



Local Democracy Agency of Mostar

**LDA Mostar**

Activity report 2009

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# Introduction



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In 2009 we had the chance to work together with our local, regional and European partners and be active in the fields of engagement of citizens and civil society in the public life, in the continuous training for local authorities and in the cooperation actions and exchanges between BH and other European communities

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The path toward the full democratization and local development in Bosnia Herzegovina is still difficult and painstaking and the process of European integration is heavily undermined and far from representing a concrete option for the well-being of Bosnian citizens.

The Country seems suspended in a state of limbo where the spectres of the ethnic tensions - often still fuelled even by central politicians-, of the violation of minority rights, of the heavy corruption, impeding bureaucracy, economic depression, high unemployment rate and citizens' frustration are overwhelming obstacles for the stabilization of the Country.

One in all: the lack of a modern and capable unique political wish to really put Bosnia Herzegovina in the process of institutional strengthening and socio-economic development, aiming at finalize the transitional period and overcome the political and economic isolation by entering the EU.

Despite that unsettled situation still provoking many political and social tensions in the Country,

the International community had started shifting its attention and support towards other emergencies in the world.

Bosnia Herzegovina and its citizens happened to be left to their destiny.

Fortunately many willing citizens, civic associations and public officers resist in that dark scenario and are engaged in important projects and activities for building up a better future for their society and individuals.

With this kind of extraordinary people the Local Democracy Agency of Mostar has been working in the town of Mostar and its surroundings.

Thanks to our European active partnership and the network of other LDAs we are supported in our work with the local authorities and citizens for the improvement of Mostar democracy and civil rights.

Also in 2009 we had the chance to work together with our local, regional and European partners and be active in the fields of engagement of citizens and civil society in the public life, in the continuous training for local authorities and in the cooperation actions and exchanges between BH and other European communities.

The recently passed year marked many important achievement for us: we were building bridges between Mostar community and the European communities working with us and many more challenging professional and personal relations were set up and got nearer, at local and international level, to work together for the sustainable development and empowerment of citizens.

I think our work has been valuable mainly because of a very simple thing: we listen to the voice of citizens and use our knowledge and set of regional and international contacts to find solutions with the civil, public and private stakeholders.

After 3 years as Director of LDA Mostar and looking back to the past, I strongly believe LDA Mostar has arrived to a turning point: it is now, more than before, a reference model for its methodology, participated strategy, professionalism and openness.

I do ensure that in the future LDA Mostar will keep on its commitment and dedication to Mostar and Bosnia Herzegovina.

**Jlenia Destito**

Executive Director

Local Democracy Agency of Mostar

# Information about organisation


**LDA Mostar:**
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**Partners:**

- Region Puglia - Italy / Partner leader,
- City of Mostar - BiH / Partner host,
- City of Monfalcone - Italy,
- Venice Province - Italy,
- Brindisi Province - Italy,
- City of Kragujevac - Serbia,
- Municipality of Vejle - Denmark,
- Municipality of Sund - Norway,
- NGO IPSIA - Italy

**Mission:**

To support the process of democratisation in the City of Mostar by strengthening good governance and capacity building of local authorities and civil society and participation of citizens in public life.

**Vision:**

LDA Mostar will be a resource centre for the institutions of Cantonal authorities, City Administration and civil society for harmonisation of democratic standards with those of the European Union.

**Objectives:**

Objectives of the LDA Mostar' activities and projects are:

- Promotion of concrete initiatives of encouragement of democracy at local level
- Building bridges between citizens and authorities
- Development of plural civil society and active participation of all social groups
- Encouragement of the process of reconciliation and protection of human rights
- Encouragement of sustainable local development
- Strengthening of knowledge of local community on processes of stabilisation and accession

LDA Mostar will be a resource centre for the institutions of Cantonal authorities, City Administration and civil society for harmonisation of democratic standards with those of the European Union



**LDA Mostar is a member of the following associations, networks and councils:**

- ALDA / Association of Local Democracy Agencies - LDA Mostar belongs to the network of Local Democracy Agencies, which, under the patronage of the Council of Europe, are active on the territory of former Yugoslavia, Georgia and Albania. Local Democracy Agencies Programme was established in 1993 by the Council of Europe Congress of Local and Regional Authorities aiming to provide support to democratic processes and respect of human rights. Currently, the LDA network, co-ordinated by the Association of Local Democracy Agencies, with offices in Strasbourg, Bruxelles and Vicenza gathers 200 partners from 21 European countries.
- Mostar Youth Council – LDA Mostar has its representative in the Mostar Youth Organisations Council, and, by way of its active participation, supports the work of the Council.
- Network of Regional Resource Centres (RCC) in BiH – Within the realisation of the Centre for Promotion of Civil Society Programme "Sustainable Development of Non-Profit Sector in BiH II" funded by USAID, a network of Regional Resource Centres (RCC) has been established in BiH. These RCCs do not represent new organisations or new structures within organisations, they serve more as a support to the existing resources and activities of stronger NGOs in certain regions of BiH, and which already by nature play a role of a resource centre for less developed NGOs in that particular region.
- Basic principles and objectives of co-operation are realised in the spirit of professionalism and common understanding and respect. Implementation of joint co-operation through distribution of inter-flow of information, education, co-ordination and effective provision of services to non-governmental, governmental and business sectors.
- Network Plus Agreement – LDA Mostar has become a member of the "Network Plus Agreement", which aims to support continuous development of civil society and good governance in BiH in accordance with democratic principles and values, and to support BiH in the pre-accession reforms for the membership in EU by active joint engagement of authorities, civil society and private sector.
- EVS / European Voluntary Service – LDA Mostar is a member of the European Voluntary Service, where it is registered as an organisation for sending and receiving volunteers at international level.



# Projects fundraised by LDA Mostar



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By establishment of the Resource Centre for Democratisation, LDA Mostar has framed all of its activities related to supporting the process of democratisation of society

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## 1.1 Resource Centre for Democratisation Mostar (RCD)

**Donors:** Region Puglia (Italy) – within its Law on Decentralised Co-operation, and Open Society Fund of Bosnia and Herzegovina - SOROS

**Duration:** September 2007 - May 2009

LDA Mostar has, in co-operation with the City of Mostar, initiated establishment of the Resource Centre for Democratisation (RCD) Mostar. Upon its establishment, RCD LDA Mostar was actively engaged on the Project “Councillor – Citizen”, funded by the Open Society Fund BiH – SOROS and Region Puglia (Italy), as well as organisation of training for local and international organisations (Centre for Promotion of Civil Society - CPCD, Handicap International, Entrepreneurship and Business Association LiNK).

### Short description of Project:

The purpose of the Resource Centre for Democratisation (RCD) Mostar is strengthening of local governance, civil society capacity building, connection between the citizens and authorities of the City of Mostar and Herzegovina-Neretva Canton (Canton 7) as well as improvement of dialogue between the citizens, different ethnic groups, and support to the process of democratisation.

Apart from that, the aforementioned Project should support procreation of a completely developed and stable democratic society with direct citizen participation in the decision making process, together with civil society, elected representatives and public servants. By establishment of the Resource Centre for Democratisation, LDA Mostar has framed all of its activities related to supporting the process of democratisation of society, and with that at the same time, also secured room for realisation of other projects and activities, which are not necessarily related to the process of democratisation, but are useful not only for the organisation itself but also for the City of Mostar and the overall region.

### Objectives:

Affirmed and functional Training Centre for the City of Mostar, which supports and strengthens the process of democratisation and capacity building of local authorities and civil society in the City of Mostar, and provides support to institutions of local authorities so that their work would be as effective and transparent as possible. Furthermore, the Project aims to provide support to a completely developed and stable democratic society, with direct citizen participation in the decision making process, together with civil society, local political representatives and local public servants, entirely profiting through participation in the EU integration process.

### Activities realised in 2009:

RCD LDA Mostar realised its activities within the frame of its basic and mobile parts.

## Activities of RCD's basic part:

### • Pro Bono Human Rights Counselling Centre

The Centre for Pro Bono Human Rights Counselling, located in LDA Mostar office, continued with the work initiated in the previous year. LDA Mostar Human Rights Expert was at the citizens' disposal every Thursday from 12:00 to 15:00 hours, until the very end of the Project in May 2009. A media campaign was also implemented, aiming to introduce the work of the Counselling Centre to as many citizens. Numerous media establishments were included into the campaign: TV Mostar, HTV, HTV Oscar C, Youth Radio X, Radio Mostar, Radio Station Mostar, as well as quite a few of web portals, and which, on many an occasion, published information on the Counselling Centre. Posters and fliers were also produced and distributed throughout the City, while, as a part of radio shows RCD Mostar realised in co-operation with the Youth Radio X, the citizens were regularly informed of the Counselling Centre's work.

Legal advices given to the citizens were mainly related to the following fields:

1. Rights and protection in the field of labour and pension insurance
2. Unemployment
4. Health and social protection
5. Implementation of final verdicts
6. Manners of appealing to a higher judicial level (BiH Judiciary System)
7. Free access to information
8. Legal aid
9. Competencies of Ombudsman
10. Procedures towards the BiH Constitutional Court

### • RCD publications

Aiming to promote the concept of knowledge on protection of human rights and democratic principles, the following publications were developed:

- Short Guide Through Human Rights for Citizens
- Democratisation: Short Guide for Citizens

These publications were delivered to the citizens and City servants so that both could acquire practical tools for broadening of their knowledge on the rights and responsibilities in a democratic society.

## Activities of RCD's mobile part

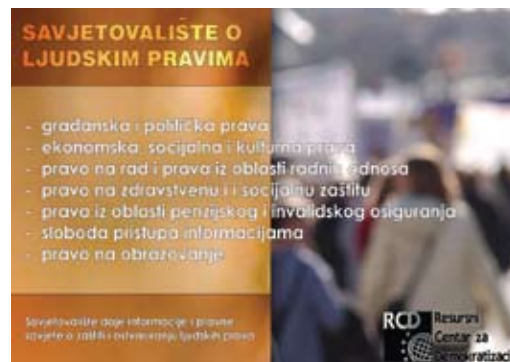
In the mobile part of the RCD Project, in the period from September 2007 - May 2009, the following activities were implemented:

26 trainings, roundtables, workshops

28 radio shows, in co-operation with the Youth Radio X 6 TV shows, in co-operation with RTV Mostar and HTV Oscar C 3 documentary films (Communication of the City of Mostar and Citizens, Position of Roma in the City of Mostar and Social Inclusion).

### • Radio Shows

In 2009 RCD Mostar, in co-operation with the Youth Radio X, continued with the realisation of radio shows with different contents and guests, with the objective to increase the knowledge of the citizens of the LDA Mostar' work (projects, activities),



LDA Mostar u suradnji sa Omladinskim radiom X, realizirala je emisije na različite teme lokalnog karaktera



increase transparency of the City institutions, and improve democratic processes in the City of Mostar. Each show addressed a different subject and had different guests.

Some of the subjects were:

- The work of the Mostar High School Student Councils
- Volunteerism
- Social inclusion
- European projects in implementation in Mostar, with a special emphasis onto the "Pearl.EU" Project
- Citizen participation in the decision making process
- Position of minorities in the of Mostar
- Promotion of the work of non-governmental organisations, partners of LDA Mostar

Radio shows were also thematically related to all other activities RCD Mostar implemented in the respective period. Throughout all shows, the citizens whose human rights were abused were invited to visit the Human Rights Counselling Centre, which was activated and active within the Resource Centre for Democratisation of the Local Democracy Agency Mostar.



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The final objective of those workshops was development of individual programs for children with the special needs, as well as development of files for monitoring of the children included into this program

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### • TV programme

In 2009 RCD continued with broadcasting of monthly TV shows, in co-operation with two TV stations, RTV Mostar and HTV Oskar C. The aim of these shows was similar to that of the radio shows: campaign on transparency of the work of local authorities, social inclusion, and protection of human rights and process of democratisation. The RCD's TV shows were emitted in a popular time slot, simultaneously on programmes of both partner TV stations.

### • Trainings, workshops and roundtables

#### **Continuation of realisation of workshops in Mostar's Kindergartens**

LDA Mostar Resource Centre for Democratisation, in co-operation with the City of Mostar's Kindergartens and the Mobile Team for implementation of experimental educational programme "Inclusion – 1st Phase" in pre-school institutions of Herzegovina-Neretva Canton for 2008 and 2009, continued with the realisation of workshops in kindergartens. In the first phase, kindergartens Bambi, Kuća od kamena, Pčelica and Radobolja were visited by a speech therapist and a special educator aiming to observe and prematurely recognise the children with difficulties in development and provision of recommendations for the future work to the educators. As a follow up to these workshops, kindergartens Kuća od kamena and Bambi were revisited, and practical work with children but also with educators was initiated. This phase envisaged provision of practical advices and recommendations to educators for the future work with the children in which certain problems were noted. The final objective of those workshops was development of individual programs for children with the special needs, as well as development of files for monitoring of the children included into this program.

#### **Organisation of a two-day training entitled "Communication and Public Relations"**

LDA Mostar Resource Centre for Democratisation organised on 27th and 28th January 2009 a two-day training entitled "Communication and Public Relations" for the representatives of the Canton 7 Ministries and non-governmental organisations.



The aim of the training was to alleviate the communication between the representatives of the Canton 7 Ministries and non-governmental organisations with the media and journalists, and inform them of the functioning principles of the City of Mostar Public Relations Office.

The participants were, through practical work, presented with the following:

- How to make a public statement to the media
- How to provide the journalists with an information in an official and informal conversation
- How to convey information in a clear and concise manner

### **Realisation of the fourth TV show on the subject of "Communication of the City of Mostar and Citizens"**

RCD LDA Mostar, in co-operation with RTV Mostar and HTV Oscar C, on 29th January 2009 broadcasted the 4th TV show. The subject of the show was "Communication of the City of Mostar and Citizens". The guest of the show was the City of Mostar Public Relations Office' Officer. The aim of the show was to inform the citizenry of all manners of communication between the City of Mostar and the citizens (Counter hall for documentation issuance, pro bono legal aid, freedom of access to information...).

### **Premiere broadcast of a documentary film of the subject of "Communication the City of Mostar – Citizens"**

On 29th January 2009 RCD LDA Mostar, in co-operation with RTV Mostar and HTV Oscar C, broadcasted for the first time its documentary film on the subject of "Communication the City of Mostar – Citizens". The aim of this film was to show the real situation in regards to the communication between the City of Mostar and the citizens, inform the citizenry of the new manners of communication, and indicate the need for constant improvement of all manners of communication with citizens.

### **Organisation of a workshop entitled "Women's Rights in BiH – Gender Equality"**

LDA Mostar Resource Centre for Democratisation organised on 30th January 2009 a workshop for the representatives of the Mostar High School Student Councils, entitled "Women's Rights in BiH – Gender Equality". This workshop was the forth in a row organised for the representatives of the Mostar High School Student Councils.

The workshop aimed to inform the students on the women's rights, gender equality and youth rights in general in BiH.

### **Organisation of a two-day training entitled "Communication and Public Relations"**

LDA Mostar Resource Centre for Democratisation organised on 02nd and 03rd February 2009 a two-day training entitled "Communication and Public Relations" for the representatives of the Mostar City Administration and non-governmental organisations. The aim of the training was to alleviate the communication of the Mostar City authorities and non-governmental organisations' representatives with the media and journalists and inform them of the functioning principles of the City of Mostar Public Relations Office. Through practical work, the training participants were presented with the following:

- How to make a public statement to the media
- How to provide the journalists with an information in an official and informal conversation
- How to convey information in a clear and concise manner



**Organisation of a workshop on the subject of "Inter-cultural Dialogue II"**

LDA Mostar Resource Centre for Democratisation organised on 25th February 2009 a workshop on the subject of "Inter-cultural Dialogue II" for the representatives of the Mostar High School Student Councils. The aim of the workshop was to introduce the students to the basics of:

- Communication
- Conflict
- Dialogue
- Negotiation skills
- Communication skills

**Broadcasting of the fifth TV show on the subject of "Position of Roma Population in the City of Mostar"**

On 26th February 2009 LDA Mostar Resource Centre for Democratisation, in co-operation with RTV Mostar and HTV Oscar C, broadcasted its fifth TV show. The subject of the show was "Position of Roma Population in the City of Mostar". The guest of the show was the President of Roma Neretva Association from Mostar, and he was given an opportunity to indicate the problems Roma population face in the City of Mostar.

**Premiere broadcast of a documentary film on the subject of "Position of Roma Population in the City of Mostar"**

On 26th February 2009 RCD LDA Mostar, in co-operation with RTV Mostar and HTV Oscar C, broadcasted for the first time a documentary film on the subject of "Position of Roma in the City of Mostar". The aim of this film was to show the real position of Roma in the City of Mostar, indicating their burning problems as well as sensitisation of public in regards to this issue. The film was also broadcasted as a part of the BHT Programme (national TV) in December 2009.

The aim of the film "Position of Roma in the city of Mostar" was to show the real position of Roma in the city of Mostar indicating their burning problems

**Organisation of two-day training for the Mostar Youth Council representatives on the subject of "Strategic Planning"**

LDA Mostar Resource Centre for Democratisation organised on 11th and 12th March 2009 two-day training for the representatives of the Mostar Youth Council on the subject of "Strategic Planning". The purpose of the training was to introduce the representatives of the Mostar Youth Council to the definition, purpose and significance of strategic planning and manners of creation of common vision of the future, while the training objective was development of concrete action plans for the period of one year.

**Organisation of two-day training on the subject of "EU IPA Funds for BiH 2007-2013 – Advanced Module"**

On 23rd and 24th March 2009 LDA Mostar Resource Centre for Democratisation organised a two-day training for the representatives of the Canton 7 Ministries, Canton 7 Government and Mostar City Administration on the subject of "EU IPA Funds for BiH 2007-2013 – Advanced Module". The purpose of the training was broadening of knowledge and building of capacities of public servants on possibilities of using EU funds for BiH. This training was a sequel to the trainings RCD Mostar organised in September 2008. The training was dedicated to the following subjects:

- IPA funds
- Transition and institutional development support
- Cross-border co-operation
- Stakeholder analysis
- Development of logical framework matrix



### **Realisation of the sixth TV show in co-operation with RTV Mostar and HTV Oscar C**

On 17th April 2009 LDA Mostar Resource Centre for Democratisation, in co-operation with RTV Mostar and HTV Oscar C, realised its final, sixth in a row TV show. The guest of the show, Mostar City Council Public Relations Officer, had an opportunity to present to the citizens a communication system "Parla.Net", which, unlike the previous system "Conect 35", enables a two-way communication between the citizens and elected councillors.

### **Organisation of a workshop on the subject of "Communication of Media with Governing Institutions and Practical Workshop of Journalism"**

On 24th April 2009 LDA Mostar Resource Centre for Democratisation organised a workshop for the representatives of the Mostar' media establishments on the subject of "Communication of Media with Governing Institutions and Practical Workshop of Journalism".

The workshop addressed the following subjects:

- How to recognise news
- How to write news
- How to convert a field story into a website news
- How to accomplish better communication of media with the governing institutions



### **Organisation of two-day training on the subject of "Importance and Techniques of the Planning Process with Citizen Participation"**

On 28th and 29th April 20 LDA Mostar Resource Centre for Democratisation organised a two-day training for the representatives of the Herzegovina-Neretva Canton (Canton 7) Ministries and Mostar City Administration on the subject of "Importance and Techniques of the Planning Process with Citizen participation".

The training addressed the following:

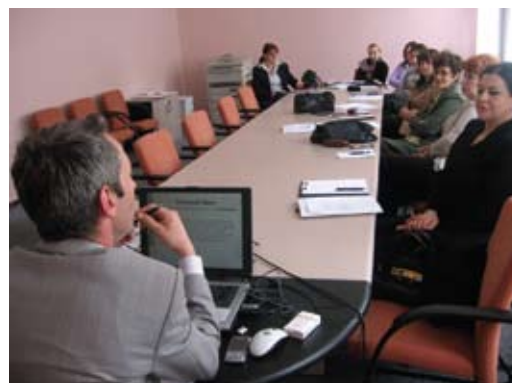
- Planning (action and strategic)
- Participation and conditions of good co-operation
- Participatory planning principles
- Problem identification and defining of objectives



Concrete mechanisms for citizen participation into the decision making process:

- Public debate
- Meeting with City Council
- Public opinion poll
- Focus groups
- Ad hoc counselling boards and groups
- Regular bodies and commissions,
- Application of contemporary technologies
- Associations, communities, local offices,
- Open doors
- Public informing
- Educational programmes and people's reporting

The aim of the training was also to point out to the representatives of the City and Cantonal institutions the fact that the citizens are partners and not rivals in the process of planning.





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Organization of a roundtable on the subject of “Cross-border Co-operation - Advantages and Possibilities for Economic Progress” was aimed to band all the advantages and opportunities that Bosnia and Herzegovina has got trough European funds for IPA Adriatic program

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### **Organisation of a roundtable on the subject of “Cross-border Co-operation – Advantages and Possibilities for Economic Progress in Mostar and Canton 7”**

LDA Mostar Resource Centre for Democratisation organised on 13th May 2009 a roundtable on the subject of “Cross-border Co-operation – Advantages and Possibilities for Economic Progress in Mostar and Canton 7”. Having in mind that opening of three bilateral programmes of cross-border co-operation of Bosnia and Herzegovina with Croatia, Monte Negro and Serbia was planned in the upcoming period, as well as the IPA Adriatic Programme, a roundtable was organised so to explain all advantages and possibilities Bosnia and Herzegovina has through these European funds. The aim of the roundtable was an exchange of ideas, insight into problems representatives of governmental and non-governmental sectors face when attempting to realise those ideas, and how to overcome the problems. The most frequent problems they come across are: lack of teams of people within governing structures educated on these subjects, lack of database of EU projects being implemented on the territory of Canton 7, lack of co-ordination and impossibility of heterogeneous effects. Representatives of the Canton 7 Government and Ministries, Mostar City Administration and relevant civil society organisations took part in the work of the roundtable.

### **Visit of speech therapist to Kindergarten “Jasmin”**

As a part of the RCD activities related to social inclusion, in the period 01st-15th May 2009, a speech therapist visited Kindergarten “Jasmin”. Within the visits, children with speech difficulties were identified and included into the speech therapy treatment.

The speech therapy treatment consisted of:

- First speech therapy examination
- Taking the anamnesis (informative conversation)
- Determination of speech status
- Determination of hearing status
- Speech therapy treatment of speech
- Correction treatment of speech disorder
- Play therapy
- Encouragement of child’s motivation to work
- Provision of instructions to parents for work at home



### **Organisation of the final sessions of the Resource Centre for Democratisation Project Steering Board**

On 30th June 2009 the final session of the LDA Mostar Resource Centre for Democratisation (RCD) Project Steering Board was held on the premises of LDA Mostar. The RCD Project Manager and LDA Mostar Finance Officer presented the Narrative and Financial Report on the work of the RCD Mostar. The Steering Board members – representatives of the City of Mostar, in charge of ensuring the transparency of utilisation of funds allocated to the RCD LDA Mostar, as well as monitoring of activities’ realisation, accentuated their satisfaction with the implemented project and its positive reflection onto the local community.

### **Workshop for children “European bear or the toys shop”**

LDA Mostar, within the RCD project, implemented an activity on intercultural coexistence and democratic values targeting children of Mostar. This activity consisted of two-month workshops aiming at making children reflect upon the importance of mutual respect and brotherhood by taking inspiration from the Italian fairy-tale “The European bear or the toy shop”.





The fairy-tale "The European bear or the toy shop" was written by Gianfranco Draghi in the 50's in order to prevent the risk of further world-wide conflict after the tragedy of the Second World War. Nowadays, the story is used in several Italian schools to address the subject of tolerance and intercultural dialogue.

The preparatory work of the LDA Mostar in 2008 consisted of two study visits to Ravenna (Italy), where the City Administration promoted many projects in the local schooling systems using "The European bear or the toy shop" as a starting point and a tool to initiate pedagogical itineraries which involve Italian and foreign children attending the same schools.

The fairytale had been translated from Italian to local language and printed out for local schools and kindergartens.

The workshops were realised in the Kindergarten "Stone House" and the 4th Elementary School in Mostar.

As a result of a two-month workshop with the children of the 4th Elementary School, the play "The European bear or the toy shop" was also prepared, which, aside from the preview, had a premiere on 19th March 2009, where huge interest of pupils, teachers and friends of school was noted.

The children of the "Stone House" Kindergarten also prepared a play with the toy shop puppets, made during the workshop with other educational activities. The event was organised in the Kindergarten on 05th March 2009.



## 1.2 Series of trainings for "Handicap International"

LDA Mostar delivered a series of trainings for the beneficiaries of the "Participatory Mine Action and Development" Project, which is implemented by the organisation "Handicap International", aiming to support the population living in the mine affected communities.

- 11th August 2009 – One-day training "Work in Partnerships and Access to EU Funds" for the representatives of local authorities and civil society of Municipality Berkovići, RS BiH.
- 19th-20th August 2009 – Two-day training "Project Proposal Development" for the representatives of local authorities and civil society of Municipality of Berkovići, RS BiH.
- 02nd September 2009 - One-day training "Work in Partnerships and Access to EU Funds" for the representatives of local authorities and civil society of Municipality of Stolac, FBiH.
- 08th-09th September 2009 - Two-day training "Project Proposal Development" for the representatives of local authorities and civil society of Municipality of Stolac, FBiH"
- 23rd-30th November 2009 – For-day training "Project Proposal, Logical Framework Matrix and Concept Note" and one-day training "EU Funds" for the representatives of civil society organisations of Municipalities of Berkovići (RSBIH) and Stolac (FBiH).



### 1.3 Training for the Entrepreneurship and Business Association LiNK Mostar



On 16th and 17th November 2009 a two-day seminar on the subject of "Team Building and Strengthening of Team Work and Strategic Planning" was organised for the members of the Supervisory and Steering Boards, and employees of the Entrepreneurship and Business Association LiNK Mostar. The aim of the training was to explain importance of building a quality team. The subjects that were discussed on the first day were as follows:

- Definition and concept of team work
- Terms: Assertiveness, co-operation and collaboration
- Symptoms which point out problems in a team
- Characteristics of a successful team
- Guidelines for providing feedback
- Guidelines for receiving feedback
- A twelve point list as a guide to procreation of an effective team process.

The second day of the training was dedicated to "Strategic Planning" and aimed to accentuate importance of planning and more closely explain the following subjects:

- Definition, purpose and significance of planning
- Development of a common vision of the future
- How to achieve the purpose
- Concrete objectives and necessary actions
- Development of Action Plan
- Analysis of existing results
- Determination of deadlines



### 1.4 Needs assessment and trainings for NGOs within the network of Regional Resource Centres (RCC) BiH



LDA Mostar Resource Centre for Democratisation has, as a member of the network of Regional Resource Centres (RCC) established as a part of a Centre for Promotion of Civil Society Project, realised a needs assessment of the non-governmental sector from 16 municipalities of Herzegovina (Canton 7 and southern part of RS): Mostar, Široki Brijeg, Neum, Stolac, Čapljina, Ravno, Trebinje, Ljubinje, Bileća, Nevesinje, Gacko, Čapljina, Ljubuški, Jablanica, Konjic and Prozor. In accordance with the assessment's results obtained through a survey, two trainings were conducted for NGOs coming from these municipalities.

- 18th December 2009 – Training on "Project Proposal Development"

- 22nd December 2009 – Training on "Strategic planning"

In this manner an attempt was made to directly answer to the needs of civil society organisations in BiH, with the objective of strengthening their capacities.



### 1.5 "Councillor – Citizen" Project

Donors: Region Puglia (Italy) – within its Law on Decentralised Co-operation, and Open Society Fund Bosnia and Herzegovina  
Duration: December 2009 - December 2010.

#### Short Project description:

Project entitled "Councillor – Citizen" will promote the work of the City Council, encourage citizens to actively participate in the decision making process, strengthen the communication between the Councillors and citizens of Mostar.

This Project and its title "Councillor – Citizen" has an intention to accentuate that every councillor is at the same time a citizen, but also that every citizen can and should be a councillor, by using the competencies of their councillors, as their political representatives, to realise their ideas and find solutions to their problems. The purpose of the Project is strengthening of local governance, civil society capacity building, connection between the citizens and the Mostar and Canton 7 authorities, as well as improvement of dialogue between the citizens, different ethnic groups and support to the process of democratisation. In order for the local authorities to meet the needs of their beneficiaries, they have to consult and encourage them to participate in the decision making process. Process of democratisation, human rights protection, citizen participation in the decision making process, and better and more transparent work of local authorities and their institutions are basic preconditions for BiH to enter the European integration. On the other side, citizens in most cases are completely unaware of their rights and social obligations, and they lack "tools" and knowledge that would secure them quality negotiations with the representatives of local authorities, so to fully utilise their civil rights. For that reason, and with strong support and in co-operation with the Mostar City Council, a project idea was developed, and transfused into a project entitled "Councillor - Citizen". The Project includes all of the above mentioned processes, and its objective is their improvement and making the communication citizens – City authorities significantly better and more effective.

#### **Objectives:**

Strengthening of the process of democratisation and capacity building of local authorities and civil society, with the support of the Resource Centre for Democratisation for the purpose of promotion of direct sustainable citizen participation in the decision making processes in the City of Mostar.

#### **Specific Objectives:**

- Increase citizen participation by way of bottom-to-top methodology/approach in the decision making process
- Improve communication between the citizens and the Mostar City Council by increasing transparency, responsibility and interaction councillor - citizen
- Strengthen capacity of citizens in advocating their interests and rights
- Strengthen capacity of local officials – councillors in the Mostar City Council

#### **Project activities planned for 2009/2010:**

- Survey – sensitivity of authorities to identification and meeting the real citizen needs
- Informative meeting – training for the Councillors of the Mostar City Council for implementation of the programme planned by this Project
- Training "Participatory Planning Process" intended for the Councillors of the Mostar City Council
- Return of the Councillors to their „bases" (City areas they were elected from) – organisation and implementation of 7 Forums
- Preparation and development of Publication
- Good practices exchange – Study visits
- Pro Bono Legal Counselling
- Promotion of PARLANET
- Final Conference
- Promotional Campaign

#### **Activities realised in 2009:**

On 30th December 2009 an initial meeting was held in the office of the Mostar City Council President, with the aim of joint planning of concrete activities within the Project that will be implemented in 2010.

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Project "Councilor-Citizen" insures continuation of the active work of the RCD Mostar and it is of a great importance for LDA Mostar

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The main goal of the Project is strengthening of the process of democratisation and capacity building of local authorities and civil society, with the support of the Resource Centre for Democratisation for the purpose of promotion of direct sustainable citizen participation in the decision making processes in the City of Mostar

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# Projects fundraised by ALDA

## 2.1 Micro-crediting Scheme

Donor: Ministry of Foreign Affairs of the Kingdom of Norway and Bank of Council of Europe

Partner: Intesa San Paolo Bank

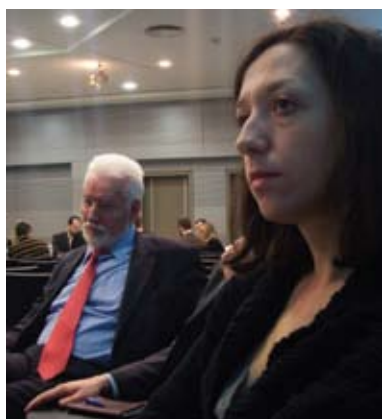
Project duration: January 2007 - July 2010.



### Short Project Overview

Association of Local Democracy Agencies (ALDA) and the network of Local Democracy Agencies (LDA) successfully co-operate with the Ministry of Foreign Affairs of the Kingdom of Norway since 2004, with the objective of strengthening capacities and procreation of better opportunities for young entrepreneurs in the region of Southeast Europe. As a result of this co-operation, an innovative scheme was developed, intended for young entrepreneurs who mainly do not have other possibilities of crediting. The Project is realised thanks to support of the Ministry of Foreign Affairs of the Kingdom of Norway, through specific crediting lines offered in this micro-crediting scheme projects, funded by the Bank of Council of Europe, in co-operation with Intesa San Paolo Bank.

Preparation phase of the Project envisaged strengthening of capacities of Local Democracy Agencies of the countries included into the Project (Croatia, Serbia and BiH), so that they would prepare for the role of logistics centres for the micro-crediting project activities. In the period from 2006 to 2007, representatives of Local Democracy Agencies, 22 of them in total, underwent 260 working hours of training so to gain the necessary knowledge in that field, which will enable them to work on the Project in their regions. The basic task of Local Democracy Agencies is to assist young people in development of business plans, on the basis of which the clientele would gain basic preconditions for the loan utilisation, and their selection. The programme is focused on the start-up activities of young professionals with the objective of initiation of entrepreneurial activities in the region of Southeast Europe.



### Objectives:

Promotion of long-term and sustainable local economic development in the region of Southeast Europe, initiated by young entrepreneurs.

Specific objectives:

- Prepared and well structured Local Democracy Agencies with the aim to provide support to the micro-crediting scheme and assist the clients
- Innovative and sustainable business plans with the aim to apply for a loan, based on which the new successful entrepreneurial activities will be initiated by young people
- Reimbursement of loans in full, out of that quite a few in mid term



### Activities realised in 2009:

- April 2009 – Association of Local Democracy Agencies (ALDA) organised a meeting for the representatives of Intesa Sanpaolo Bank Milano together with all of its branches located in Serbia, Croatia and BiH, representatives of all LDA's from Serbia, Croatia and BiH, and representatives of the Ministry of Foreign Affairs of the Kingdom of Norway and the Bank of Council of Europe.



- September 2009 – Agreement between Intesa San Paolo Bank – branch in BiH and Local Democracy Agencies in Mostar, Zavidovići and Prijedor signed.
- October 2009 – LDA Mostar initiated promotional activities of the Project, and the Project implementation itself, in co-operation with Intesa San Paolo Bank – sub-branches in Mostar.
- December 2009 – upon delivery of the Final Report to the donors, the Project received the support and extension of implementation of activities until July 2010.

## 2.2 Pearl.eu – Platform Enhancing Adriatic Regions Links in Europe

Donor: EU Adriatic New Neighbourhood Programme INTERREG/ CARDS-PHARE

Leading Project Partner: Municipality Lecce, Italy

Project Partners: Italy (City of Bari, Province Bari, Province Brindisi, City of Gorizia, City of Lecce, City of Ravenna, City of Tavagnacco, City of Udine, City of Venezia, City of Trieste, City of Monfalcone, Region Puglia), Bosnia and Herzegovina, (City of Prijedor, City of Mostar, City of Zavidovići, LDA Prijedor, LDA Mostar, LDA Zavidovići) and Croatia (Baranja-Osijek County, City of Sisak, City of Verteneglio, LDA Osijek, LDA Sisak, LDA Verteneglio).

### Short Project Overview:

Strategic objective of the PEARL.EU Project - "Platform Enhancing Adriatic Regions Links in Europe" is establishment of permanent working groups amongst local authorities of Italy and the Balkans and Local Democracy Agencies, with the aim of realisation of concrete activities of the European territorial co-operation.

In this manner, the Project, even though funded out of an old programme period, will contribute to the activation of the new objective 3 of the European Commission "Co-operation of Reform Proposal of Economic and Social Cohesion Policies for 2007 – 2013". The Project especially aims at overcoming the specific legal, administrative, lingual and cultural barriers, contributing to the development of common standards; procreation and development of cross-border networks between local authorities of Italy and the Balkans and Local Democracy Agencies. Aside from that, it attempts to improve the flow of information through frequent exchange of information between the structures included into preparation and implementation of the Project and support the local democracy by strengthening the network of Local Democracy Agencies.

### Activities realised in 2009:

- LDA Mostar secured participation in a training "Project Cycle Management according to the European Union Methodology", for two representatives of the Canton 7 Ministry of Trade, Tourism and Sports; the training was organised by LDA Zavidovići on 24th – 26th February 2009, as a part of the Pearl.Eu Project.
- The Final Conference of the Pearl.Eu Project for Bosnia and Herzegovina took place on 30th and 31st March 2009 in Mostar. The City of Mostar, in co-operation with Local Democracy Agency Mostar organised this Conference, with the presence of the representatives of Partners: City of Prijedor, City of Zavidovići, LDA Prijedor, LDA Zavidovići, LDA Mostar, Province Brindisi and City of Mostar. Activities and results of the Project were presented at the Conference, a DVD dedicated to the Pearl.EU Project was



presented, where its IPA CBC Database was promoted. The discussion of Partners was directed towards finding a modus of co-operation in the future. The second day of the Conference was dedicated to the media presentation of the Pearl.Eu Project in the programme of Radio X Mostar, where representatives of LDA Prijedor, Zavidovići Development Agency and the City of Mostar talked about the Project, the Conference and its conclusions. Also, an opportunity was made to visit the International Economic Fair Mostar 2009.



## 2.3 “Youth – The Right Direction” Projects for promotion of “Youth in Action” Programme

Funded by the Youth in Action Programme of the European Commission.

### Short Project Overview

“Youth in Action” Programme deals with the promotion and visibility of programmes intended for youth from the region of Southeast Europe (including Albania, BiH, Croatia, Former Yugoslavian Republic of Macedonia and Serbia), and the Caucasus (Georgia). Long-term objective of the Project is to enable the youth to adopt knowledge, skills and expertise, focusing on training as well as development of networks and partnerships.

The Project envisages a wide range of activities that include young people from the countries Project Partners, which implies training and aspects of informing, through implementation of different activities such as: informative seminars, placement of specialised info-desks, websites and brochures, groups of young ambassadors, training for peer educators, following of business opportunities, European Volunteering Service (EVS) training, different exchanges at youth fairs, and initiation of four different stakeholder networks that would address issues of youth from the region of Southeast Europe.



### Activities realised in 2009:

- February 2009 – LDA Nikšić (MNE) organised training for Project partners – Youth Officers – in Kotor, Prčanj (MNE) where all LDAs, members of ALDA network for their accreditation for EVS, completed their applications as host organisations that send the participants and a co-ordinator.
- April 2009 - LDA Mostar received the accreditation and became an organisation that sends and accepts the EVS Programme volunteers and co-ordinates the activities.
- 12th – 22nd June 2009 - LDA Mostar Youth Officer participated in the EVS “Job shadowing” activity of the “Youth in Action” Project, in the office of LDA Mostar Partner NGO IPSIA in Milan.



## 2.4 Regional Partnership for Inter-cultural Cities

Donor: European Commission – Directorate General for Enlargement

Leading Project Partner: Subotica City Assembly (Serbia)

Project Partners: Local Democracy Agencies Subotica (Serbia), Osijek (Croatia) and Mostar (BiH), and “Light House” Wolverhampton (UK).

### Short Project Overview

Regional partnership for inter-cultural cities is one of eight projects of international co-operation, approved as a part of the “People 2 People” Programme of the Directorate General for Enlargement of the European Commission, as per the Call



"Support to Civil Society Dialogue – 'People 2 People' - activities: consolidation of partnership between civil society organisations and authorities, with the aim of strengthening minority rights in the region", funded as a part of the CARDS Regional Action Programme 2006 (EuropeAid/126361/C/ACT/Multi).

### Activities realised in 2009:

- 06th – 07th July 2009, Bruxelles, an initial Conference of "People 2 People" Programme - activities: consolidation of partnerships between organisations of civil society and authorities, with the aim to strengthen the minority rights in the region. Partners in all eight projects, approved in this Call for Proposals, were present at a meeting organised by the European Commission. This meeting, aside from providing basic information to the beneficiaries on the process of implementation and project reporting, was an opportunity for meeting and networking not only in-between the beneficiaries and the representatives of the European Commission, but also for networking with the stakeholders at the European level. As the representatives of the "Regional Partnership for Inter-cultural Cities" Project, the meeting was attended by the representatives of the Leading Project Partner, Subotica City Assembly and ALDA, LDA Osijek and LDA Mostar Partners.

- 06th – 09th August 2009 the first roundtable took place in the Assembly of the City of Subotica, with participation of all Project Partners. LDA Mostar has, on this occasion, organised a joint presentation of the representatives of organisations from Mostar, which are engaged in cultural work and present the culture of different national groups. Representatives of the Mostar Youth Theatre, Association of Croatian Cultural-Artistic Clubs and Serbian Orthodox Cultural Association Prosvjeta, and representatives of the City of Mostar, also had an opportunity to exchange their experiences and establish contacts with affined organisations from the regions of Partner Cities. During the four days of the visit to Subotica, the host organised the participation in the local Festival of Wheat and Bread "Dužijanca". Also, the first meeting of the Project Steering Board, with participation of all partners, took place.

- 22nd – 25th August 2009 in Subotica a seminar entitled "Cities of Inter-culture" was held, where members of the Bosniac Culture Community Preporod Mostar, together with the representatives of the Mostar City Administration Department for Social Services, took part as the representatives of the City of Mostar.

After a series of activities in all Partner Cities, development of a website and three documentary films that will address the subject of national minorities in the regions of Partner Cities, the Final Project Conference will be held in Mostar in April 2011.

## 2.5 Reconciliation for the Future – European perspective for the Western Balkans

Donor: Programme of European Commission entitled Instrument for Stability – Crisis Preparedness Component.

Leading Project Partner: Association of Local Democracy Agencies (ALDA).

Project Partners: LDA Nix and Centre for Regionalism Novi Sad (Serbia), LDA Osijek (Croatia) and LDA Mostar (BiH)

Project duration: 12 months.



“Reconciliation for the Future – European Perspectives for the Western Balkans” is a project that deals with issues of reconciliation in the region, as an infallible segment of the process of European integration

### Short Project Overview

“Reconciliation for the Future – European Perspectives for the Western Balkans” is a project that deals with issues of reconciliation in the region, as an infallible segment of the process of European integration of Serbia, Bosnia and Herzegovina and Croatia.

It comprises of a series of three panels in three countries and a regional roundtable that will gather the representatives of state authorities, civil society, experts and media with the objective to improve the dialogue on reconciliation at regional level, as one of the key preconditions for improvement of the process of European integration and will be organised during 2009 and 2010.

### Activities realised in 2009:

The first thematic panel was organised on 03rd December in Niš (Serbia). Based on the activities that were implemented in co-operation with a wide circle of participants from Serbia, the intent of this panel was to contribute to improvement of dialogue in the region, more effective cross-border and regional co-operation of the competent institutions with the objective of reconciliation on one side, and their improved co-ordination on the other side.

The key challenges of the post-conflict reconciliation in the Western Balkans were grouped into four categories that represented the framework of the panel and roundtable discussions, which gathered a wide range of actors from Bosnia and Herzegovina, Croatia and Serbia.

The subjects of the panel were as follows:

- How to establish a more effective networking of actors of civil society for reconciliation and inter-ethnic co-operation at the inter-state and regional level
- How to influence generation of common perception on causes and consequences of recent conflicts on the territory of former Yugoslavia
- How to improve co-operation of countries at different levels of authority, including local self-governance, as well as the civil sector for a more effective process of reconciliation in the region
- How to assist in raising awareness on reconciliation, as one of the main preconditions of integration in to EU, as well as the perspectives of these countries

The next panels will be organised in Mostar (Bosnia and Herzegovina) and Osijek (Croatia), and will take place in March and April 2010. The Regional roundtable will be organised in Zagreb (Croatia) in June 2010.



# Other activities

## 3.1 Support to the Swedish students' Project

In the period from 02nd to 15th March 2009, LDA Mostar hosted two high school students from the Swedish town of Uppsala. The students, as a part of the school programme for implementation of their Project of introduction to foreign cultures, selected LDA Mostar, where they were enabled to attend the trainings organised by LDA Mostar, achieve co-operation with youngsters from the United World College (UWC) Mostar, and to realise their own workshop for their peers from Mostar.

This activity was in accordance with the LDA Mostar's attempts to, through its work, provide the support to youth. This was also an opportunity for the youth of Mostar to meet with their Swedish peers and exchange their experiences and interests.

## 3.2 Study visit of youth from Trento (Italy)

On 23rd – 24th April 2009, students of a high school class from Trento (Italy), as a part of their study visit to Bosnia and Herzegovina organised by the Association Viaggiaire di Balcani, visited Mostar. On this occasion, LDA Mostar organised a meeting with the youth of Mostar and a sightseeing tour of our City.

This was another attempt of our Agency to establish contacts between the young people of our and other countries, with an objective of promotion of our country in the world, but also bringing closer the culture of other peoples to our youth, and broadening of horizons and influencing the positive changes of their attitudes.

## 3.3 European Day of Neighbours

Local Democracy Agency Mostar, in co-operation with the City of Mostar and Mostar City Council, organised a marking of the "European Day of Neighbours" on 26th May 2009. Mostar is the first city in Bosnia and Herzegovina that became a member of the "European Federation of Local Solidarity", which co-ordinates the ceremonies of marking the "European Day of Neighbours" in 29 countries, in over 1000 cities, and with more than 8 million participants. The City of Mostar has, in 2009, marked this day in an organised fashion in two local communities of Mostar, Brankovac and Pothum, with the attendance of the City Councillors and the Mostar City Council President, Mostar City Administration employees and the City Mayor, foreign consulates, EU Info Centre, civil society organisations, schools, and residents of these local communities. With voluntary contributions of local businessmen and catering stores, this was an opportunity for the citizens to socialise and in an informal conversation establish contact with their political representatives. The aim was also to present Europe as one big neighbourhood and to bring the European Union closer to our citizens, all for the purpose of an easier integration of BiH into EU. "European Federation of Local Solidarity", seated in Paris, as a co-ordinator of this activity of marking the "European Day of Neighbours" all over the world, published a report from Mostar, and photos and video clips of this event (<http://www.european-neighbours-day.com>). Aside from this being an important international promotion for the City of Mostar, organisation of marking the "European day of Neighbours" was also pronounced the best practice in 2009.

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Mostar is the first city in Bosnia and Herzegovina that became a member of the "European Federation of Local Solidarity", which co-ordinates the ceremonies of marking the "European Day of Neighbours" in 29 countries, in over 1000 cities, and with more than 8 million participants

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Representatives of LDA Mostar were attending the training for the introduction of quality insurance system for NGOs in BiH with an expert assistance of SIQ (Slovenian Institute of Quality and Metrology) from Slovenia in 2009., and obtain certificate for internal control for quality insurance system introduction for NGOs

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### 3.4 ALDA General Assembly

General Assembly of the Association of Local Democracy Agencies, with participation of all LDAs delegates and ALDA partners, took place on 26th – 27th May 2009 in Bruxelles (Belgium), where the 10th anniversary of ALDA's work was also marked.

### 3.5 Training Programme “Introduction of Quality Insurance System for NGOs”

As a part realisation of the Centre for Promotion of Civil Society' Programme “Sustainable Development of the Non-profit Sector II”, funded by USAID, in the period from June to December 2009, a series of trainings for introduction of quality insurance system for NGOs in BiH, with an expert assistance of SIQ (Slovenian Institute of Quality and Metrology) from Slovenia took place. Two representatives of Local Democracy Agency Mostar attended the eight-day training in the mentioned period and gained a certificate of internal controllers for the introduction of quality insurance system. By this, LDA Mostar is trying to strengthen its capacities and justify the trust of the community in which LDA Mostar realises its activities.

### 3.6 Regional Resource Centres network in BiH

The first co-ordination meeting of 7 NGOs, members of the Regional Resource Centres (RRC) network in BiH was held on 08th September 2009. At the meeting, basic information on each member organisation was provided, and an agreement was reached on the first activities related to the needs assessment of NGOs in BiH, so that the services of the RRCs for other NGOs in BiH would focus on their real needs. Rough guidelines for drafting the RCC network strategy development were provided at this meeting.

### 3.7 Programme of French/Balkans Multilateral Decentralised Co-operation of Good Governance in Southeast Europe

Initial Conference of the Programme of French/Balkans multilateral decentralised co-operation in the field of good governance in Southeast Europe was organised on 24th September 2009 in Sarajevo. The Conference was organised in co-operation of ALDA with the French Ministry of Foreign Affairs and the French Region of Auvergne. LDA Mostar, together with the representatives of other LDAs from BiH, attended the Conference as an active member of ALDA, where our Agencies had an opportunity to present their work and experiences in the field of decentralised co-operation.

### 3.8 “Humanity in Action” Network in BiH

On 23rd October 2009, Embassy of the Kingdom of Denmark in BiH organised a dinner on the occasion of anniversary of the “Humanity in Action (HiA)” Network. HiA is an international network established with the objective of preserving values of human dignity and moral responsibility related to protection of minority rights of the new generation of social, cultural and political leaders. As a part of its programme, HiA Network organises youth study visits to this Network's member countries.

LDA Mostar was, aside from the few representatives of civil society organisation, but also reverend domestic and international state officials, invited to attend this event, with the aim of establishing co-operation with the HiA Network and supporting project activities directed towards youth strengthening.

### 3.9 Promotion of the Law on Prohibition of Discrimination

On 27th October 2009, LDA Mostar representative, upon the invitation of OSCE, participated in one out of four radio shows organised in BiH, with the aim to promote the newly adopted Law on Prohibition of Discrimination. Apart from a jurist from OSCE, who was actively engaged in the process of adoption of this Law, and BiH Ombudsmen, the LDA Mostar representative had an opportunity to present activities of the Agency related to certain aspects of contradistinction of discrimination, but also to talk about the possibilities of civil society organisations, not only in Mostar but also across BiH, so that they would, through their activities, contribute to the promotion of this Law at national level.

### 3.10 Youth Fair in Berlin

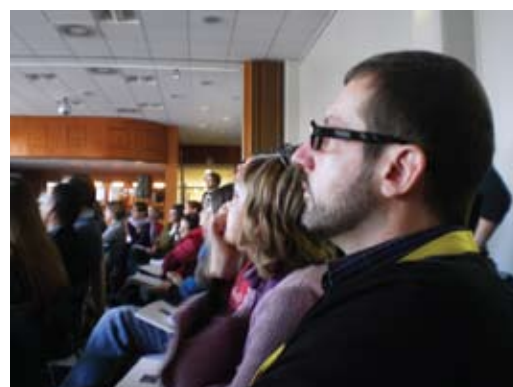
From 02nd – 05th November 2009, LDA Mostar Youth Officer attended the Berlin Youth Fair, organised in a French/German partnership by the Office of Franco-Allemande pour la Jeunesse Innovation and Deutsch-Französisches Jugendwerk Zukunftswerkstatt. The Fair's objective was strengthening capacity building of youth through different activities, good practices, knowledge, experiences and capability exchanges, through cultural and historic experiences of different countries, by improvement of dialogue and peace.

### 3.11 Council of Europe Political School

The first in a series of seminars entitled "Capacity Building and Good Practices in Local Governments" was held from 03rd to 06th November 2009 in Budva (MNE). LDA Mostar enabled the participation of the City of Mostar Head of Organisation, Legal Affairs and General Administration Department in this three-day seminar, organised by the Council of Europe Political School – "School of Local Democracy in the Western Balkans".

### 3.12 Local Democracy Agencies Evaluation meeting

Evaluation meeting of Local Democracy Agency host cities and all LDAs was organised on 09th – 10th November 2009 in Sisak (Croatia). The objective of the meeting was to assess the up to date work of the Agencies and their co-operation with Partner Cities as institutions but also with the citizens. Activities directed towards further development of the Agencies and their co-operation with host cities were proposed at the meeting. The City of Mostar was, aside from the LDA Mostar representative, represented by an Expert Advisor for International Relations.



### 3.12 Fundraising

Membership in the international network ALDA, as well as the international partnership, offers great possibilities to the Local democracy Agency Mostar, not only in the sense of realisation of activities and projects significant for the Agency and local community, but also in securing financial means necessary for work. Apart from that, LDA Mostar has dedicated the past period to its own fundraising, with an objective of strengthening self-sustainability. A lot has been invested in to own capacities and strengthening the capabilities in relation to own fundraising, which has resulted in a significant increase of the part of funds secured by the Agency's fundraising in regards to the funds secured thanks to the Association of Local Democracy Agencies.

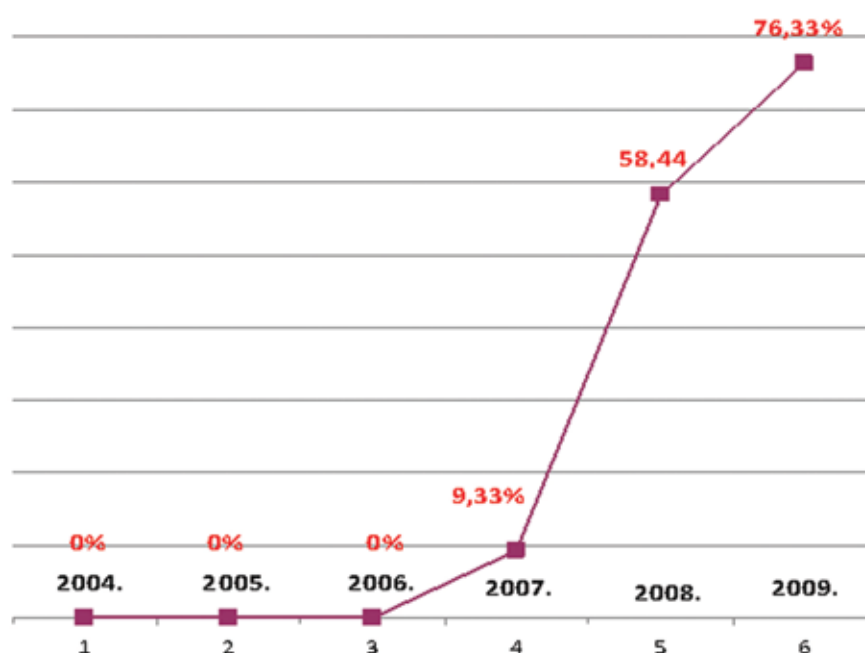


Table of growth of own participation in fundraising

