) coalition building, and; (4) sustainability. DemNet II also worked on improving environment for civil society development after completion of DemNet.

USAID/BIH designed DemNet in the post-war context and transitional context, with the first DemNet intervention being designed only 3 years after the conflict ended in BiH. In addition to need to recover from massive war destruction (including the vital infrastructure), the country also needed to transition towards a democratic society and a market-driven economy. Most of the NGOs, including the strongest ones, lacked capacity to operate effectively, efficiently, and democratically. They were largely unsustainable in the absence of high levels of donor support. Many NGOs were unclear on their role in social reform and few understood advocacy and the importance of mobilizing citizen involvement in the process. Neither government agencies nor the general public had a clear understanding of the role of the third sector, or the advantages the third sector could bring to the development process. Local structures that support the development of NGOs and civil society as a whole, were practically non-existent.

DemNet I worked with 28 NGOs (identified through the preliminary assessment of NGO capacity in 1999) within the following components:

- I. *Component I – Training and Technical Assistance.* A key component of implementer's strategy was to develop and deliver customized support packages, i.e., a comprehensive package of training and technical assistance targeted at strengthening democratic self-governance and civic action and advocacy. Tasks under Component I included:
 - On-site assessment;
 - Intensive on-site technical assistance including: board development and training, organizational structuring and/or restructuring, and executive staff training.
 - NGO development and sustainability training retreats and regional internships
 - An NGO mentorship program

- On-going NGO staff training and technical assistance

Overall, focus on Component I was on organizational development, coalition building, and public advocacy.

2. *Component 2 – Grants.* The purpose of the grants was to reinforce the training and technical assistance activities in Component I. There were several types of grants distributed: micro-grants; institutional development grants, and development activity grants.
3. *Component 3 – Exit Strategy.* The aim under this component was to work on sustainability of supported NGOs through activities such as development of training or resource centers, establishment of a cadre of technical resource providers to offer consultations to NGOs on a fee-for-service bases, or exploration of possibilities of public/private partnerships in the provision of services.

DemNet II expanded the reach of the program comparing to DemNet I by including a larger number of beneficiaries and supporting development of the networks, partnerships and relationships among them. With the modification of the Cooperative Agreement, program implemented by ADF was additionally extended to include the Nova Praksa (New Practices) component, which foresaw support to municipalities and public institutions as they sought to encourage greater citizen participation. The Final Report of DemNet II list the following: 28 DemNet I Graduate NGOs, 51 NGOs through the Integrated Assistance Package and Small Training Package programs, 14 orphan institutions, 22 telecottage NGOs, 37 other NGOs, and 13 local community units. DemNet II worked within the following components:

1. *Component I- Training and Technical Assistance.* In DemNet II, this was described as highly individualized hands-on technical assistance and intermediate to advanced training provided to NGOs in organizational development, coalition-building, proposal and program development, and advocacy. The support was aimed at the NGOs capable of working in coalition with the leading NGOs to support social reform. Organizational development included:
 - Institutionalizing democratic management structures and practice
 - Introducing and implementing strategic planning and program development
 - Promoting financial and program accountability
 - Developing the capacity to produce financial plans and mobilize public and private resources
 - Building a membership base and membership services, where appropriate
 - Recruiting and effectively managing volunteers
 - Increasing transparency
 - Further developing a sectorial infrastructure including intermediary resource centers that provide local trainers and consultants, information and technical advice in order to nurture the NGO sector in general and to ensure the transfer of skills, methods and technics.
 - Gender considerations

Coalition-building included:

- Ensuring dynamic and ongoing responsiveness to beneficiary needs and interests
- Designing and implementing concrete action plans to resolve specific issues through coalitions of likeminded NGOs
- Developing NGO capacity to market ideas, services or products and establish a public identity
- Encouraging effective media relations and public relations skills
- Working creatively with the emerging private sector

- Promoting constructive dialogue and linkages with local and central authorities, political parties and other representatives of the citizenry

Public advocacy included:

- Developing NGO capacity to influence social, political and economic policy through effective interests identification, advocacy and lobbying techniques
 - Delivering sector-specific advocacy training
 - Generating strategies for building and mainstreaming issue based NGO networks and coalitions
 - Stimulating public policy debate
 - Developing the ability to mobilize citizens as necessary
 - Increasing NGO knowledge of the legal framework affecting them and enabling them to participate more effectively in the political decision-making regarding that legal framework in close collaboration with ICNL.
2. *Component 2- Grants.* The purpose of the grants was to reinforce the training and technical assistance activities in Component 1. As in DemNet I, there were several types of grants distributed: micro-grants; institutional development grants, and development activity grants.
 3. *Component 3- Coalition Building.* The purpose of this component was to provide broad guidance and facilitation in a tangible learning experience that can encourage and support the self-empowerment of local NGOs to act as a community in organic and ad hoc coalitions to achieve a common objective. While relying largely on the lessons learned and skills developed by the DemNet I program graduates, this component was to also reach out to the NGO community as a whole, to involve as many community stakeholders as possible in decision making, planning and implementing of goal oriented activities to achieve the common objective. Specifically, this part of the program provided technical support to a coalition of DemNet NGOs to form a broad NGO coalition to impact BiH NGO legal and regulatory reform, as well as facilitated the coalition’s strategic planning process, decision making process, planning and implementation to make it task and goal oriented.
 4. *Component 4 – Sustainability Strategy.* This was to include among other things, the evolution of all BiH DemNet trainers and program managers into a viable and independent local training and technical assistance resource center or NGO, which would offer consultations to others funded through grants, or a fee-for-service basis. In addition, a sustainable strategy for the development of BiH civil society was to include the continued involvement of DemNet grantees as resource center, mentors, etc.

III. EVALUATION QUESTIONS

Though the significant time that has passed since DemNet implementation limits this evaluation in terms of collecting representative and detailed data on program’s exact implementation and the extent to which expected results of all program components were achieved, it at the same provides a unique opportunity to provide a valuable perspective of the main long-term legacies of the program in terms of sustainability and results achieved by the NGOs assisted by DemNet and perceived influence of DemNet in this regards.

Evaluation questions are:

- I. **How sustainable in the long run have the NGOs from the core group of DemNet beneficiaries been, what are their organizational and financial capacities now and to what extent have they used DemNet experience and assistance in building their capacity? What are the lessons learnt from**

DemNet that can be useful for future potential assistance to civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?

2. **How successful in the long run were the NGOs from the core group of DemNet beneficiaries in serving as leaders within BiH civil society and providing valuable services to citizens, representing citizens' interest, and providing technical expertise to policy makers in order to ensure that they and the citizens can participate effectively in economic and political life, and to what extent has DemNet experience and assistance contributed to this?** What are the lessons learnt from DemNet that can be useful for future potential assistance to civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?
3. **How successful have the NGO coalitions formed through DemNet been in long run in public advocacy? To what extent has DemNet experience and assistance contributed to this?** What are the lessons learnt from DemNet that can be useful for future potential assistance to civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?

IV. EVALUATION DESIGN AND METHODOLOGY

Due to already noted particularity of this evaluation study taking place 13 years after the program implementation, in order to address the challenges data collection process is facing, the research design will employ different methods to be triangulated: desk research, semi-structured key informant interviews, online survey(s), and case studies.

EVALUATION QUESTIONS	DATA SOURCES	METHODOLOGY
<p>How sustainable in the long run have the NGOs from the core group of DemNet beneficiaries been, what are their organizational and financial capacities now and to what extent have they used DemNet experience and assistance in building their capacity? What are the lessons learnt from DemNet that can be useful for future potential assistance to civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?</p>	<p>Desk research of DemNet I and DemNet II reports and publically available secondary source of information (such as print media archive)</p> <p>Semi-structured key informant interviews (KII) with USAID/BiH, implementers, different types of DemNet beneficiaries, NGOs that were not DemNet beneficiaries, and relevant government stakeholders.</p> <p>Online survey of different types of DemNet beneficiaries</p> <p>Case studies</p>	<p>Mixed methods triangulation</p>
<p>How successful in the long run were the NGOs from the core group of DemNet beneficiaries in serving as leaders within BiH civil society and providing valuable services to citizens, representing citizens' interest, and providing technical expertise to policy makers in order to ensure that they and the citizens can participate effectively in economic and political life, and to</p>	<p>Desk research of DemNet I and DemNet II reports and publically available secondary source of information (such as print media archive)</p> <p>Semi-structured key informant interviews (KII) with USAID/BiH, implementers, different types of DemNet beneficiaries, NGOs that were not DemNet beneficiaries, and relevant government stakeholders.</p>	<p>Mixed methods triangulation</p>

<p>what extent has DemNet experience and assistance contributed to this? What are the lessons learnt from DemNet that can be useful for future potential assistance to civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?</p>	<p>Online survey of different types of DemNet beneficiaries Case studies</p>	
<p>How successful have the NGO coalitions formed through DemNet been in long run in public advocacy? To what extent has DemNet experience and assistance contributed to this? What are the lessons learnt from DemNet that can be useful for future potential assistance to civil society sector in BiH and globally for post-conflict societies' needs for civil society development assistance?</p>	<p>Desk research of DemNet I and DemNet II reports and publically available secondary source of information (such as print media archive) Semi-structured key informant interviews (KII) with USAID/BiH, implementers, different types of DemNet beneficiaries, NGOs that were not DemNet beneficiaries, and relevant government stakeholders. Online survey of different types of DemNet beneficiaries Case studies</p>	<p>Mixed methods triangulation</p>

V. DELIVERABLES, SCHEDULE, AND REPORTING REQUIREMENTS

- 1. Evaluation Design and Work Plan:** A draft work plan and evaluation design document for the evaluation shall be submitted to USAID/BiH two weeks after SOW approval. The evaluation design will include: (1) a detailed evaluation design matrix (including the key questions, methods, and data sources used to address each question and the data analysis plan for each question); (2) draft questionnaires and other data collection instruments or their main features; (3) the list of potential interviewees and sites to be visited; (4) known limitations to the evaluation design; and (5) a dissemination plan. The work plan will include: (1) the anticipated schedule and logistical arrangements; and (2) a list of the members of the evaluation team, delineated by roles and responsibilities.

USAID offices and relevant stakeholders are asked to take up to one week to review and consolidate comments through the AOR/COR. Once the evaluation team receives the consolidated comments on the initial evaluation design and work plan, they are expected to return with a revised evaluation design and work plan within 3 days.

- 2. Data Collection:** Key informant interviews will commence on June 15, 2017 and will be conducted over the period of three weeks. Online survey will be conducted during the same period.
- 3. In-briefing:** Prior to conducting key informant interviews, the Evaluation team will have an in-briefing with the USAID/BiH Democracy Office to discuss the team's understanding of the assignment, initial assumptions, evaluation questions, methodology, and work plan.

4. **Final Exit Briefing:** After conducting key informant interviews, the Evaluation Team will hold a final briefing prior to report drafting for final clarifications needed from the Mission and to discuss the status of data collection, if needed.
5. **Evaluation Presentation:** The evaluation team is expected to hold a final presentation to USAID/BiH to discuss the summary of findings and recommendations to USAID.
6. **Draft Evaluation Report:** The draft evaluation report will be submitted no later than 7 weeks after the start of key informant interviews. The report shall be consistent with the USAID Evaluation Report Requirements provided in ADS REFERENCE 201MAH (USAID Evaluation Report Requirements <https://www.usaid.gov/ads/policy/200/201mah>) and take into account criteria to ensure the quality of the evaluation report specified in ADS REFERENCE 201MAA (<https://www.usaid.gov/ads/policy/200/201maa>). Once the initial draft evaluation report is submitted, USAID/BiH will have 10 calendar days in which to review and comment on the initial draft, and submit the consolidated comments to the evaluation team. The Evaluation Team will then be asked to submit a revised final draft report in 10 calendar days hence, and again the USAID/BiH will review and send comments on this final draft report within 5 calendar days of its submission.
7. **Final Evaluation Report:** The Evaluation Team will be asked to take no more than 10 calendar days to respond/incorporate the final comments from USAID/BiH. The evaluation team leader will then submit the final report. All data and records will be submitted in full and should be in electronic form in easily readable format, organized and documented for use by those not fully familiar with the activity or evaluation, and owned by USAID.

ANNEX II: CASE STUDY OF THREE DEMNET CORE BENEFICIARIES

In addition to interviewing DemNet beneficiaries and holding a roundtable discussion with the core DemNet beneficiaries, the evaluation team also conducted a case study of three core NGO DemNet beneficiaries, to identify the most important DemNet legacies and DemNet’s long-term influence in more details. This case study illustrates the most useful DemNet components for the three reviewed NGOs and describes how the capacity built was absorbed and further developed within those NGOs.

I. METHODOLOGY

This case study, is rooted in the general definition of case study as “a method for learning about a complex instance, based on a comprehensive understanding of that instance obtained through extensive description and analysis of that instance taken as a whole and in its context”¹¹ and is framed to examine the four DemNet components:

- Training and Technical Assistance; highly individualized hands-on technical assistance and intermediate to advanced training provided to NGOs in organizational development, coalition-building, proposal and program development, and advocacy.
- Grants; several types of grants distributed: micro-grants; institutional development grants, and development activity grants.
- Coalition Building; providing broad guidance and facilitation in a tangible learning experience that can encourage and support the self-empowerment of local NGOs to act as a community in organic and ad hoc coalitions to achieve a common objective.
- Sustainability Strategy; transformation of all BiH DemNet trainers and program managers into a viable and independent local training and technical assistance resource center or NGO, which would offer consultations to others funded through grants, or a fee-for-service basis.

The three NGOs examined in this case study were selected based on the following criteria:

- i. Belonging to the group of DemNet core 28 NGO beneficiaries
- ii. Located in both entities and in cities of different sizes
- iii. Being active at different political administration scope (country level, regional level, canton, entity, or other sub-national regional aspect) and local community (municipality) level)

We intentionally selected three organizations that are very different from one another, taking into account the criteria listed above. The purpose of this study is not to compare the organizations to one another, but rather to examine the specific DemNet mechanisms that different organizations have managed to deploy as tool for their further development on their own within their different environments and circumstances. The following organizations were selected for the case study: Center for the Promotion of Civil Society/ CPCD from Sarajevo, Center for Citizens’ Cooperation/CGS from Livno, and Association of People with Muscular Dystrophy/Udruženje distrofičara, from Doboje. The following sections will present overview of case by case analysis, while detailed descriptions based on the various data sources are presented in the second part of this study.

II. CASE BY CASE ANALYSIS SUMMARY

CPCD, founded in 1996, is an organization that has grown from the DemNet implementation onwards, as evident in the increase of staff (from 10 employees at the time of DemNet to 15 employees today). Its focus of work (mission statement) has not changed and is broadly defined as civil society development and democratization of

¹¹ Patton, Michael Quinn. *Qualitative Research & Evaluation Methods* 3rd ed. Sage Publications Ltd. London. 2002

the society. The organization is based in Sarajevo but works at a country-wide level. It saw change of management since DemNet, with the new executive director taking over in 2008.

The most important perceived legacy of DemNet for CPCD, as defined by both prior and current executive directors, are skills gained through the institutional building components, most notably the organizational structure and procedures. CPCD sees itself as a leader NGO in BiH and other NGOs also see them as the leader or one of the top two leaders, as shown in this evaluation. Today some KIs (14) perceive CPCD as a leading BiH NGO, based on CPCD's own assessment this is connected to the DemNet, as its implementation was the first significant step in the organization's growth. The key of DemNet's success, as perceived by CPCD, was a combination of effective design and implementation approach to the technical assistance and organizational development and the external environment/context within which DemNet operated, as the NGOs were more enthusiastic to work towards the positive changes in the society at the start of civil society development in BiH than they are today. In CPCD's opinion, a shortcoming of DemNet intervention was insufficient support to the creation of fully vibrant and sustainable NGO resource center and transfer of expertise and knowledge build within DemNet to such resource center.

In terms of sustainability, CPCD has had an interesting path, as it did not rely much on donor funds prior to DemNet. With DemNet, its funding structure turned more toward donor funds, while more recently, in the past several years, the organization is focusing on development of self-sustainable activities in order to decrease donor dependency. This CPCD aims to achieve through strengthening their commercial activity: resource center for NGOs.

CGS is a local regional organization active in Livno and neighboring municipalities. It has also grown since the DemNet implementation, with the staff increasing from two during DemNet to six today. The organization's leaders (including both executive management and the board members) have remained the same since DemNet. Based on KII the mission of the organization changed to some extent by expanding its focus of work from reconciliation to broader democratization issues. Reconciliation was the strongest component of their mission at the early start of the NGO work, expanding later to "promotion of the active citizens' participation in the life of their community for better social, economic and political conditions in Cantons 8 and 10, and across BiH".¹²

CGS also underlines that the most useful aspect of DemNet was the design and the implementation approach to capacity and organizational building process. The organization benefited mostly in their own internal development as a result of DemNet knowledge, with the positive and mentoring attitudes of DemNet staff (both local and international) singled out as particularly beneficial. In addition, CGS executive director underlines that the knowledge gained through DemNet on advocacy and networking was instrumental for the future development of CGS. CGS perceives itself as a regional NGO leader in south-west BiH (note that the data collected during this evaluation was insufficient to confirm this due to lack of other NGOs from this region which were interviewed/surveyed). In terms of the least successful element of DemNet intervention, CGS mentions that it had to deal with some negative image among citizens, due to perception that they work for the foreign donors rather than their constituent citizens.

In terms of sustainability, CGS emphasizes the continued struggle in this regard, as the organization is living almost exclusively, on the donor funds.

Udruženje distrofičara (entg. Association of People with Muscular Dystrophy) had some changes in number of people involved in organization's work (their number of employees within the organization reduced from 2 to one, however instead they employ 6 people within the printing company owned by the Association, furthermore the organization kept a steady number of 10 volunteers during DemNet and today). The Associations' focus of work remained the same over the years: support to the people with physical disabilities. Their targeted area of

¹² The CGS's organization mission statement, available at: http://www.cgs-livno.net/index.php?option=com_content&view=article&id=47&Itemid=54&lang=en

geographic coverage also remains on sub-entity regional level, although today they implement activities in slightly smaller number of communities than during DemNet (during DemNet they were covering 8 municipalities around Dobož, today they work in 6 of them).

The Association singles out the skills learned within the capacity and institution building as the most successful aspect of DemNet. It credits DemNet with providing the knowledge on institutional building without which the Association would cease to exist after DemNet. In addition, successful coalition building process within DemNet resulted in positive policy changes in Dobož Municipality related to wheel chair accessibility of public spaces. As the most notable shortcoming, the organization notes premature ending of USAID funding through DemNet, due to which the coalition of organizations and people with disabilities from Dobož area fell apart after DemNet. Similarly to CGS, the Association of People with Muscular Dystrophy perceives itself as an NGO leader in the area of their work (note that the data collected during this evaluation was insufficient to confirm this due to lack of other NGOs from this area of work which were interviewed/surveyed).

In terms of sustainability, the Udruženje distrofičara has managed to find a model of self-sustainability by developing a social enterprise type of activity - a printing press, whose revenues fund the core activities of the Association. This model has been established prior to DemNet, however the Association credits its development and sustainability to DemNet, as it acquired important skills and knowledge to develop it further.

III. CROSS-CASE ANALYSIS SUMMARY

The detailed description of selected cases and the cross-case analysis, similarly to the evaluation findings based on the KIs, shows that overall DemNet legacy is perceived as overwhelmingly positive, with the good design and implementation approach in the institutional development capacity building singled as the most effective element of DemNet by all organizations. All of the three organizations praise this element as having an undisputable value in further development of their organizations. This in particular included one-on-one mentoring approach, which allowed for entirely custom-made and well-paced assistance for each organization. Internal rules and procedures developed by DemNet are still used in all organizations.

The extent to which the studied three organization illustrate whether DemNet core NGOs are leading NGOs in BiH today is difficult to ascertain, given the different focus of the three organizations. CPCD is the only organization selected the case study for which the study can confirm the leadership status at a country-wide level. The other two organizations are operating at a more local/focused level and do not fit into the category of leaders in this sense. However, elements of leadership were observed in both cases, though there were no sufficient evidence emerged from the analysis to confirm them.

The cross-case comparison shows that DemNet has also left some legacy in regards to coalition building, although in most cases not as a direct policy effect of DemNet coalitions, but rather as general knowledge on advocacy and networking with other NGOs and other stakeholders gained through DemNet which was used in later activities by NGOs. Udruženje distrofičara claims that their most important policy achievement was the direct consequence of work in coalitions during DemNet. CGS, on the other hand, emphasizes the advocacy skills they gained through DemNet as being beneficial in their future work. CPCD was most successful at coalition-building in the aftermath, as it was the DemNet intervention that initiated partnership for them, that latter on led them to gain trust and work together with NGO across BiH.

While the agreement on the most useful aspects of DemNet clearly prevails among beneficiary organizations, there are different views about the least successful DemNet aspects. Based on the cross-case comparison, these range from general perception that the intervention ended too soon given its expected results without being followed by similar interventions to more specific issues related to the perceived lack of support for the organization's specific field of interest.

Finally, in terms of sustainability, the case study, similar to the KIIs, show that DemNet has positive influence on operational sustainability of the beneficiaries, defined as organizations having the expertise and technical means for work. However, the most important element for overall sustainability of NGOs is financial sustainability. In this aspect, DemNet's specific legacy is limited to beneficiaries getting introduced to ideas of financial diversification. Thirteen years after DemNet, financial sustainability and donor dependence remains the largest challenge for NGO sector in BiH.

IV. CASE BY CASE ANALYSIS

Case I: CPCD, Sarajevo

The organization was formed in 1996. At the time of DemNet intervention, it had 10 employees, and its mission was to promote and protect human rights and develop civil society. It worked on civic education and local democracy development.

Final Program Report of DemNet I reports that during the institutional development grant (IDG), CPCD started seven new projects relating to elections, care for the elderly, and analytical studies concerning local democracy and self-governance in BiH. CPCD continued to receive support for professional and institutional development through the second phase of the DemNet Program, receiving Advanced Training Grant (ATG), as well as the Civic Action Partnership Grant (CAP). The CAP was aimed at strengthening collaboration with other non-governmental organizations, but also government and business sector.

According to the executive director of CPCD during DemNet, CPCD was different from other organizations selected to participate in DemNet, as only 10% of its budget was donor/project funds, with remainder coming from the services they provided for fee - educational activities, such as training in project cycle, fundraising, etc. for the NGOs, which they continued to do after the DemNet ended. *"The most important benefit from participating in DemNet, was that we have learned the basic things"*, said CPCD's former executive director and continued, *"from terminology and the content, to the practical knowledge: how to do things."* The current executive director looked at that time from the institutional memory perspective and noted that DemNet was the first serious grant that the organization received. *"This was the first step of our organization growth, when we resolved the issues of the organizational structure and procedures"*. The most important success factor the DemNet Program in her opinion was in its design and its timing: *"We were thirsty to do something and no one knew anything about running the organizations. DemNet gave us freedom and support to pursue our ideas."*

CPCD considers itself one of the leading organizations in today's BiH civil society, together with the CCI and Transparency International. Our KIIs shows that some NGOs/stakeholders also see CPCD as one of the leaders (14 out of 60 interviewees identifies them as a leader in BiH), which is also confirmed in our online survey (79% of survey respondents recognize CPCD as a leader, with only 11% of respondents not being familiar with CPCD).

The media content analysis conducted within this evaluation also shows that CPCD is one of the three most represented NGOs in media. The findings of content analysis confirmed that, especially during the period between 2006 and 2011, CPCD's focus of work remained on the same topics they were working on during DemNet. It continued promoting active citizens' participation in decision-making and cooperation and communication between civil society and governing bodies, all in the context of strengthening democracy. CPCD also played an important part in GROZD coalition in the election year of 2006, leading the efforts of NGO sector to articulate public interest. GROZD advocacy network was the largest NGO network formed in BiH and for some period of time it captured the attention of public (which was confirmed by the media content analysis in Annex 3 of this report). There are different views on GROZD's overall success, while some consider it a failure as it essentially did not bring any change on the BiH political scene, others find its accomplishment very significant in terms of organizing a civic movement of that scale, gathering around 400 different NGOs working together and collecting

over half a million signatures of support.¹³ According to CPCD the only shortcoming of DemNet is missed opportunity to transfer the established resources and expertise into a local organization and a strong resource center that would be continued to be supported by USAID.

CPCD notes that the organization experienced periods of struggles and in 2015 was briefly under the threat of closing down, as its old projects were ending and they did not have any new ones. CPCD used this period as a lesson and focused more on developing its resource center and its commercial activities (the trainings/education for NGOs). The organization believes that it can use funds generated through resource center's commercial activities to continue its work and by it continue to address society needs that are not supported by donor projects.

Currently, CPCD employs 15 people and the organization's mission is to contribute to the strengthening of civil society in BiH by supporting development of NGOs. Its strategic goals are to build supportive environment to civil society development and to promote and develop the civic activism and participatory democracy.

Case 2: CGS, Livno

This organization was registered in 1996, with the mission to support reconciliation through creating better living conditions with an emphasis on building civil society. Prior to the DemNet, they worked on the topics such as; freedom of press, promotion of the election law, and ecology. During the intervention, according to the DemNet Program documents, they actively worked in the areas of human rights, youth activities, and refugee return problems in Canton 10. At the beginning of DemNet, the organization had 2 employees. One of them, the executive director, notes that in the very beginning, organization's mission was to work in the ethnically divided communities to help people in them build better lives, and while doing so, to support inter-ethnic reconciliation.

CGS received the Institutional Grant within the DemNet I. It benefited from the technical assistance and capacity building program. In the second phase of DemNet CGS received three grants for creation of three telecottages (Teledom Grude and Teledom Ljubuški both in 2002, and Teledom Glamoč in 2003). It implemented the raising awareness campaign promoting the role of NGOs in the local communities, producing 38 radio shows and a booklet. CGS also served as an informal resource center for the more than 20 local NGOs in their part of BiH. Out of three telecottages, one is still active, the one in Ljubuški, which was created within the town library. However, all of them were active for some time after the DemNet. CGS noted that the one in Glamoč had an important role of gathering children of all ethnic groups. It stayed open until 2009.

While looking back at the most important values DemNet left to her organization, CGS executive director emphasizes the importance of the capacity building process, but also the positive attitudes of the people from the DemNet who worked with them, local staff as well as international. *"The trainings were all done professionally. As far as our center is concerned, we used DemNet as a positive impulse to enter the advocacy process as such, and to get involved in the networks of different organizations, within or outside of DemNet."*

In terms of leadership, CGS executive director believes that CGS is a leader in Livno and surrounding areas. There are only few active organizations in south-west of the country and CGS is the only one working on the issues of democratization. On the other hand, according to the DemNet Evaluation Survey, only 30% of respondents recognizes CGS as a leader, whereas 45% of respondents are not familiar with CGS. This is not surprising having

¹³ Bosnia-Herzegovina Democracy and Governance Assessment. May 2007. Available at: <http://democracyinternational.com/media/Bosnia%20Herzegovina%20Democracy%20and%20Governance%20Assessment%20Final%20Report.pdf>

in mind that CGS works locally, so data collected during this evaluation was insufficient to confirm this due to lack of other NGOs from this region which were interviewed/surveyed.

The only negative connotation of DemNet mentioned by CGS is possible legacy of CGS having a negative image among citizens as working more for foreign donors than their constituent citizens.

Today, CGS is still an active organization with 6 employees and the same management as in the time of DemNet. According to the executive director, it continues to struggle for the survival, which necessitates what the executive director describes as being a *donor flexible* organization. As a result, CGS occasionally shifts their focus a bit from their primary targeted groups of citizens, if the donor projects have a different focus. However, CGS noted that the citizens recognize the quality of their work and still turn to them for help, which motivates further their continued struggle for survival.

Case 3: Udruženje distrofičara, Doboj

Udruženje distrofičara from Doboj had two employees during DemNet, as well as 10 volunteers and 6 members. It worked in several municipalities: Doboj, Modriča, Petrovo, Teslić, Derventa, Brod, Brčko, and Bijeljina. Its mission was to obtain equal treatment for persons with disabilities and promote the integration of the people with physical disability into social, economic and political life.

Udruženje distrofičara was a beneficiary of Institutional Grant and was DemNet I graduate. During that time they organized a coalition group of six NGOs to raise awareness of the diverse disability groups represented by the coalition members. The coalition has signed an agreement with the municipal government to make all new buildings in Doboj accessible to the people in wheel chairs, according to the program documents. In the second phase of DemNet, they received two grants, CAP (civic action partnership) and SIG (support institution grant), both in 2002. According to the DemNet II Final Report, Udruženje distrofičara was one of the 4 organizations (together with RSS from Drvar, Omladinski centar in Sanski Most and BOSPO from Tuzla), that managed to create an NGO support structure, meaning it had developed capacities within DemNet II to be able to support the long-term development of civil society, by providing technical and infrastructure support. They were equipped for organizing training, database development, publications, web development, resource distribution, internet use, information distribution, and rent equipment.

The head of the Udruženje distrofičara, believes that the organization is sustainable today because of the things she learned in DemNet. *“I have learned very early in DemNet that we as an organization need to have a sustainable project that will support basic costs of our organization, so we did it.”* she says, referring to their organization’s printing company and continued: *“We are today the only organization in Doboj that survived the floods (floods in 2014) and rebuild ourselves completely. This is because we used the skills of institution building, which we learned in DemNet”*. In terms of coalition’s success, she believes it was due to the commitment of all people participating in it.

Similarly to CGS, the DemNet Survey findings do not provides strong evidence that the Udruženje distrofičara is perceived as a leader, as 34% of respondents recognizes the Udruženje distrofičara as a leader, while 43% of respondents are not familiar with it. No key informants identified them as a leader within KIs, whereas the content analysis revealed only one appearance in the print media during the observed period of 15 years. However, it should be kept in mind that the data for both media content analysis as well as in interviews/survey was collected at the country-wide level. Therefore, it is expected that a local organization focused at a very particular, narrow population would not appear as a leader at a country-wide level.

In addressing the evaluators’ question of what could have been handled differently or better by the DemNet intervention, the head of Udruženje distrofičara repeats the most commonly identified issue by the key informants: it ended too soon given expected results with no similar follow up funding by USAID/BiH.

Today, the Udruženje distrofičara is a functioning regional organization. The mission of the organization has

remained the same. The most significant change from the time of DemNet implementation to today is that the organization has become self-sustainable through its socially responsible printing press, which existed prior to DemNet, but expanded in the aftermath and the Association credits its sustainability to the knowledge and skills acquired during the intervention. Currently they have 1 employee of the Association and 6 in the printing press (the printing press supports the salary of Association's employee as well) and 10 volunteers. The Udruženje distrofičara is covering 6 municipalities: Doboj, Petrovo, Teslić, Modriča, Brod and Vukosavlje.

ANNEX III: PRINT MEDIA CONTENT ANALYSIS

The digital archive of the print media in Bosnia and Herzegovina was used in DemNet evaluation for media coverage analysis as the secondary data source to be triangulated with data from KIIs and survey in order to provide multiple perspectives on evaluation questions whenever possible. Analysis of the content of media in BiH between 2003 and 2016 serves as additional source of data on influence and sustainability of the DemNet core beneficiaries through analysis of their media presence.

Results of the media content analysis are integrated into the evaluation report within appropriate evaluation findings, while the full analysis is laid out here.

I. METHODOLOGY AND THE DATA DESCRIPTION

We use content analysis of the selected media content. The content analysis is used for any type of text analysis in which the goal is to identify how many times and in what context, the certain phrase or theme occurs in the analyzed text.

Digital media archive [Infobiro](#) is the data source for our media content analysis. This archive is the only data resource in Bosnia and Herzegovina searchable by key words. It stores the content of total of 17 publications, including daily, weekly, and periodical print media, as well as one news agency. Around 300 articles from these publications are entered daily into the database. In addition to the regular daily entrance of the articles, the archive is being populated with the editions from the earlier years. Since the 2005 onwards all relevant daily newspapers as well as weekly magazines in BiH are part of the digital archive. However, the process of digitalizing of print media started earlier, in 2003, so some of the relevant publications are available as of then.

The database is searchable by 3 separate periods: 2001-2005; 2006-2010; and 2011-2016, noting that the archiving for the first period is not completed and contains only partial publications starting with 2003. For this particular evaluation, we looked at all of them, however as stated the data is limited to coverage from 2003 to 2016. The overall examined period is 14 years. Furthermore, it is important to note that the first period is three years, the second five years, while the last period covers six years. Our analysis is structured to compare organizations to one another within those three time-frames and where possible we present cumulative data for the covered period of 14 years. In terms of the content, database is divided in different categories: historical archive, containing the editions of the oldest print media in BiH since the 1866; the contemporary print media archive, since 2003 onwards; and the South-East Europe research archive. We analyzed the contemporary print media database. For our analysis, we selected all daily newspapers available in the archive (Nezavisne novine, Dnevni avaz, Dnevni list, and Oslobođenje), all available weekly magazines (Dani, Slobodna Bosna, Reporter, and Stav¹⁴); and news agency ONASA. We used the names of the DemNet core 28 NGO beneficiaries as key words in our preliminary search prior to undergoing the content analysis. This search resulted in total of 4,812 articles published by the selected media outlets in 2003-2016.

In the next stage, we reviewed the articles to select the relevant ones, defined as the articles which talk about our targeted organizations, regardless of how many times the name of organization was mentioned in the article and how long the article was. We took into the consideration all the articles mentioning any of the DemNet core group of 28 organizations. After conducting this review for all organizations, the number of articles decreased to

¹⁴ Stav is the most recent weekly, political magazine in BiH, launched in 2015, which is when it became the part of Infobiro digital archive.

the total of 706. We thus proceeded to analyze 706 articles, focusing the process of coding on the organizations' main field of work/interest.

II. SUMMARY FINDINGS

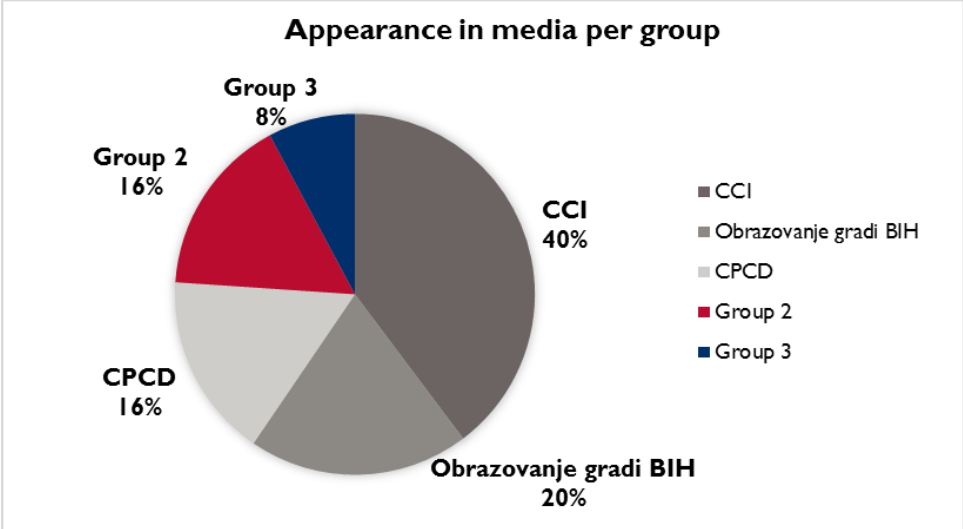
Exhibit 18 shows number of articles on each of the DemNet 28 core NGO beneficiary organizations.

Exhibit 19. DemNet beneficiaries' media coverage

	The name of organization	The number of articles mentioning the organization	Percentage	Current activity status
1	CCI	289	40.00%	active
2	Obrazovanje gradi BiH	139	20.00%	active
3	CPCD	116	16.64%	active
4	ALDI	36	5.16%	active
5	Zene sa Une	26	3.73%	active
6	Pod istim suncem	15	2.15%	active
7	NBR	13	1.86%	active
8	Luna Rudo	13	1.85%	active
9	DISS	10	1.43%	active
10	CGS	9	1.29%	active
11	Forma F	8	1.14%	inactive
12	RRS	7	1.00%	active
13	CIPP Zvornik	6	0.86%	active
14	Solidarnost za jug	5	0.72%	inactive
15	Lex International	5	0.72%	inactive
16	Zene BiH	3	0.43%	active
17	Prijateljice	2	0.29%	active
18	Krajina	2	0.29%	active
19	Alternative	1	0.14%	active
20	Udruzenje distrocicara	1	0.14%	active
21	Zemlja djece	0	0	active
22	Buducnost	0	0	active
23	Biro za ljudska prava	0	0	inactive
24	Koridor	0	0	inactive
25	Independent	0	0	active
26	Vidra	0	0	inactive
27	IDIS	0	0	inactive
28	Centar za prava manjina	0	0	inactive
	TOTAL	706	100.00%	

As presented in the table above, 8 out of 28 searched organizations do not appear at all in the analyzed print media since 2003. Out of those 8, the evaluation team was able to confirm the activity of three organizations: Zemlja djece from Tuzla, Independent from Zenica, and Budućnost from Modriča. The representatives of both of these participated in the evaluation as both interviewees and participants at the roundtable. For five organizations (Vidra, Banja Luka; Koridor, Sarajevo; Biro za ljudska prava, Bijeljina; IDIS, East Ilidža; and Centar za prava manjina, Sarajevo), we confirmed that they are not active anymore. Therefore, further analysis excludes 8 organizations, both the inactive and those that did not appear in the print media at all.

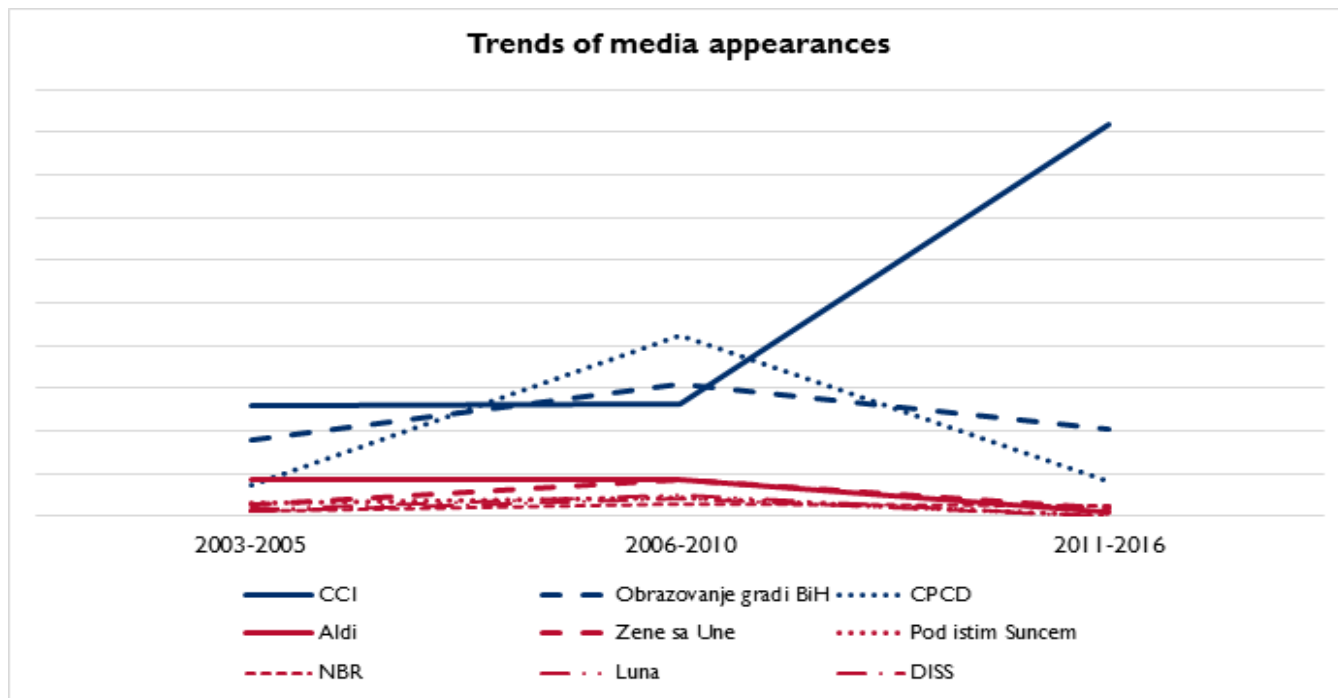
Exhibit 20. Appearance in media per group



For the remaining 20 organizations, as shown in Exhibit 20 the appearance in the media varies significantly. There are three organizations that stand out as most present in media and appearing in 76% of total 706 analyzed articles (CCI, Obrazovanje gradi BiH, and CPCD). The second group of organizations was mentioned in between 10 and 40 articles during the observed period. This group is comprised of 6 organizations (ALDI, Zene s Une, Pod istim suncem, NBR, Luna Rudo, and DISS), which make around 16.2% of published articles. Finally, the third group is the largest with 11 organizations, however, its representation in media is marginal, as it takes up only around 8% of the analyzed articles, with the organizations being mentioned in less than 10 articles.

In terms of trend in media presence over the three observed periods, as shown in Exhibit 21, all organizations with 10 or more articles experienced the peak of media coverage in the middle period and decline in the last period, despite the last period being longest (6 years as compared to 3 and 5 years in the first and second period respectively). Even in this circumstance it shows that CCI is an exception, whose media presences has significantly increased in the lasts period as compared to the other organizations. According to our more detailed content analysis, this is due to GROZD campaign in 2006, also funded by the USAID/BiH, that focused on monitoring of the pre-election campaign and post-elections work of elected officials, emphasizing the more active role of citizens in the decision-making process. Some of the DemNet organizations took a leadership role in it, such as CPCD, CCI, and Aldi. Possible reasons for decrease of coverage in print media in recent years is surge of social media, websites, and online portals as effective means of communication with the public.

Exhibit 21. Trends of media appearances for the nine most frequently covered NGOs



In terms of thematic results of the analysis, it should be noted that the majority of analyzed articles belongs to the category of short news, between 100-200 words, describing in a very basic manner an event which was being reported. In many cases the article was the report from the press conferences organized by the organization or a group of organizations. In such cases usually more than one newspaper reported on the same event in the same way. This is particularly true for the second observed period 2006-2010, when almost all of the analyzed organizations were reaching their peaks in terms of media visibility, regardless of which group (identified above) they belong to.

On the other hand, very few out of 706 analyzed articles were pieces of analytical or investigative journalism of a longer and a more substantial form. And when this was the case, the organizations and their activities were not the main topic. In most cases, the main topic was a political issue on which the journalists asked for an opinion of an NGO leader. In several cases organizational leader was personally the topic of the article (e.g. 11 articles in total reporting on Jovan Divjak, the leader of Obrazovanje gradi BiH) or an organization leader was an author of an published article, mostly an opinion piece: a column or a correction/reaction to a certain published article (e.g. 3 columns published by Bojan Bajic, the leader of Luna).

We also coded the content of the articles for the fields of work and interest of analyzed organizations. Several themes emerged from the analysis that represent NGOs' activities visible in media. Exhibit 22 below shows the most important results for the nine NGOs that were more present in media.

Exhibit 22. Thematic fields of coverage for the nine most frequently covered NGOs

Themes	CCI	Obrazovanje gradi BiH	CPCD	ALDI	Zene sa Une	Pod istim suncem	NBR	Luna	DISS
RIGHTS OF PEOPLE WITH DISABILITIES	x		x						
DISCRIMINATION	x	x	x						x
LOCAL GOVERNMENTS WORK MONITORING	x								
ENTITY AND STATE GOVERNMENT WORK MONITORING	x								
EU INTEGRATION	x		x					x	
LIBERALIZATION OF THE VISA REGIME	x								
ENVIRONMENT PROTECTION	x		x						
CITIZENS' PARTICIPATION AND ACTIVISM			x			x			
CORRUPTION			x				x		
EDUCATION AND EMPOWERMENT		x			x				
MARGINALIZED GROUPS RIGHTS PROMOTION		x							
ETHNIC MINORITIES			x						x
ROMA CHILDREN AND YOUTH		x							
YOUTH		x				x		x	
WOMEN					x				
GENDER BASED VIOLENCE					x				
REFUGEES AND RETURNEES		x							x
COOPERATION WITH GOVERNMENT REPRESENTATIVES		x	x						
CITIZENS IN DECISION MAKING			x						
POVERTY AND POVERTY REDUCTION				x			x		
UNEMPLOYMENT AND UNEMPLOYMENT REDUCTION POLICIES				x			x		
SOCIAL REFORMS				x			x		
LOCAL ECONOMY				x			x		
BUSINESS				x			x		

Overall, the most frequent issues covered in the analyzed media content for all NGOs include: human rights and anti-discrimination, EU integrations, corruption, employment, education and empowerment, and civic participation and activism.

Media content analysis confirms that DemNet beneficiaries in some cases continued to work together after DemNet's completion forming networks/coalitions and advocating jointly for changes in the society. This is the most visible in the period 2006-2010, which was the most prominent period in terms of media visibility for all organizations, with the GROZD campaign (also supported by USAID/BiH) aimed at mobilizing more active participation of citizens and accountability of the elected representatives. As shown in the analysis, CPCD, CCI and Aldi took a leadership role in GROZD. Also, some cases of issue-based cooperation/networking among the DemNet core group organizations have been confirmed in the media content analysis, such as cooperation between Pod istim suncem from Jablanica and Luna from Rudo on youth issues.

III. FINDINGS PER NGO/GROUP OF NGOs

CCI

As noted, CCI was the most prominent organization in print media, mentioned in 289 articles. Observing the results of content analysis in three different cycles, it is notable that during the last period, 2011-2016, media coverage of CCI has increased by more than three times. During the first two periods (2003-2005 and 2006-2010) the organization's name was mentioned in respectively 52 and 53 articles, whereas in the period 2011-2016 they were mentioned in 184 articles.

The most significant themes of articles mentioning CCI in the earliest observed period were: rights of people with disabilities including both pointing to the discrimination of these persons in BiH and advocating for the better policy solutions; local governments including the monitoring of their work and reporting regularly on it, articulating and promoting the participation of citizens in their work, as well as advocating for the direct elections of the local government officials and depoliticizing the appointments of leading figures of public institutions (schools, universities, etc.); liberalization of the visa regime for the citizens of BiH was often mentioned as an integral part of the CCI's campaign for the EU integration; and environment protection efforts, including series of articles covering the campaign CCI led, that in the end resulted in Prokosko lake being given the status of a natural monument.

In the second observed period, a regional expansion of CCI's activities is noticeable, while at the same time, the presence in the media is not changed, as the number of articles is almost the same as in the previous period. The organization was present in media in all parts of BiH, with regular monitoring of the work of all levels of government (including municipalities, cantons, entities and the state); pointing to the pitfalls of their work and advocating for the citizens to take more active participation in the decision-making process. This period coincides with the activity of a GROZD coalition, promoting free elections (prior to the local elections in 2008), in which CCI had one of the leading roles together with CPCD. The largest number of articles from this period are reports on CCI's monitoring reports of work of different government levels, focusing on corruption. After the local elections in 2008, CCI continued monitoring of the work of local governments, based on evaluating how successful the elected officials were in fulfilling the promises they made in the elections campaign. In addition to the monitoring of the work of officials in BiH, the themes that also occurred in the content analysis were environment protection and youth.

During the last observed period, media presence of CCI increased significantly, making CCI by far the most present NGO in media. The country-wide nature of their work is reflected in their media coverage. In terms of most prominent themes, they remain similar as in the previous reporting period, as CCI continues to monitor the work of all government levels in BiH (through follow-on USAID/BiH interventions). Moreover, the theme of corruption was expanded during this period, with a number of articles reporting on CCI's campaigning against the corruption in all public institutions. Other topics in articles mentioning CCI included poverty, unemployment, and illiteracy, as well as promotion of civic activism and citizens' participation.

Obrazovanje gradi BiH

The second most represented organization in analyzed print media, Obrazovanje gradi BiH (139 articles) was most visible in media in 2006-2010, as it occurs in 62 articles during this period. Somewhat less prominent periods for this organization were 2003-2006 with 36 articles, and 2011-2016 with 41 articles reporting on the activities of the organization.

Analysis reveals that the Obrazovanje gradi BiH, regardless of the observed period, is constant and focused in its declared mission: the organization supports the education of underprivileged children of BiH through providing the scholarships to different categories of marginalized groups of children. Therefore, the most often occurring themes in the analysis are related to children victims of the war, including those who lost parent(s) and were refugees and returnees as well as Roma children. In addition, the number of articles particularly in the first observed period, covers the topics of supporting schools, providing learning materials and equipment.

During the second observed period, when the popularity of organization reflected in the media was heightened, in addition to already mentioned themes, another one occurs: the cooperation with the representatives of local government. Organization was working with the local governments and raised more funds for its mission.

In the current observed period, the focus of the organization remains the same, as reflected in the analyzed media content. Around three quarters of analyzed articles (30) were about providing scholarships to the already mentioned categories of children and youth. The remained articles were related to short detention of the organization's leader in Vienna.

CPCD

CPCD occurs in 116 articles in 2003-2016, with the most of them, 85, published in 2006-2011, whereas 15 and 16 articles were published in 2003-2005 and 2011-2016 respectively.

Relatively small number of 15 articles in the first observed period that covered CPCD's activities were mainly related to the promotion of civic activism and active citizens' participation in the decision making. Another theme emerged from the analysis was promoting the ideas of cooperation and communication between the government (of all levels) and civil society.

The second observed period, just like in the case of Obrazovanje gradi BiH, was the most prominent in terms of CPCD's presence in media. The number of articles published over the course of this period was more than five times larger than in the previous one. This period coincides to the GROZD campaign, on

which the close collaboration among CPCD, CCI and Aldi was reflected in the media content. In terms of the themes emerging from the media content analysis, the most frequent theme was related to the civic engagement and participation, as in the earlier stage. However, during the second period, it was more developed in terms of sub-themes, like creating a citizens' platform which included citizens' most urgent needs translated into the demands to be incorporated into the political parties' programs before the elections of 2008. Media captures CPCD's advocating for the more active role of civil society in the process of decision-making in many areas and at all government levels. This particular theme attracted most of the media attention during the signing of the Agreement on Cooperation between NGOs and Government Institutions with the Council of Ministers of BiH in 2007. The third theme was related to problems of the citizens at which CPCD was pointing, including discrimination, representation of all ethnic groups/minorities on the territory of BiH, the lack of communication between the citizens and their elected representatives, and European integrations.

In the last observed period, CPCD's media coverage decrease to only 16 articles. The themes continued to be focused on European integrations and civic engagement.

ORGANIZATIONS FROM THE GROUP 2

As already noted, 6 organizations comprising this group (ALDI, Zene s Une, Pod istim suncem, NBR, Luna Rudo, and DISS) take up a bit over 16% of the analyzed print media content, which is much weaker media visibility in comparison to the three organizations from the first group, especially CCI.

Aldi was mentioned 36 times over the three observed periods. Content analysis shows 17 articles mentioning Aldi in the period 2003-2006 and the same number of articles for the period of 2006-2010. Their media presence dissipated to only 2 appearances' in the last period.

The themes emerging from the articles published in the first observed period were related to the poverty and social policies at all levels of government. The second period shows the logical continuation of similar topics, but expanded in terms of being present in different parts of the country, since Aldi participated in the GROZD campaign as a leading organization for the monitoring and analysis in the field of poverty reduction, social reforms and local economy. Based on the findings of their analysis they were identifying government's institutions' failures to address these issues properly. In addition to these issues, they were advocating for the youth as well. After the support for GROZD ended, just like in all the cases other than CCI, the media presence of Aldi shrank. The two articles published in the last observed period were related to the Aldi's mission of reducing unemployment.

Zene sa Une were the second most mentioned organization in this group, with total 26 articles covering their activities in three five-year periods. The organization was mentioned in 5 articles in the first period and in 4 articles in the last period. For this organization the period 2006- 2010 was also the time of the most active presence in the print media (17 articles). The content analysis of the first observed period points to their involvement into the fight against the drug abuse among the youth in their local community and the promotion of women human rights. In the second observed period, the most important theme was the fight against the gender based violence and advocating for the creating and then upholding the safe house for the victims, as well as supporting the victims through the education and empowerment. The 4 articles published in the last five years indicate activities in the field of gender based violence.

Pod istim suncem is a small youth-oriented organization focused at the local community that was mentioned in 15 articles over the course of first 2 observed periods, whereas it had no presence at all in analyzed media during the period of 2011-2016. In the first observed period, the organization was mentioned in 6 articles. The content analysis reveals the involvement in different issues of youth in local community of Jablanica. In the next period it was mentioned in 9 articles. The analysis points to the same focus at the youth, as well as involvement and activism. Also, their work was somewhat expanded outside of the borders of local community through the networking with other DemNet beneficiaries, such as Luna from Rudo.

Thirteen articles that mention Luna from Rudo were all published in the first 2 periods observed, like in the previous case. Again, the richest period in this sense was again period 2006-2011 with 10 published articles, as opposed to only three articles mentioning Luna during the first observed period. However, the first three articles are not reporting on Luna's activities per se, but are in fact published columns of the organization's president at the time, Bojan Bajic. For the rest of the articles, analysis points to the main theme occurring in half of the articles, which is EU integration.

The same number of articles, 13, mentioned Nezavisni biro za razvoj (NBR). Two articles were published in the first observed period; six were published in the period 2006-2010; and five during the period 2011-2016. NBR is, as shown in the analysis, is an organization focused on business development and acts like an incubator of the small business. All of the themes emerged are related to it. In addition, in the latter period unemployment and discussion solution for reducing unemployment were also topics of their interest, whereas in the third period it was additionally expanded to the corruption in relation to employment, as well.

DISS is the last organization from this group and was mentioned in 10 articles over the course of two first periods observed. Just like two organizations discussed earlier (Pod istim suncem and Luna), DISS disappeared from the media during the last five years. The evaluation team, however, confirmed that organizations are still active in all three mentioned cases. There were 2 articles mentioning DISS published in the period 2003-2005, whilst 8 were published in the period 2006-2010. DISS has also kept the focus on its primary mission, support the return and/or reintegration of Serbs to Sarajevo after the war. All the themes analysis revealed are related to this mission. In addition, during the period of the most significant media presence of this organization, they were also focused on EU integrations.

ORGANIZATIONS FROM THE GROUP 3

Eleven organizations from this group: CGS from Livno, Forma F from Posušje, RRS from Drvar, CIPP from Zvornik, Solidarnost za jug from Trebinje, Lex International from Banja Luka, Žene BiH from Mostar, Prijateljice from Tuzla, Krajina from Banja Luka, Alternative from Kakanj, and Udruženje distrofičara from Doboj, were each mentioned in less than 10 articles over the course of 14 years. We confirmed that nine of these organizations are still active. Solidarnost za jug, Forma F and Lex International are not active anymore.

ANNEX IV: DEMNET DOCUMENTS/DATABASES REVIEWED

DemNet I Documents

1. Award No I68-C-00-99-00100-00 CONTRACT (February 15, 1999)
2. Amendment of Solicitation-Modification of Contract Number 1 (April 22, 1999)
3. Amendment of Solicitation-Modification of Contract Number 2 (July 20, 1999)
4. Amendment of Solicitation-Modification of Contract Number 3 (September 30, 1999)
5. Amendment of Solicitation-Modification of Contract Number 5 (June 22, 2000)
6. DemNet I Work Plan: First Six-Months Plan (April 1999 – October 1999)
7. DemNet I Work Plan: Second Six-Months Plan (October 1999 – April 2000)
8. DemNet I Work Plan: Third Six-Months Plan (April 2000 – September 2000)
9. DemNet I Work Plan: Fourth Six-Months Plan (October 2000 – March 2001)
10. DemNet I, Y1Q1 Quarterly Report 1 (April 19 – June 30, 1999)
11. DemNet I, Y1Q2 Quarterly Report 2 (July 1 – September 30, 1999)
12. DemNet I, Y1Q4 Quarterly Report 4 (January 1 – March 31, 2000)
13. DemNet I, Y2Q1 Quarterly Report 5 (April 1 – June 30, 2000)
14. DemNet I, Y2Q2 Quarterly Report 6 (July 1 – September 30, 2000)
15. DemNet I, Y2Q3 Quarterly Report 7 (October 1 – December 30, 2000)
16. DemNet I, Y2Q4 Quarterly Report 8 (January 1 – March 31, 2001)
17. DemNet I, Final Report (July 2001)
18. DemNet I, Site Report “Update on DemNet Program” (August 4, 2000)
19. DemNet I, Summaries of 28 BiH NGOs; Winners of the USAID DemNet Grant for Institutional Development
20. DemNet I Brochure “USAID Democracy Network Program in Partnership with American ORT” (no date, document last modified in September 2000)
21. Application Procedures for DemNet Micro Grants (May 2000)
22. Decision Memorandum: DemNet I, Approval of Development Activity Grants and Micro Grants
23. Decision Memorandum: DemNet I, Approval of Development Activity Grants
24. Decision Memorandum: DemNet I, Approval of Micro Grants
25. Briefing Memorandum: DemNet I, Graduation Ceremony (March 21, 2001)
26. Success Stories Carried Out by DemNet I (no date, document last modified in November 2000)

DemNet II Documents

27. Award No I68-A-00-01-00106-00 COOPERATIVE AGREEMENT (June 1, 2001)
28. Modification of Assistance Number 1 (September 27, 2001)
29. Modification of Assistance Number 2 (January 24, 2002)
30. Modification of Assistance Number 3 (February 13, 2002)
31. DemNet II Work Plan: Year 1 (July 2, 2001)
32. DemNet II Work Plan: Year 2 (June 28, 2002)
33. DemNet II Work Plan: Year 3 (June 30, 2003)
34. DemNet II, Y1Q1 Quarterly Report 1 (June 2001 – August 2001)
35. DemNet II, Y1Q2 Quarterly Report 2 (September 2001 – November 2001)
36. DemNet II, Y1Q3 Quarterly Report 3 (December 2001 – February 2002)
37. DemNet II, Y1Q4 Quarterly Report 4 (March 2002 – May 2002)
38. DemNet II, Y2Q1 Quarterly Report 5 (June 2002 – August 2002)
39. DemNet II, Y2Q2 Quarterly Report 6 (September 2002 – November 2002)
40. DemNet II, Y2Q3 Quarterly Report 7 (December 2002 – February 2003)
41. DemNet II, Y2Q4 Quarterly Report 8 (March 2003 – May 2003)
42. DemNet II, Y3Q1 Quarterly Report 9 (June 2003 – August 2003)
43. DemNet II, Y3Q2 Quarterly Report 10 (September 2003 – November 2003)
44. DemNet II, Y3Q3 Quarterly Report 11 (December 2003 – February 2004)
45. DemNet II, Y3Q4 Quarterly Report 12 (March 2004 – May 2004)
46. DemNet II, Final Report (June 2004)
47. ADF Grants Management Materials (August 13, 2001)
48. Action Memorandum: Request for Approval of the DemNet II Program (March 28, 2001)
49. Request for Application No. I68-01-03 (DemNet II)
50. Modification of Assistance – Cooperative Agreement with ADF, DemNet II (June 2001)
51. DemNet II – Grants Management Materials
52. Round One: Integrated Assistance Package Grantees September 2001 – May 2002
53. Round One: Integrated Assistance Package Grantees August 2002 – April 2003
54. Grant Program Nova Praksa, DemNet II
55. ADF Orphans Support and Advocacy Program (OSAP)
56. Progress Report: ADF Orphans Support and Advocacy Program – OSAP (June – December 2002)
57. Democratic Alternative of Rama, Grant Details

58. Approval of Development Activity Grants (July 13, 2000)
59. Approval of Development Activity Grants and Micro Grants (October 11, 2000)
60. Institutional Development Grant Agreements (First Round) with 9 NGOs, DemNet II
61. Briefing Memorandum: DemNet Graduation Ceremony (March 27, 2001)
62. Concept Paper: Connecting Isolated Communities, Telecottages in Republika Srpska

Other Documents

63. USAID/BiH, Civic Participation and Organizing Assessment. March 2000.
64. USAID/BiH, Civil Society Assessment in Bosnia and Herzegovina. June 2004.
65. USAID/BiH Bosnia-Herzegovina Democracy and Governance Assessment. May 2007.
66. Patton, Michael Quinn. *Qualitative Research & Evaluation Methods* 3rd ed. Sage Publications Ltd. London. 2002

ANNEX V: DATA COLLECTION INSTRUMENTS

DemNet EVALUATION INTERVIEW GUIDES DemNet EVALUATION INTERVIEW INSTRUCTIONS

The interview guides are intended to serve as semi-structured guides for conversations with key informants for the DemNet Evaluation. Do not read the questions or probes word for word. Instead, adapt the wording to match the phrasing used by the respondent and ask only those questions which have not been already addressed by the interviewees during earlier part of the interview. Take notes on key terms or phrases used by the respondents that may be helpful in coding the interview data. Ask for clarification and definitions as needed.

Familiarize yourself with the interview protocol guides prior to the meeting. Skip questions that are not relevant given the interviewee specificities. Highlight the questions you will prioritize if the respondent's time is limited. Be respectful of the respondent's time and keep the interview to the agreed length of time. Follow up by phone or email for more information as needed.

In addition:

- Take notes during the discussion. To ensure we accurately report what is discussed during the interview, we will record this session as well.
- As necessary, tailor all questions to fit the individual stakeholders' relationship with DemNet.
- Keep the discussion under sixty minutes.
- The Evaluation Team will ensure that the information shared through these interviews remain strictly confidential.

INTERVIEW GUIDE

FOR THE CORE GROUP OF DEMNET 28 BENEFICIARY NGOs

My name is <state your name>, and these are my colleagues <state the names of other team members present, if any>. We are the team of researchers working for the MEASURE-BiH.

First of all, we want to thank you for setting aside the time for this conversation. As you know, USAID/BiH has tasked MEASURE-BiH with conducting an independent evaluation of USAID/BiH DemNet intervention. The five-year Democracy Network (DemNet) Program was implemented across from 1999 to 2004 with the aim to strengthen local civil society organizations by improving their organizational and service-providing capacities. USAID's strategic approach to reaching this objective was support and strengthening of local NGO sector in BiH through the DemNet Program. The DemNet intervention was implemented in two phases and it assisted over 234 NGOs with grants, training, and technical assistance. The beneficiary NGOs' focus of activities was all-encompassing, such as working with disabled children, environmental protection, and providing internet-linked computer centers in remote villages.

Within this evaluation, we will conduct semi-structured interviews with around 60 DemNet stakeholders. Your views and opinions on the Activity are profoundly important for this evaluation.

Through these KIIs, we are looking to gain the insights into the program implementation, the challenges faced along the way and the influence of specific interventions and to hear about stakeholders' perceptions, lessons learned and recommendations for any possible future donor/government interventions in civil society sector in BiH and globally. The information you provide will be used combined with information provided from other stakeholders. Your comments are confidential and you will not be identified by name in any report.

<NAME> will be taking notes while we talk. With your permission, we would also like to record this session. The reason why we are recording is that it is quite hard to actively participate in a conversation and take notes at the same time. Another reason is that we want to analyze the interviews using objective methods, and avoid any bias related to quality of notes and the capacity of interviewers' memory. Do we have your permission to begin recording?

Please do not hesitate to mention anything that you find important, and I miss to ask about it.

Do you have any questions before we start?

BACKGROUND AND CONTEXT

First I'd like to start off with some general questions to give us a little bit of background.

- How would you describe your organization?
 - PROBE: How has it evolved, what is its vision and history?
 - PROBE: How many employees/associates are there in your organization?
 - PROBE: What would you say, how sustainable is your organization and why do you think it is? What are the elements you feel should be improved in order to reach higher level of sustainability (e.g. management capacity, technical expertise in the chosen sector of work, financial viability, constituency contact/membership, internal operational procedures established, advocacy capacity, human resources, etc.)?
- What were/are the main sectors/areas in which your organization works?

- PROBE: Who are your main counterparts (including government institutions, media, and private sector)?
- PROBE: How does your organization interact with citizens?

DEMNET IMPLEMENTATION

Next, we have a set of questions related to your experience with DemNet and USAID.

- Can you tell us a little bit of your participation in the DemNet Program?
 - PROBE: How did you ended up participating as a member of a core group of 28?
 - PROBE: Could you please specify which qualities of your organization have helped you to get selected to participate in the DemNet program?
- From today's perspective, how do you feel about participation in the DemNet Program?
 - PROBE: What are the qualities of your organization that you believe you have additionally developed while participating in the DemNet?
- What are the most important gains that your organization benefited from the participation in DemNet (e.g. technical expertise and knowledge gained through trainings, experience gained through the grants program implementation, development of organizational documentation/procedures, project management assistance etc.)
- What are the major challenges during the implementation of DemNet from your experience?
- Can you compare the DemNet intervention and the influence it had on your organization to other donors' interventions?
 - PROBE: What, in your opinion, was an added value of DemNet in comparison to other donors' interventions?
- Can you tell us about the coalition building and how successfully were they build during DemNet implementation?
 - PROBE: How was the coordination among NGOs organized through coalitions?
 - PROBE: Would you say they were useful for advocacy around the key issues supported through DemNet?
 - PROBE: What was the role of DemNet in facilitating this process and was it useful?
 - PROBE: Generally were they successful?
 - PROBE: Why do you think they were or were not?

ELEMENTS OF SUSTAINABILITY AND SUCCESS

Now, we would like to ask you about the legacies of DemNet.

- You mentioned above some example of success of DemNet in the case of your organization (such as...), can you please now expand on that, and tell us more about what are the elements in your organization's work that are still present in your practice and that have started in DemNet?
 - PROBE: What skills and technical capacities have you further developed through the practice?
 - PROBE: Advocacy efforts?
 - PROBE: Coalitions?

- How successful do you believe your organization was in keeping the leadership status in BiH NGO landscape? To what extent do you think did the DemNet contributed to this?
 - PROBE: What evidence do you have for this? Please provide examples.
- Can you tell us about the long term effects of coalition building?
 - PROBE: Generally were they successful?
 - PROBE: Why do you think they were or were not?
 - PROBE: Are they still functioning in some form? Can you describe how, or why they dissipated?
 - PROBE: Generally, is coalition building useful? Why?

RECOMMENDATIONS AND LESSONS LEARNED

Now that we have an understanding of the legacies of DemNet we have some questions about the recommendations and lessons learned from your perspective.

- From your perspective, what are the lessons learned from DemNet and recommendations for future potential assistance to civil society sector in BiH, and globally for post-conflict societies in general?
- What are the main needs of civil society organizations in BiH today for any future donor interventions?

CONCLUSION

- Is there anything you would like to share that we have not asked or which you wish to further discuss?

Thank you very much for your time.

INTERVIEW GUIDE

FOR OTHER DEMNET BENEFICIARIES

My name is <state your name>, and these are my colleagues <state the names of other team members present, if any>. We are the team of researchers working for the MEASURE-BiH.

First of all, we want to thank you for setting aside the time for this conversation. As you know, USAID/BiH has tasked MEASURE-BiH with conducting an independent evaluation of USAID/BiH DemNet intervention. The five-year Democracy Network (DemNet) Program was implemented across from 1999 to 2004 with the aim to strengthen local civil society organizations by improving their organizational and service-providing capacities. USAID's strategic approach to reaching this objective was support and strengthening of local NGO sector in BiH through the DemNet Program. The DemNet intervention was implemented in two phases and it assisted over 234 NGOs with grants, training, and technical assistance. The beneficiary NGOs' focus of activities was all-encompassing, such as working with disabled children, environmental protection, and providing internet-linked computer centers in remote villages.

Within this evaluation, we will conduct semi-structured interviews with around 60 DemNet stakeholders. Your views and opinions on the Activity are profoundly important for this evaluation.

Through these KIIs, we are looking to gain the insights into the program implementation, the challenges faced along the way and the influence of specific interventions and to hear about stakeholders' perceptions, lessons learned and recommendations for any possible future donor/government interventions in civil society sector in BiH and globally. The information you provide will be used combined with information provided from other stakeholders. Your comments are confidential and you will not be identified by name in any report.

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Please do not hesitate to mention anything that you find important, and I miss to ask about it.

Do you have any questions before we start?

BACKGROUND AND CONTEXT

First I'd like to start off with some general questions to give us a little bit of background.

- How would you describe your organization?
 - PROBE: How has it evolved, what is its vision and history?
 - PROBE: How many employees/associates are there in your organization?
 - PROBE: What would you say, how sustainable is your organization and why do you think it is? What are the elements you feel should be improved in order to reach higher level of sustainability (e.g. management capacity, technical expertise in the chosen sector of work, financial viability, constituency contact/membership, internal operational procedures established, advocacy capacity, human resources, etc.)?

- What were/are the main sectors/areas in which your organization works?

- PROBE: Who are your main counterparts (including government institutions, media, and private sector)?

DEMNET IMPLEMENTATION

Next, we have a set of questions related to your experience with DemNet and USAID.

- Can you tell us a little bit of your participation in the DemNet Program?
 - PROBE: How did you end up participating in DemNet?
- What was your organization's role in DemNet Program? Please provide details.
- Have you participated in, or heard of any of the DemNet coalitions? How successfully were they built and implemented? How was the coordination between NGOs in that coalition? Would you say the coalitions were useful for advocacy?
- From today's perspective, how do you feel about participation in the DemNet Program?
 - PROBE: What are the qualities of your organization that you believe you have additionally developed while participating in the DemNet?
- What are the most important benefits that your organization benefited from the participation in DemNet?
- What were the challenges, if any?
- Can you compare the DemNet intervention and the influence it had on your organization to other donors' interventions?
 - PROBE: What in your opinion was an added value of DemNet in comparison to other donors' interventions?

ELEMENTS OF SUSTAINABILITY AND SUCCESS

Now, we would like to ask you about the legacies of DemNet.

- You mentioned above some example of success of DemNet in the case of your organization (such as...), can you please now expand on that, and tell us more about what are the elements in your organization's work that are still present in your practice and that have started in DemNet?
 - PROBE: What skills and technical capacities have you further developed through the practice?
 - PROBE: Advocacy efforts?
- Can you tell us about the coalition building and how successfully were they build during DemNet implementation?
 - PROBE: How was the coordination between NGOs organized through coalitions?
 - PROBE: Would you say they were useful for advocacy around the key issues supported through DemNet?
 - PROBE: What was the role of DemNet in facilitating this process and was it useful?
- Generally, is coalition building useful in for NGOs? Why?
- How successful do you believe your organization was since DemNet in BiH NGO landscape? To what extent do you think did the DemNet contributed to this?

- PROBE: What evidence do you have for this? Please provide examples.

PERCEPTIONS OF 28 DEMNET I GRADUATES

Next, we are interested to hear your perceptions of the 28 core DemNet NGO beneficiaries.

- Please name all of those that you have collaborated with within DemNet and tell us a little bit more about this (those) collaboration(s)?
 - PROBE: Was/were the collaboration(s) successful and useful for your organization?
 - PROBE: In what way?
- Would you say that they had a leadership role in their field of work in the NGO sector in BiH?
- How successful do you think they are as leaders in BiH civil society? To what extent do you think did the DemNet contributed to this?
 - PROBE: What evidence do you have for this? Please provide examples.

RECOMMENDATIONS AND LESSONS LEARNED

Now that we have an understanding of the legacies of DemNet we have some questions about the recommendations and lessons learned from your perspective.

- From your perspective, what are the lessons learned from DemNet and recommendations for future potential assistance to civil society sector in BiH, and globally for post-conflict societies in general?
- What are the main needs of civil society organizations in BiH today for any future donor interventions?

CONCLUSION

- Is there anything you would like to share that we have not asked or which you wish to further discuss?

Thank you very much for your time.

INTERVIEW GUIDE

FOR THE GOVERNMENT REPRESENTATIVES

My name is <state your name>, and these are my colleagues <state the names of other team members present, if any>. We are the team of researchers working for the MEASURE-BiH.

First of all, we want to thank you for setting aside the time for this conversation. As you know, USAID/BiH has tasked MEASURE-BiH with conducting an independent evaluation of USAID/BiH DemNet intervention. The five year Democracy Network (DemNet) Program was implemented across from 1999 to 2004 with the aim to strengthen local civil society organizations by improving their organizational and service-providing capacities. USAID's strategic approach to reaching this objective was support and strengthening of local NGO sector in BiH through the DemNet Program. The DemNet intervention was implemented in two phases and it assisted over 234 NGOs with grants, training, and technical assistance. The beneficiary NGOs' focus of activities was all-encompassing, such as working with disabled children, environmental protection, and providing internet-linked computer centers in remote villages.

Within this evaluation, we will conduct semi-structured interviews with around 60 DemNet stakeholders. Your views and opinions on the Activity are profoundly important for this evaluation.

Through these KIIs, we are looking to gain the insights into the program implementation, the challenges faced along the way and the influence of specific interventions and to hear about stakeholders' perceptions, lessons learned and recommendations for any possible future donor/government interventions in civil society sector in BiH and globally. The information you provide will be used combined with information provided from other stakeholders. Your comments are confidential and you will not be identified by name in any report.

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Please do not hesitate to mention anything that you find important, and I miss to ask about it.

Do you have any questions before we start?

PERCEPTIONS OF DEMNET IMPLEMENTATION

Please allow me to ask you some general questions in regards to your perceptions of USAID's DemNet Program.

- Have you heard for USAID's DemNet Program, which was providing technical assistance and support to the development of the civil society in BiH in the period 1999-2004?
- If the answer to the first question in this section is NO, please tell us how do you feel in general about the USAID's support to NGO development in BiH? And we continue with the interview asking all the questions, but in relation to USAID's support to NGO development in BiH.
- Can you tell us more about, what do you know/think the DemNet Program was about?
 - PROBE: Are you familiar with any of the 28 core DemNet NGO beneficiaries from this list? Do you know that they have participated in the program?

- PROBE: Please name some of the elements that you think/know DemNet was focusing on?
- PROBE: Did you hear of Nova Praksa grants for joint local governments and NGO initiatives?
- Can you recall any of these NGO coalition initiatives (*present the list*), that were organized during the period of DemNet? What do you recall? Why do you think they were successful or not?
- What is the earliest NGO (coalition) initiative that you can remember? Was it successful? Why or why not?

PERCEPTIONS OF SUSTAINABILITY AND SUCCESS OF DEMNET /USAID EARLY INTERVENTIONS

Now we will continue with trying to understand your perceptions of sustainability and success of DemNet/USAID early interventions.

- What results do you think DemNet Program/USAID early interventions achieved?
 - PROBE: Please be as specific as possible in explaining why do you think so and provide an example.
- How successful, in your opinion was the DemNet/USAID early interventions in improving of civil society organizations work in BiH?
 - PROBE: Please be as specific as possible in explaining why do you think so?
 - PROBE: Please provide an example.
- Do you recognize today, some elements in the civil society in BiH in general, that were started up within DemNet/USAID early interventions. If so, what are those?
 - PROBE: Please tell us what are those?
 - PROBE: Please provide an example.
- How valuable do you think DemNet program/USAID early interventions was in terms of strengthening NGOs in BiH, in comparison to other donors' interventions?
- Which of the 28 NGOs would you say have evolved over time (if you are familiar with them)? What are their strengths or weaknesses? Would you say they are leaders in the sector?
 - Which of them would you say have influence on government decision making, have established good cooperation with the government, or can be relied on for some assistance or service provision? Why or why not?
 - Generally do you consider any NGO as a leader in the sector (among 28 Core DemNet and others)? Why? What distinguishes them from other organizations?
 - What in your opinion do NGOs need to be considered a good partner to the government?

RECOMMENDATIONS AND LESSONS LEARNED

Now that we have an understanding of the legacies of DemNet /USAID early interventions, we have some questions about the recommendations and lessons learned from your perspective.

- From your perspective, what are the lessons learned from DemNet/USAID early interventions and recommendations for future potential assistance to civil society sector in BiH, and globally for post-conflict societies in general?
- How important do you think is support to the governing institutions in establishing/maintaining/enhancing cooperation with the NGO sector? Were DemNet/USAID early interventions or recent interventions helpful? Please elaborate why or why not?
- What in your opinion do NGOs need to be considered a good partner to the government? What do you think are the main needs of civil society organizations in BiH today, for any future donor interventions?
- Do you think that NGO coalitions around a common issue are useful? Why or why not?

CONCLUSION

- Is there anything you would like to share that we have not asked or which you wish to further discuss?

Thank you very much for your time.

INTERVIEW GUIDE

FOR THE OTHER NON-BENEFICIARIES GROUPS

My name is <state your name>, and these are my colleagues <state the names of other team members present, if any>. We are the team of researchers working for the MEASURE-BiH.

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Please do not hesitate to mention anything that you find important, and I miss to ask about it.

Do you have any questions before we start?

PERCEPTIONS OF DEMNET IMPLEMENTATION

Please allow me to ask you some general questions in regards to your perceptions of USAID's DemNet Program.

- Have you heard for USAID's DemNet Program, which was providing technical assistance and support to the development of the civil society in BiH in the period 1999-2004?
- What do you think was the purpose of the DemNet?

- If the answer to the first question in this section is NO, please tell us how do you feel in general about the USAID's support to NGO development in BiH? And we continue with the interview asking all the questions, but in relation to USAID's support to NGO development in BiH.
- Can you tell us more about, what do you know/think the DemNet Program was about?
 - PROBE: Are you familiar with any of the 28 DemNet core beneficiary NGOs that have participated in the program?
 - PROBE: Please name some of the elements that you think/know DemNet was focusing on?
- What do you think was the purpose of the DemNet?
- Can you recall any of these NGO coalition initiatives that were organized during the period of DemNet? What do you recall? Why do you think they were successful or not?
- What is the earliest NGO (coalition) initiative that you can remember? Was it successful? Why or why not?

PERCEPTIONS OF SUSTAINABILITY AND SUCCESS OF DEMNET

Now we will continue with trying to understand your perceptions of sustainability and success of DemNet.

- What results do you think DemNet Program achieved?
 - PROBE: Please be as specific as possible in explaining your opinion.
 - PROBE: Please provide an example.
- How successful, in your opinion was the DemNet in improving the civil society organizations' work in BiH?
 - PROBE: Please be as specific as possible in explaining why do you think so?
 - PROBE: Please provide an example.
- How valuable do you think, DemNet program/USAID early interventions was in terms of strengthening NGOs in BiH in comparison to other donors' interventions?
 - Which of the 28 core DemNet NGO beneficiaries would you say have evolved over time (if you are familiar with them)? What are their strengths or weaknesses? Would you say they are leaders in the sector?
 - Which of them would you say have influence on government decision making, have established good cooperation with the government, or can be relied on for some assistance or service provision? Why or why not?
 - Generally do you consider any NGO as a leader in the sector (among 28 Core DemNet and others)? Why? What distinguishes them from other organizations?
 - What in your opinion do NGOs need to be considered a good partner to the government?
- Do you recognize today some elements in the civil society in BiH in general that were started up within DemNet? If so, what are those?
 - PROBE: Please provide an example.

RECOMMENDATIONS AND LESSONS LEARNED

Now that we have an understanding of the legacies of DemNet we have some questions about the recommendations and lessons learned from your perspective.

- From your perspective, what are the lessons learned from DemNet and recommendations for future potential assistance to civil society sector in BiH, and globally for post-conflict societies in general?
- What are the main needs of civil society organizations in BiH today for any future donor interventions?
- Do you think that NGO coalitions around a common issue are useful? Why or why not?

CONCLUSION

- Is there anything you would like to share that we have not asked or which you wish to further discuss?

Thank you very much for your time.

ONLINE SURVEY QUESTIONNAIRE

SURVEY OF USAID's DEMNET PROGRAM BENEFICIARIES AND OTHER CIVIL SOCIETY ORGANIZATIONS (NGOs)

Dear Respondent,

This survey is part of the external evaluation of the USAID DemNet Program (Democracy Network) implemented during the period 1999-2004. DemNet Program worked towards developing and strengthening civil society organizations (NGOs), building their financial and institutional sustainability, and helping NGOs to adequately address citizens needs through education, advocacy and service providing. The evaluation goal is to provide recommendations to the USAID/BiH Mission in terms of the legacies and lessons learned 13 years after DemNet program implementation and general recommendations for possible future donor interventions in civil society sector.

The survey is designed for DemNet program beneficiaries, as well as NGOs that did not have the opportunity to participate in the Program. All answers will be treated with confidentiality and your name will not be linked to provide answers in any way in the reports that will be delivered as part of the DemNet evaluation.

The survey has 21 question in total. You will need up to one minute to fill out each of those.

In case of any doubts and ambiguities, please contact USAID Monitoring and Evaluation Support Activity in BiH (MEASURE-BiH), that conducts the external evaluation of the DemNet Program, by sending an inquiry to akadic@measurebih.com or ecosic@measurebih.com.

QUESTION FOR ALL NGO's:

1. Name and Surname:

2. Name of the civil society organization (NGO) in which you currently work or with which you are affiliated:

3. Did your organization receive USAID grant/support in the past 18 years?

- a) Yes
- b) No

4. How would you assess the civil society legislative and regulatory framework has evolved in the past two decades in each category below? Please use the scale from 1 to 5, with 1 representing *not at all* and 5 *very much*.

	1	2	3	4	5
The framework has improved and organizations can operate freely and without state harassment for political or arbitrary reasons.					

Legal advice is more readily available and accessible to NGOs.					
Taxation policy has developed to be favorable for NGOs.					
NGOs are allowed to compete for government contracts/procurements.					

5. How would you assess the evolution of the organizational capacity of civil society organizations (NGOs) in BiH in the past two decades in each category below? Please use the scale from 1 to 5, with 1 representing *not at all* and 5 *very much*.

	1	2	3	4	5
NGOs have become more successful in identifying and building local constituencies for their initiatives (users, citizens, businesses, etc.).					
NGOs learned to clearly define their development/work strategies and know how to implement them.					
Most NGOs have well defined internal management structure (staff, procedures etc.).					
Most NGOs have adequate human resources (full time staff, accounting, IT, experts, etc.).					
Most NGOs have, or can access, the necessary modern equipment to operate efficiently (such as IT equipment, and other tools).					

6. How would you assess the development of the financial viability of NGOs in BiH over the past two decades in each category below? Please use the scale from 1 to 5, with 1 representing *not at all* and 5 *very much*.

	1	2	3	4	5
NGOs have learned and can raise significant percentage of funding from local sources (from constituency, volunteers, local philanthropy, government, etc.).					
NGOs have diversified their sources for funding over time (aside from international donors through service provisions, assets rentals, membership fees, fundraising etc.).					
NGOs developed good financial management systems (transparent, conduct independent audits, publish annual reports etc.).					

7. How would you assess the development of the advocacy capacities of NGOs in BiH in past two decades in each category below? Please use the scale from 1 to 5, with 1 representing *not at all* and 5 *very much*.

	1	2	3	4	5
NGOs cooperate better with all levels of government and work on joint projects/initiatives.					
NGOs are better in networking/forming issue-based coalitions, and their advocacy campaigns are effective (they can influence policy change).					

8. How would you assess the BiH NGOs capacities in providing services in each category below? Please use the scale from 1 to 5, with 1 representing *not at all* and 5 *very much*.

	1	2	3	4	5
NGOs can provide a range of services such as health, education, energy, economic development, environmental protection, humanitarian aid, etc.).					
The services that NGOs provide reflect community needs and priorities.					
NGOs are able to recover costs by charging for their services.					
Governments recognize and support NGOs in their service provision (by providing grants, procuring and using their services, etc.).					

9. How would you assess the development of the environment of NGOs in BiH that enables NGOs to continue growing in the past two decades (access to information, technology, technical assistance, etc.)? Please use the scale from 1 to 5, with 1 representing *not at all* and 5 *very much*.

	1	2	3	4	5

There is ample intermediary support and resource centers to provide adequate assistance and training to NGOs.					
There is a number of adequate local trainers that can respond to the needs of local NGOs, including advanced and specialized training programs (i.e. strategic management, managing the organization, etc.).					
There are formal and non-formal partnerships between NGOs and government and business sector aimed at reaching joint objectives.					
Local grant making organizations and/or foundations have developed that have adequate capacities to manage grant schemes that respond to local needs and projects (with funds from local or international sources).					

10. How would you assess the evolution of the public image of NGOs in BiH over the past 20 years in each category below? Please use the scale from 1 to 5, with 1 representing *not at all* and 5 *very much*.

	1	2	3	4	5
NGOs have become more effective in accessing media space and enjoy a favorable media coverage.					
In general, public has a positive perception of NGOs and understands their work.					
The government sector has a positive perception of NGOs and relies on NGOs as a community resource.					
The business sector has a positive perception of NGOs and relies on NGOs as a community resource.					

11. Did you participate in the USAID DemNet I or DemNet II Program in the period between 1999-2004?
- a) Yes
 - b) No

QUESTIONS FOR BENEFICIARIES

12. Please provide your institution/organization's name (at the time of Dem Net Program):

13. In which of the Dem Net activities did you take part (please mark all that applies):

- a) Training and Technical Assistance
- b) Grants (Micro Grants- MG; Institutional Development Grants- IDG; Development Activity Grant-DAG)
- c) Advocacy coalitions
- d) Public-private partnership- Joint Projects
- e) OSAP (Orphanages Support Advocacy Program)
- f) New Practice (Nova Praksa) Program
- g) Tellectages Program

Following two questions relate to your opinion about usefulness and importance of the DemNet program.

14. Please mark one answer, on the level of agreement, to each of the statements in the table below.

Items	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
DemNet Program was useful for my organization.					
DemNet Program had an important influence for the long term sustainability of my organization.					
There are still elements of my organization's work, developed within DemNet, that are still active.					
Some of the legacies of the DemNet Program are very valuable experiences for my organization today.					
After DemNet Program, my organization became a leader in BiH, in the field we are active in.					

15. Please name at least one:

a) element of your organization work developed through the DemNet that is still active

b) _____
 legacy of DemNet your organization values as an important lesson learned

c) _____
 field, your organization is a leader in BiH

QUESTIONS FOR NON-BENEFICIARIES

16. Please mark one answer, on the level of agreement, to each of the statements in the table below.

Items	Strongly disagree	Disagree	Neither disagree or agree	Agree	Strongly agree
I remember DemNet Program very well.					
In general, DemNet Program was very useful for the NGO in BiH.					
DemNet Program contributed to long term sustainability of beneficiary organizations.					
In general, some of the legacies of DemNet Program are very valuable experiences for NGOs in BiH.					
DemNet Program beneficiaries are true leaders in BiH NGO sector.					
DemNet Program contributed to the creation of today's NGOs leaders in BiH.					

QUESTION FOR ALL NGO's:

17. Please name at least one, but no more than three NGOs you think are leaders in BiH civil society sector:

a) _____

b) _____

c) _____

Next question relates to your opinion about NGOs that gained significant support as part of the DemNet Program for the development of their organizational capacities.

18. For each of the below listed organizations please mark to what extent do you think they are leaders in their areas of work by using scale 1-5 (1- not leader at all, 2 – mainly not a leader, 3 – neutral, 4 – minor leader, 5 – a leader, 6-I am not familiar with this organization).

		1	2	3	4	5	6
1	Demokratska inicijativa sarajevskih Srba (DISS), Ilidža-Sarajevo						
2	“Alternative”, Kakanj						
3	Prijateljice, Tuzla						
4	Solidarnost za jug, Trebinje						
5	Budućnost, Modriča						
6	Biro za ljudska prava, Bijeljina						
7	Refugee Service for Return, Drvar						
8	Lex International, Banja Luka						
9	Centar za građansku suradnju, Livno						
10	“Forma F”, Posušje						
11	Corridor , Sarajevo						
12	NGO Krajina, Banja Luka						
13	Centar za informativno-pravnu pomoć, Zvornik						
14	Žene sa Une, Bihać						
15	Centri civilnih inicijativa, Tuzla						
16	Zemlja djece, Tuzla						
17	Centar za promociju civilnog društva, Sarajevo						
18	Pod istim suncem, Jablanica						
19	Aldi, Gorazde						
20	Obrazovanje gradi BiH, Sarajevo						
21	Nezavisni biro za razvoj (NBR), Modriča						
22	Udruženje distrofičara, Doboj						
23	Žena BiH, Mostar						
24	IDIS, East Ilidža						
25	Independent, Zenica						
26	Centar za prava manjina, Sarajevo						
27	Luna, Rudo						
28	Vidra, Banja Luka						

19. For each of the listed NGOs below, on the scale 1-4 (1-No effect, 2-Minor effect, 3-Moderate effect, 4-Major effect, 5-I am not familiar with this organization), mark the effect the NGO has had on policy change/input in BiH in your opinion.

		1	2	3	4	5	6
1	Demokratska inicijativa sarajevskih Srba (DISS), Ilidža-Sarajevo						
2	“Alternative”, Kakanj						
3	Prijateljice, Tuzla						
4	Solidarnost za jug, Trebinje						
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18	Pod istim suncem, Jablanica						
19	Aldi, Goražde						
20	Obrazovanje gradi BiH, Sarajevo						
21	Nezavisni biro za razvoj (NBR), Modriča						
22	Udruženje distrofičara, Doboj						
23	Žena BiH, Mostar						
24	IDIS, East Ilidža						
25	Independent, Zenica						
26	Centar za prava manjina, Sarajevo						
27	Luna, Rudo						
28	Vidra, Banja Luka						

20. What would be your recommendation for future potential assistance to **civil society sector in BiH**? (If possible, please name specific strategies or instruments you think should be supported/developed)

21. What would be your recommendation for future potential assistance to **civil society sector** development globally **for post-conflict societies** in general? (If possible, please name specific strategies or instruments you think should be supported/developed)

THANK YOU FOR YOUR CONTRIBUTION!

ANNEX VI: LIST OF INTERVIEWEES/ROUNDTABLE PARTICIPANTS

60 Key Informant Interviews and Roundtable Participants								
Name of KII	Organization/Institutions	DemNet 28 Core	Other Beneficiaries	IPs & Staff	Non-Beneficiaries	Government representatives	Other	Roundtable participants
Aida Daguda	Centar za promociju civilnog društva (CPCD), Sarajevo							
Aiša Smailbegović	Lotos, Zenica							
Aleksandra Petrić	Udružene žene, Banja Luka							
Alisa Gekić	LINK, Mostar							
Altaira Krvavac	Prijateljice, Tuzla							
Anela Čavdar	Udruženje izbornih zvaničnika							
Asmir Ćilinković	Centar civilnih inicijativa (CCI), Tuzla							
Azra Hasanbegović	Žena BiH, Mostar							
Bojan Bajić	Luna, Rudo							
Celeste S. Angus	DemNet COP (ORT)							
Dragana Dardić	Helsinški parlament građana, Banja Luka							
Dubravka Andrić	Altruist, Mostar							
Dušan Šehovac	Demokratska Inicijativa Sarajevskih Srba (DISS), Sarajevo							
Dušanka Lejić	Modriča Municipality							
Eni Kurtović	Mozaik							
Enver Sarvan	Nezavisni biro za razvoj (NBR), Modriča							
Ernad Bihorac	Naša djeca, Zenica							
Fadil Šero	Refam Creative Solutions - REC d.o.o., Sarajevo (former CPCD)							
Fatima Šabic	Sunce, Bugojno							

60 Key Informant Interviews and Roundtable Participants

Name of KII	Organization/Institutions	DemNet 28 Core	Other Beneficiaries	IPs & Staff	Non-Beneficiaries	Government representatives	Other	Roundtable participants
Goran Bubić	Lawyer from Banja Luka (former Lex International) *							
Goran Kučera	Ministarstvo Pravde BiH (Ministry of Justice BiH)							
Gordana Čičak	Independent, Zenica							
Gordana Vidović	Budućnost, Modriča							
Haris Komić	PLOD, Bihać							
Ismeta Čardaković	NGO and Business Audit, Sarajevo							
Ivana Korajlić	Transparency International, Banja Luka							
Jasmin Imamović	Tuzla City							
Julia Hoxa	DemNet Albania COP							
Lidija Aladžić	Doboj City							
Maksuma Topalović	Alternative, Kakanj							
Marinko Dalmatin	Lijepa naša, Čapljina							
Mehmed Agić	Obrazovanje gradi BiH, Sarajevo							
Meliha Gačanin	Agency for local development initiatives - ALDI, Goražde							
Midhat Džemić	Direkcija za Evropske Integracije (DEI)							
Mirela Midžić	American Corner, Bihać							
Momir Savić	Centar informativno-pravne pomoći (CIPP), Zvornik							
Nada Marković	Maja, Bratunac							
Nada Stuhli	Udruženje distrofičara, Doboj							
Nebojša Jovičić	Regionalni razvojni centar - RRS (Former Refuge Return Service), Drvar							

60 Key Informant Interviews and Roundtable Participants

Name of KII	Organization/Institutions	DemNet 28 Core	Other Beneficiaries	IPs & Staff	Non-Beneficiaries	Government representatives	Other	Roundtable participants
Ozren Islamović	Pod istim suncem, Jablanica							
Ružica Jukić	Ministarstvo Pravde Zeničko-dobojskog kantona (Ministry of Justice of Zenica-Doboj Canton)							
Samir Agić	Omladinski centar, Jajce							
Samir Ibišević	Udruženje za progresivni razvoj organizacija i individua (PROI), Sarajevo							
Senka Zulum	Viktorija 99, Jajce							
Siba Srna	Zemlja djece, Tuzla							
Slavica Drašković	Technical Assistance for Civil Society Organizations (TANGO)							
Snježana Rupčić, Spomenka Hadžić	Renesansa, Sarajevo							
Sonja Garić	Centar građanske suradnje (CGS), Livno							
Stanko Buha	Solidarnost za jug, Trebinje *							
Svetlana Vuković	Luna, Rudo							
Svjetlana Aganović	Ministarstvo Pravde Tuzlanskog kantona (Ministry of Justice of Tuzla Canton)							
Tia Pausic	DemNet COP (ADF)							
Vehid Šehić	Forum građana Tuzla, Tuzla							
Vlado Cvijić	Krajina, Banja Luka							
Željana Pjevalica	Priroda, Bratunac							
Željko Marić	Demokratija-organizacija-Napredak (DON-Prijedor), Prijedor							
Zlatko Sarić	Independent Consultant							

60 Key Informant Interviews and Roundtable Participants								
Name of KII	Organization/Institutions	DemNet 28 Core	Other Beneficiaries	IPs & Staff	Non-Beneficiaries	Government representatives	Other	Roundtable participants
Zoran Puljić	Fondacija Mozaik							
Selma Sijerčić	USAID/BiH							
Zvezdana Dragović	Udruženje izbornih zvaničnika							
TOTAL Number of KIIs as planned per category	60 (excluding Roundtable)	23	15	8	6	7	1	23
TOTAL actual number of KIIs per category	66 (excluding Roundtable)	23	19	10	6	7	1	23

* KIIs in from the inactive NGOs

ANNEX VII SMALL GRANT SCHEMES

DemNet		DemNet program grant scheme
Phase	Grant Type	Description
DemNet I	IDG: Institutional Development Grant	Up to \$12,500 is provided to all DemNet partners to facilitate their participation in the NGO Development and Sustainability program. The program provides customized technical and financial assistance and training. Based on a detailed assessment of the NGO's needs, DemNet NGOs receive comprehensive training and skills in areas such as fund raising, project proposal writing, public advocacy, strategic planning and media relations.
	DAG: Development Activity Grant	Once NGOs successfully complete the IDG they were are eligible to receive DAG of up to \$10,000. DAGs are designed to foster cooperation between government, business and NGOs. Selected projects fall within the area of policy advocacy and coalition building and lasted for six months.
	MG: Micro Grants	Up \$3,000 grant for which all local NGOs are eligible. MGs support activities in civic education, coalition building, policy formulation and advocacy. The implementation period was six months.
DemNet II	ATG: Advanced Training Grant	The purpose of ATGs (\$500 - \$5,000) is to support the continued professional and institutional development of DemNet I graduates. ATGs reinforce practices within both Bosnian NGOs and training service providers for continued institutional development and support beyond DemNet.
	CAP: Civic Action Partnership Grant	Civic Action Partnership Grants (\$500 - \$15,000) help IAP NGOs and DemNet I graduates to strengthen collaboration with other civil society organizations and with government and the business sector. With CAP support, NGOs undertake activities that contribute to increased public discussion of policy issues; consultation and dialogue between government and civil society; and the provision of valuable services to NGO constituents. CAPs provide tangible learning experiences to NGOs. IAP NGOs may apply for CAPs after they have completed advocacy and project planning/proposal writing training. It is a competitive process and not all IAP NGOs receive CAPs.
	CIM: Civic Initiative Micro Grant	The purpose of the CIMs (\$500-\$2,000) is to support local initiatives that encourage and facilitate civic involvement, and may contribute to the beginnings of civil society in rural communities.
	IGP: Internal Governance Package	This consists of training and technical assistance in Policies-Procedures, Finance Management, Board Development plus up to \$2500 to e.g. recruit and train new board members and develop or purchase accounting software.
	FDP: Financial Diversity Package	This consists of training and technical assistance for Project Planning/Proposal Writing, Marketing, Fundraising, and Volunteer Development plus up to \$5000 to e.g. develop volunteer program and implement fundraising and marketing plans.
	PP: Planning Package	This consists of training and technical assistance for Strategic Planning, Marketing and Fundraising) plus up to \$3000 to e.g. implement market research and fundraising plan and develop promotional materials.

DemNet		DemNet program grant scheme
Phase	Grant Type	Description
	NP: Nova Praksa (New Practice) Grants	The purpose of NP grants (\$15,000-\$80,000) is to support activities that contribute to the achievement of strategic objectives: "Increased Citizen Participation in Political and Social Decision Making" and "More Responsive, Transparent and Accountable Governance".
	OSAP: Orphan Support and Advisory Program Grant	The purpose of OSAP grants (\$500-\$5000) is to support local initiatives that support children without parental care.
	SIG: Support Institution Grant	The long-term development of civil society in BiH will depend upon the existence of indigenous support structures that can provide training of various kinds; information and coordination; advocacy for the sector; and research on civil society issues. The purpose of the SIG grants (\$10,000-\$15,000) is to support the development of these indigenous institutions.
	IAP-IPP: Integrated Assistance Package	This is the core training program in DemNet II and is a comprehensive package of participatory needs assessment, tailored training for institutional strengthening and advocacy, follow-up technical assistance and the opportunity to apply for Institutional Development Grants and Civic Action Partnership Grants. NGOs are selected on the basis of their potential for bringing citizen participation into the public sphere. The purpose of IDGs (\$1,000 - \$10,000) is to provide financial support that will enable IAP NGOs to develop the capacities specified in their Integrated Assistance Plan. IAP NGOs are eligible to apply for IDGs after the plan is developed.
	Telecottage	A Telecottage (also referred to as Teledom in B/H/S) is a multi-purpose internet-communication and service center established in a small or rural community. The telecottage offers different services according to the needs of the local community in which it operates. Grants range from \$5000-\$25,000 to purchase equipment and furniture and cover basic operational costs.
	Sustainability Strategy	ADF helped the training staff to develop a strategy for transitioning from staff positions to an independent local training and consulting organization. By the second year of the DemNet II program, these trainers began the transition to an independent organization. Elements of the strategy included developing the mission, purpose, and core business strategies of the new organization. In addition, the strategy defined the transitional relationship between ADF and the DemNet II trainers, technical assistance needs for the development of the organization, marketing strategy and building of a client base, and policies regarding the incorporation of non-DemNet II trainers in the new organization that was established "Izbor Plus".

Sources: America's Development Foundation (ADF) Final Report; ADF DemNet NGO List 2003; American ORT Final Report, American ORT Brochure "USAID Democracy Network Program in Partnership with American ORT"

ANNEX VIII: OVERVIEW OF SMALL GRANTS

Grantees (with the DemNet Core 28 Beneficiaries first)	Location	ALL DEMNET GRANTS (with amounts expressed in USD)													Total per org.	
		DEMNET I			DEMNET II											
		IDG	DAG	Micro Grants	IDG	ATG	CAP	CIM	FDP PP, IGP	IAP - IPP	NP	OSAP	SIG	Sustainability Strategy		
DISS - Demokratska Inicijativa Sarajevskih Srba Forum žena Alternative Haljinići	Istočno Sarajevo	12,032	10,000			14,446										36,478
Forum žena Alternative MZ Kakanj II	Kakanj						1,993									1,993
Prijateljice	Kakanj	12,564	10,000				1,981				12,103					36,648
Solidarnost za jug	Tuzla	10,792	10,000			12,211										33,003
Budućnost	Trebinje	12,500	9,996	2,900		4,993	11,500									41,889
Biro za ljudska prava	Modriča	12,506	10,000													22,506
RRS - Izbjeglički servis za povratak	Bijeljina	14,233	10,000													24,233
Lex International	Drvar	12,500	9,960				13,332						14,993			50,785
CGS Livno Centar za građansku suradnju	Banja Luka	11,944	9,780				14,877									36,601
Forma F	Livno	12,457	10,000								5,025					27,482
CORRIDOR	Posušje	12,500	10,000													22,500
NGO Krajina	Sarajevo	12,500	10,000			9,648										32,148
CIPP - Centar informativne pravne pomoći	Banja Luka	12,500	10,000													22,500
Žene sa Une	Zvornik	12,500	10,000				13,490									35,990
CCI - Centri civilnih inicijativa	Bihać	12,500	9,998								6,750					29,248
Zemlja djece	Tuzla	12,500	10,000				10,809									33,309
CPCD - Centar za promociju civilnog društva	Tuzla	12,500	10,000													22,500
Pod istim suncem	Sarajevo	12,500	10,000	3,000		14,829	13,169									53,498
Aldi	Jablanica	12,500					12,824									25,324
	Goražde	12,500	10,000				14,999									37,499

CGS Gradačac - Centar za građansku saradnju	Gradačac	9,985	12,149		12,147					34,281
Viktorija 99	Jajce		5,368		5,368	31,764				42,500
Ekološki Pokret	Jajce				2,497					2,497
DC Nove Nade Foča- RS	Novo Goražde									0
Pounje Društvo za zaštitu priorde, kulturno-istorijskih dobara i unapređenje poljoprivrede RS Pounje	Kostajnica	9,995	8,315		8,315					26,625
Centar Mladih	Kotor Varoš									0
Srcem do mira	Kozarac						3,370			3,370
Omladinski Centar	Laktaši			2,000						2,000
"INFO" Informativno edukativni klub	Ljubuški									0
Zora Organizacija žena	Milići				2,498					2,498
NVO Milićanin	Milići				2,900					2,900
Udruženje samostalnih obrtnika	Mostar	9,995	9,012		9,012					28,019
Altruist	Mostar	10,000	9,245	2,000	9,245					30,490
Oaza UG Zastite okoline	Mostar		4,800	1,999						6,799
Piramida	Mostar						4,975			4,975
Sportsko društvo Hrašanjka	Neum			1,990						1,990
UG Dar prirode	Novi Grad			1,390						1,390
Kuća Mira Fanjevačka	Prozor-Rama									0
Udruženje žena Majka i dijete	Rudo			1,806						1,806
Dom mladih - Sanski Most	Sanski Most							17,278		17,278
Sana Vita	Sanski Most						4,963			4,963
Nezavisna unija profesionalnih novinara	Sarajevo	9,960	10,543		10,543					31,046
UG Vozača i automehaničara	Sarajevo	10,000	7,370							17,370
Udruženje izbornih službenika u BiH	Sarajevo	8,800	8,100		8,100	47,630				72,630
Udruženje poslodavaca u FBiH	Sarajevo		9,963		9,963					19,926
PROI	Sarajevo			1,960						1,960

Bjelašnica - Planinarsko društvo	Sarajevo				1,994					1,994
SOS-Citizens Asosiation agains cruelty to animals	Sarajevo				2,000					2,000
VNG international	Sarajevo							41,234		41,234
Leptir Udruženje roditelja hendikepirane djece i omladine	Srebrenica									0
Amica-Prijateljice	Srebrenica							4,100		4,100
Vratite nam osmijeh	Istočno Sarajevo		9,940	10,689			10,689			31,318
UG Samostalnih privrednika Stolac	Stolac		10,000							10,000
Duvanjske Građansko udruženje žena	Tomislavgrad/Duvno				2,000					2,000
Udruženje paraplegičara i oboljelih od dječije paralize Općine Tuzla	Tuzla		9,935	7,051						16,986
Crveni križ Tuzlanskog kantona	Tuzla		9,947	12,954			12,954			35,855
UG Novi Horizonti	Tuzla				1,990					1,990
Biro za ljudska prava Tuzla	Tuzla				2,000			2,089		4,089
ONIKS kultuno edukativni centar	Višegrad		9,953							9,953
DG Nove Nade Višegrad	Višegrad									0
Udruženje hendikepiranih osoba Višegrad	Višegrad					2,990				2,990
Naša djeca	Zenica		9,870							9,870
Lotos	Zenica		9,390					4,575		13,965
UG privrednika poslodavaca općine Zenica	Zenica		9,898							9,898
Crveni polumjesec u BiH	Zenica					4,995				4,995
Crveni križ Ze-Do kantona	Zenica					2,983				2,983
Asocijacija Inženjera Općine Banovići	Banovići	2,963								2,963
Udruženje građana Stolac	Stolac			11,262			11,262			22,524
Altaris School Magazine		3,000								3,000
Pokret Potrosaca RS		3,000								3,000
Micro grant Sanski Most	Sanski Most	2,960								2,960
Micro Grant Drina Gorazde	Goražde	2,882								2,882

Općina Bosansko Grahovo	Bosansko Grahovo										19,686				19,686
Općina Trnovo	Trnovo										15,015				15,015
Biblioteka Maglaj	Maglaj										13,500				13,500
Centar za socijalni rad	Zenica										19,094				19,094
Mz Bočinja	Maglaj										4,700				4,700
Općina Zavidovići	Zavidovići										11,005				11,005
Centar za kulturu	Orašje										21,241				21,241
Sumejja	Mostar										33,015				33,015
Urbanistički zavod Kalesija	Kalesija										19,552				19,552
Općina Široki Brijeg	Široki Brijeg										35,650				35,650
Humanitas	Doboj										36,087				36,087
Jedinstvena organizacija mladih	Jelah										10,660				10,660
Biblioteka Bihac (American Coorner)	Bihać										18,543				18,543
Izbor Plus Trening	Sarajevo				41,877								63,207		41,877
Total per grant type		349,028	269,734	49,289	396,831	47,905	505,820	72,245	34,214	281,270	659,659	96,901	57,429	63,207	2,820,325

TELECOTTAGE GRANTS IN USD			
LOCATION	ROUND 1	ROUND 2	TOTAL
Ljubuški	25,065.00	12,868.00	37,933.00
Čapljina	29,132.00	13,073.00	42,205.00
Rama	24,930.00	10,998.00	35,928.00
Milći	24,984.00	10,620.00	35,604.00
Zvornik	24,986.00	11,985.00	36,971.00
Vlasenica	24,933.00	11,985.00	36,918.00
Bijeljina	24,994.00	11,859.00	36,853.00
Trebinje	24,992.00	11,993.00	36,985.00
Nevesinje	24,995.00	12,000.00	36,995.00
Višegrad	25,977.00	12,000.00	37,977.00
Grude	25,000.00	11,996.00	36,996.00
Kopači	24,796.00	6,000.00	30,796.00
Fojnica		21,765.00	21,765.00
Nemila		25,999.00	25,999.00
Kozarac		25,994.00	25,994.00
Laktaši		15,999.00	15,999.00

Bosanska Krupa	25,971.00	25,971.00
Glamoč	26,000.00	26,000.00
Jablanica	5,200.00	5,200.00
G.Vakuf	15,999.00	15,999.00
Kotor Varoš	25,986.00	25,986.00
Rudo	15,980.00	15,980.00
Sarajevo	35,560.00	35,560.00
TOTAL	304,784.00	377,830.00
		682,614.00

ANNEX IX: OVERVIEW OF DEMNET I AND II COMPONENTS, BENCHMARKS AND ACHIEVEMENTS AS PER IMPLEMENTERS' FINAL REPORTS

i) DEMNET I

Program Components	Benchmarks	Achievements (as per ORT Final Report 2001)
Component I: Training and Technical Assistance	Organizational development 1) All assisted NGOs improve their operational capacity to execute stated objectives, as indicated by clear and understood mission statements consistent with their activity portfolios; development of personnel systems including job descriptions, performance appraisal systems and recruitment and dismissal policies; and decentralization of decision-making authority to appropriate management levels 2) All assisted NGOs implement clear and complete financial control systems and follow standard financial management procedures as defined in their individual work plans 3) All assisted NGOs have at least two reliable sources of funding 4) All assisted NGOs diversify their financial portfolios during the period of assistance 5) At least 50% of assisted NGOs develop a defined and understood governance structure to provide targeted leadership and continuity in the areas of strategic decision making and fundraising	<ul style="list-style-type: none"> • All DemNet partners either revised or created clear and understood mission statements which are consistent with the organizations' overall objectives • All NGOs developed personnel systems which have included: job descriptions, performance appraisal systems, recruitment and dismissal policies as well as the decentralization of decision-making authority to appropriate levels • All DemNet NGOs have put in place clear and complete financial control systems which follow standard management procedures and have met or exceeded this benchmark • DemNet partners were successful in obtaining reliable sources of funding as well as diversifying their financial portfolios during the Institutional Development Grant (IDG) period. Although most funding has been received from international sources, many organizations have been successful in obtaining funding and support from local municipal authorities and local businesses as well as securing alternative sources of funding such as: service for fees, magazine subscriptions and printing presses • Same as achievement for benchmark 3) in Component I. • All DemNet partners have a defined governance structure which is understood by the organization and which has assisted them in addressing long-term strategic planning and fundraising with the assistance of the ORT trainers. Many NGOs have created

Media relations

- 6) At least 75% of assisted NGOs use a form of media to inform the public about their activities or the concerns of their constituents

Community development

- 7) At least 30% of assisted NGOs increase community liaison through, for example, soliciting community input for key decisions or increasing volunteer participation

Policy advocacy and coalitions

- 8) Increased involvement of NGOs in local government policy formulation, as indicated by 50% increase in the number of consultations between NGOs and government officials
- 9) At least 15 new projects undertaken by NGOs with support from local government or business in target sectors

strategic planning and fundraising committees as part of their board which have been instrumental in promoting the long-term goals of the organization.

- Most NGOs achieved their self-selected goals, which include media coverage, public debates and roundtables, publishing newsletters, fact sheets and brochures, establishing networks, and creating high visibility special events.
- Almost all NGOs employed various techniques for obtaining community input for design and implementation of their DAG project goals and for increasing and utilizing volunteer participation.
- A high level of interest and support for the NGOs' issues was provided by all levels of government, parliament, media, and other sector representatives - as indicated by their participation in activities and approval of requests.
- All NGOs established contact with, and in most case, nurtured relationships with representatives from all levels of government
- Many NGOs demonstrated impressive levels of sophistication in their advocacy campaigns and lobbying efforts. Cantonal and municipal officials regularly worked in collaboration with the NGOs and others
- The most profound successes are reflected in the number of projects that were implemented with direct support from local government and/or private businesses subsequent to successful lobbying efforts on behalf of the NGOs. Upon completion of the IDG phase, all 28 partners submitted applications and subsequently received USAID funding for civic action development activity grants (DAGs).
- Private businesses also supported NGO activities in the form of financial and material support and lobbying assistance.
- Cross-sector collaboration is demonstrated by several informal and formal groups

**Component 2:
Grants**

Grant awards and implementation

- 10) Increased number of assisted NGOs participate in short-term, issued-based coalitions that publicize the concrete result of their work
 - Numerous short-term coalitions were established and/or strengthened during the DemNet program. In addition to NGOs now working together to address common goals, several coalitions consist of representatives from various sectors
 - In cooperation with USAID, ORT developed a schedule for soliciting grant applications within 45 days of project startup. The eligibility criteria and applications; which were approved by USAID, were distributed throughout the introductory workshops within 60 days ahead of schedule. ORT solicited the direct participation and input of Bosnians into its grant selection *- process through the creation of a review panel.
- 1) Development, in cooperation with USAID, of a schedule for advertising and soliciting grant applications within the first month of the program
 - Same as achievement for benchmark 1) in Component 2.
- 2) Grant application designed and finalized, with USAID approval, within the first two months of the program
- 3) Grant award criteria and selection process determined with USAID approval, within the first three months of the program
 - Twenty-eight of the 29 partners (one NGO was dropped from the program because they falsified documents) successfully completed the IDG phase of the ORT NGO development and sustainability program. Upon completion of the IDG phase, all 28 partners submitted applications and subsequently received USAID funding for civic action Development Activity Grants (DAGs).
- 4) A total of approximately \$375,000 awarded in sub-grants annually
 - A total of \$366,003 was awarded in sub-grants in year one, and a total of \$317,126 was awarded in year two. USAID agreed to reallocate grant funding in year two and shift money to the public awareness campaign due to the reduction of proposed NGO partners from 30 to 28 organizations.

**Component 3:
Exit strategy
(sustainability)**

**DemNet staff development
Leadership management training program**

- 1) Formation and training of local consultancy team to create indigenous NGO Development and Sustainability Program by month 5 of the program
 - A critical component of ORT's strategy was to develop and strengthen a local team of trainers to provide customized TA and training for each NGO partner. The ORT training team was recruited from diverse backgrounds, and received intensive training of trainers (TOT) through numerous training retreats, workshops, and in-house ongoing training to ensure a shared baseline of knowledge.



- 2) Delivery of an intensive NGO Development and Leadership certification program consisting of education, training and internships
 - ORT designed and delivered a three-part leadership certification program for board presidents and executive directors of the 28 DemNet partners

- 3) Development, within the first twelve months of the program, of a methodology for indigenizing components one and two, including through exploration of sustainable systems of compensation for indigenous capacity-building services
 - The former USAID Mission Director instructed the ORT Country Director not to proceed with plans to indigenize components one and two. Furthermore, USAID announced plans to release an RFA for DemNet II which required incorporation of the ORT trainers and staff in Phase II.

ii) DEMNET II

Program Components	Result areas 1-4	Benchmarks	Achievements (as per ADF Final Report 2004)
Component I: Training and Technical Assistance	RESULTS AREA ONE: Stronger and More Sustainable NGOs that Advocate on Behalf of Citizen Interests and Facilitate Citizen Participation	RESULT 1.1 – INCREASED OPERATIONAL CAPACITY At least 40 Bosnian NGOs strengthen or increase their operational capacity, diversification of funding, internal governance, community liaison and ability to use the media. Indicator: Number of NGOs with increased capacity in nine specific indicators (see Attachment 13) Target: 40 Integrated Assistance Package (IAP) NGOs with improved capacity	Out of the total of 51 IAP NGOs, 38 NGOs improved capacities in all 9 specific indicators, while the remaining 13 NGOs improved capacities in 2 to 8 different indicators. Specifically: <ul style="list-style-type: none"> • 47 NGOs have clear and understood mission statements that correspond to activities and that have are publicly presented. • 42 NGOs have written Strategic Plans with a financial plan for the next 3 to 5 years • 46 NGOs have adequate personnel systems • 45 NGOs exhibit decentralized decision-making at the governing and executive levels • 47 NGOs implement clear and complete financial management and control systems that are in compliance with local regulations and are able to meet donors' requirements • 47 NGOs have a diversified financial portfolio • 44 NGOs have defined and understood governance structures • 51 NGOs strategically use the media to inform the public of their activities or issues and have a public relations plan and media archive

Component 2: Grants

- 1) Institutional Development Grants (IDGs) – 38
- 2) Civic Action Partnership Grants (CAPs) – 48
- 3) Civic Initiatives Micro-grants (CIMs) - 38
- 4) Support Institution Grants (SIG) - 4
- 5) Financial Diversity Package (FDP) - 3
- 6) Internal Governance Package (IGP) – 3
- 7) Planning Package (PP) - 3
- 8) New Practices/ Nova Praksa Grant (NP) - 27
- 9) Orphan Support and Advocacy Program Grant (OSAP) - 14

RESULT 1.2 – INCREASED ADVOCACY CAPACITY

At least 40 Bosnian NGOs will increase their capacity to conduct advocacy on behalf of their members or constituents and to mobilize member/constituent participation in the effort

Indicator: The number of NGOs with an increased score on the Advocacy Capacities portion of the Organizational Assessment.

Target: 40 NGOs with increased scores

RESULT 1.3 – ADVANCED SKILLS FOR DEMNET NGOS

At least 20 DemNet I graduates increase their institutional capacity in at least one substantive area

Indicator: Assessments of participant institutional strength before and after capacity building.

Target: 20 NGOs increase capacity in at least one area

RESULT 1.4 - BROADER CIVIL SOCIETY COMMUNITY

At least 50 additional NGOs gain increased skills in at least one area related to their operational or advocacy capacity

Indicator: Comparison of pre- and post-training assessments in half-day or one-day workshops for the broader civil society community.

Target: Minimum 50 NGOs improve in at least one area

- 45 NGOs take actions to strengthen and develop community and constituent relationships and support for the organization

42 NGOs with an average 34% increased score of the IAP NGOs and 22% increased score of the Advocacy Small Training Package NGOs.

47 advocacy campaigns were conducted, mobilizing an estimated 35,000 citizens.

24 DemNet graduates increased capacity. 4 NGOs improved in three areas; 3 NGOs improved two areas; and 13 NGOs improved in one area.

157 NGOs improved in at least one area, specifically:

- 109 NGOs improved their project planning and proposal writing skills through mini-workshops conducted by ADF staff.
- 22 telecottages and the Telecottages Association increased organizational capacity in a variety of areas.
- 26 NGO members of various coalitions increased skills in coalition building, advocacy and project planning & proposal writing

10) Telecottage Grant (Telecottage) – 36
 11) Regional Internships – 3
Component 3: Coalition building

RESULTS AREA TWO: Increased Communication, Collaboration and Joint Action among NGOs and Between NGOs and other Sectors

RESULT 2.1 – SHORT-TERM COALITIONS

Increased number of NGOs participate in short-term issue-based coalitions that publicize the results of their work

Indicator: Achievement of this result indicated by comparison of the number of NGOs participating in these coalitions at the start and at the end of the program.

Target: Increase in number of NGOs participating in coalitions.

139 NGOs participated in new short-term coalitions that publicized their work

RESULT 2.2 – CONSULTATION WITH GOVERNMENT

Increase in the amount of dialogue and consultation between NGOs and government officials on policy issues and/or the resolution of local problems

Indicator: Number of consultations that take place each year between NGOs participating in the program and government officials at the local, regional/canton, and national levels.

Target: 50% increase

On an annual basis there was a 250% increase in the number of consultations between NGOs and government officials on policy and/or local problems

RESULT 2.3 – INTER-SECTORAL PROJECTS

At least 15 new and successful projects undertaken by NGOs in partnership with or with support from local government or business

Indicator: The number of new joint projects and assessment of the results achieved.

Target: 15

38 new joint projects undertaken and assessed as successful

RESULT 2.4 - LONG-TERM COALITIONS

Formation of organic issue-oriented coalitions working on legal and regulatory reform that develops and implements action plan to achieve objective(s)

Indicator: Actions of the coalition, as documented in records of the coalition, review of the action plan, and assessment of the degree to which the action plan has been implemented.

Target (Initial target): 1 coalition working on legal and regulatory reform related to the NGO sector

12 regional and national coalitions

RESULT 2.5 – GRASS-ROOTS INITIATIVES

**Component 4:
Sustainability
strategy**

**RESULTS AREA
THREE: Development of
Indigenous NGO
Support Structures**

Twenty initiatives conducted by grass-roots groups receiving micro grants succeed in mobilizing citizen participation

Indicator: Number of initiatives that mobilize citizen participation

Target: 20

RESULT 3.1 - SKILLED TRAINERS

Cadre of highly skilled trainers exists with the capacity to meet local NGO organizational development and management needs

Indicator: Independent assessment of trainers' skills and evaluations by participating NGOs of their ability to get their needs met.

Target: 8 highly skilled trainers meeting local NGO needs

RESULT 3.2 – INDIGENOUS TRAINING ORGANIZATION

Formation of a local training and consulting organization

Indicator: Formal registration of this organization and the use of this organization by other contracting institutions.

Target: 1

RESULT 3.3 – NGO SUPPORT STRUCTURES

Creation of at least four NGO support structures providing technical and infrastructure support for the long-term development of civil society in BiH

Indicator: Existence of these support structures, managed by local NGOs, in four cities with active non-governmental sectors. This result also indicated by the services and infrastructure provided by these structures.

Target: 4

RESULT 3.4 – ORPHAN SUPPORT

Creation of a specialized NGO support foundation providing technical, infrastructure and financial support to orphan child institutions and NGOs.

Indicator: Existence of this foundation and the degree to which the foundation provides services to institutions and NGOs.

Target: 1

RESULT 3.5 - TELECOTTAGES

At least 12 telecottages operated by NGOs serve the needs of local NGOs, business and the community

37 initiatives undertaken

8 highly skilled trainers meeting local NGO needs

One training and consulting organization formed, registered, and used by other contracting parties.

26 (22 Telecottages + 1 Izbor plus + 3 local support structures)

One specialized foundation established. Interim support provided to 14 institutions. Three active orphan-support coalitions established


22 telecottages managed by local NGOs exist and provide a minimum of seven services each. A Telecottage Association has been formed to provide ongoing

<p>Result of combined activities of Component 2: Grants / Nova praksa & Component 3: Coalition building</p>	<p>RESULTS AREA</p>	<p>Indicator: Existence of telecottages, managed by local NGOs, providing at least four services to local NGOs, business and the community.</p>	<p>networking assistance and support for the continued development of the telecottage movement in BiH.</p>
	<p>FOUR: Increased Citizen Participation in the Municipal Development Process</p>	<p>Target: 12 telecottages providing minimum of 4 services</p> <p>RESULT 4.1 – PARTICIPATION MECHANISMS Increase in new participation mechanisms established or old mechanisms re-established</p> <p>Indicator: Number of mechanisms for public participation being used that either did not exist or were not being utilized prior to the program.</p> <p>Target: Net increase</p>	<p>20 participation mechanisms established or re-invigorated</p>
		<p>RESULT 4.2 - PARTICIPATORY LOCAL DEVELOPMENT Increase in number of major local development activities that take into account input from participation mechanisms</p> <p>Indicator: Number of activities that were planned or affected by public participation</p> <p>Target: Increase in number of activities</p>	<p>4 major local development activities</p>
		<p>RESULT 4.3 – PUBLIC-PRIVATE PARTNERSHIPS Increase in public-private partnerships in local development activities</p> <p>Indicator: Number of new public-private partnerships</p> <p>Target: Net increase</p>	<p>16 public-private partnerships</p>

ANNEX X: DISCLOSURE OF ANY CONFLICT OF INTEREST

Name	Snežana Mišić Mihajlović
Title	External Expert
Organization	IMPAQ International, LLC
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	Monitoring and Evaluation Support Activity (MEASURE-BiH), implemented by IMPAQ International, LLC, Contract No. 168-C-14-00003
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	Democracy Network (Dem Net) I and II Contractor I: American ORT Contractor II: ADF (America's Development Foundation) Cooperative Contract: 168-C-00-99-00100-00 (Dem Net I) Cooperative Agreement: 168-A-00-01-00106-00 (Dem Net II)
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	May 8, 2017

Name	Emina Ćosić-Puljić
Title	MEASURE-BiH Senior Research Analyst
Organization	IMPAQ International, LLC
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Monitoring and Evaluation Support Activity (MEASURE-BiH), implemented by IMPAQ International, LLC, Contract No. 168-C-14-00003
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Signature	
Date	May 10, 2017

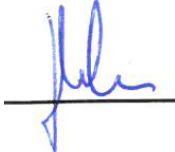
Name	Vanja Ibrahimbegović Tihak
Title	MEASURE-BiH Research Analyst
Organization	IMPAQ International, LLC
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Monitoring and Evaluation Support Activity (MEASURE-BiH), implemented by IMPAQ International, LLC, Contract No. 168-C-14-00003
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Signature	
Date	May 25, 2017

Name	Sanel Huskić
Title	MEASURE-BiH Senior Research Analyst
Organization	IMPAQ International, LLC
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number <i>(contract or other instrument)</i>	Monitoring and Evaluation Support Activity (MEASURE-BiH), implemented by IMPAQ International, LLC, Contract No. 168-C-14-00003
USAID Project(s) Evaluated <i>(Include project name(s), implementer name(s) and award number(s), if applicable)</i>	Democracy Network (Dem Net) I and II Contractor I: American ORT Contractor II: ADF (America's Development Foundation) Cooperative Contract: 168-C-00-99-00100-00 (Dem Net I) Cooperative Agreement: 168-A-00-01-00106-00 (Dem Net II)
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
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Signature	
Date	May 25, 2017

**MONITORING AND EVALUATION
SUPPORT ACTIVITY (MEASURE-BiH)**

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