



Activity Report 2011

Local Democracy Agency Mostar

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Publisher: Local Democracy Agency Mostar Address: Fra Ambre Miletića 30, 88000 Mostar, Bosnia and Herzegovina Contact: Tel./Fax: +387 (0)36 333 830, Tel.: +387 (0)36 333 831, Idamostar@aldaintranet.org, www.Idamostar.org Photography: Arhiva LDA Mostar Design: Slaven Aničić Print: RASTER d.o.o. Mostar

Local Democracy Agency Mostar

ABOUT US

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The Programme of Local Democracy Agencies (LDA) was established in 1993 upon the initiative of the Congress of Local and Regional Authorities of the Council of Europe, as an instrument of incentive of democratic processes and respect of human rights in the West Balkans The LDA network, consisting of 12 Local Democracy Agencies on the territory of former Yugoslavia, Albania, Georgia and Armenia, is co-ordinated by the Association of Local Democracy Agencies (ALDA) seated in Strasbourg, with sub-offices in Brussels and Vicenza, and which also gathers over 200 partners from 21 European countries.

Even though each agency has its own identity and specificities, they are all unified by a common methodology of decentralised international co-operation, with which the necessity of basic peace building, development and stability in Europe is confirmed.

LDA Mostar was officially opened on 22nd November 2004. The Agency is supported by many international partners – regions and cities, also including the City of Mostar as the host partner and the Italian Region of Puglia, as the LDA Mostar leader partner.







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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.

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VISION

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



Local Democracy Agency LDA Mostar

Fra Ambre Miletića 30, 88000 Mostar, BiH T/F: +387 36 333 830, 333 831 E: Idamostar@aldaintranet.org www.ldamostar.org



LDA Mostar, as a locally registered nonprofit, non-governmental organisation, exists for more than 7 years now and in that period it has implemented numerous projects in the local community, with the aim to support the development of local community and processes of democratisation and European Union accession, with inclusion of stakeholders and responding to their needs and problems.

LDA Mostar has established good cooperation between different actors on different levels, which includes local and regional authorities, civil society organisations, non-governmental organisations and European institutions.

Partners:

- Region of Puglia Italy / leader partner,
- City of Mostar BiH / host partner,
- City of Monfalcone Italy,
- Provence of Brindisi Italy,
- City of Kragujevac Serbia,
- Municipality of Vejle Denmark,
- NGO IPSIA Italy.

LDA Mostar activities and projects aim to:

• Promote concrete initiatives of stimulating democracy on local level;

• Build bridges between citizens and authorities;

• Develop plural civil society and active participation of all social groups;

• Encourage the process of reconciliation and protection of human rights;

• Incite sustainable local development;

• Strengthen the knowledge of local community on the processes of stabilisation and accession.

Membership in networks:

• ALDA - Association of Local Democracy Agencies

http://www.alda-europe.eu

Network "Sporazum plus"

http://www.sporazum.ba/#&pid=0

- Peace Building Network
- http://www.mreza-mira.net/node/1
- ALF Anna Lindh Foundation
- http://www.euromedalex.org/

.F.L.S. European Federation of Local Solidarity

http://www.european-neighbours-day. com/

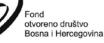
"Citizen-Councillor" Project



Tribina za vijecnike, Hotel Bristol u Mostaru, ožujak 2011.









General Objective:

The Project aims to directly include the citizens into decision making process, which is a necessary foundation for the development and stability of local community.

Specific Objectives:

- Increase citizen participation through the bottom up methodology/approach in the decision making process;

- Improve communication between the citizens and the Mostar City Council through increase of transparency, accountability and the councillor-citizen interaction;

- Strengthen the capacity of citizen to advocate their interests and rights;

- Strengthen the capacity of local officials – councillors in the Mostar City Council.

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DONORS

Region of Puglia (Italy) and Open Society Fund Bosnia and Herzegovina

PROJECT DURATION

from December 2009.





Zadnja tribina za vijećnike u hotelu Bristol u Mostaru, ožujak 2011.

Short description of the Project

The Resource Centre for Democracy (RCD) "Councillor-Citizen" Project is based on activities for improvement of communication of the Mostar City Council, as the legislative authority, with the citizens and private sector, which should be actively included into the decision making process on local level.

LDA Mostar, together with the Mostar City Council, will initiate a number of actions in order to improve and make the work of the City Council more transparent, but first of all, enable the citizens of the City of Mostar to actively participate in the development of local community and improvement of their living environment, in accordance with the Law on Local Self-government.

Activities realised in 2010:

Informative meeting – training for the City
 Council councillors on implementation of
 the programme planned by this Project;
 Survey – sensibility of the authorities in

- Survey – sensibility of the authorities in regards to identification and meeting the real citizen needs;

- Organisation of seven public tribunes for the seven City Areas;

- Centre for free legal counselling;

- Promotional campaign – which follows all the mentioned activities and is implemented in co-operation with local Radio and TV establishments;

- Publication – final manual for the councillors;

- Promotion of PARLANET – communication system of the Mostar City Council and improvement of its work and functioning in accordance with its original purpose.



Activities realised in 2011:

- Organisation of the final public tribune The final meeting between the Mostar City councillors and the citizens, residents of all City Areas, was held on 21st March 2011 in Hotel Bristol. Mr. Murat Ćorić, President of the Mostar City Council, briefly presented the work of the City Council, while other councillors, the hosts of this event, shortly presented their work, that is what it is they have been committed to up to date. Through their questions, dissatisfaction of citizens was obvious because of slow or no resolution of the issue of housing reconstruction, cleanliness of the city, dug up streets, destroyed traffic signs, insufficient allocation of funds for certain projects important for the city and similar. - Training for the Mostar City councillors;

On 18th March 2011, Local Democracy Agency (LDA) Mostar organised training for the Mostar City councillors on the subject of "Importance and Techniques of the Planning Process with Citizen Participation".

- Final Conference

The Final Conference of the "Councillor – Citizen" Project was held on 14th July in Hotel Ero. Representatives of the City of Mostar, the Mostar City Council as well as representatives of the Local Communities attended the event. The Conference was an opportunity for LDA Mostar to express its gratitude to all those present for their wholehearted commitment, support and participation in project implementation and offer assistance and readiness to cooperate in future similar projects and activities.

Regional partnership for intercultural cities



DONORS

European Commission – Directorate for Enlargement, Regional Programme "Civil Society Facility - People to people"

PROJECT LEADER PARTNER

Subotica City Assembly (Serbia)

PARTNERS

Local Democracy Agencies Subotica (Serbia), Osijek (Croatia) and Mostar (BiH), "Light House" Wolverhampton (UK)

PROJECT DURATION

May 2009 - May 2011





Finalna konferencija u Briselu, ožujak 2011.

General Objectives:

1. Assistance in establishing local structure of intercultural dialogue and tolerance, development of new municipal services, practice and procedures which will contribute to the improvement of intercultural management on local level through efficient participation of civil society organisations and minority communities.

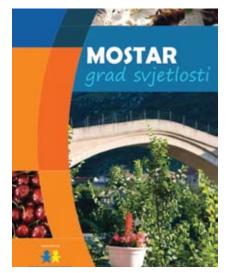
2. Support development of efficient networks and partnerships between civil society organisations in co-operation with local authorities from EU and West Balkans through exchange of good local practice and finding common solutions.

3. Promotion of dialogue and exchanges between politicians and decision makers in multicultural local communities and public discourse on promoting differences and cultural heritage of minorities, their inclusion and participation in public life.

4. Assistance in raising awareness on minorities' participation in local community and exchange of good local practice between EU and West Balkans.

Specific objective:

Action aims to assist strengthening municipal capacities of multiethnic local communities in Serbia, Croatia and Bosnia and Herzegovina for the purpose of better intercultural management and contribution to building an interactive and sustainable forum for promotion and exchange of good practice on cross-border, regional and EU level.



Short description of Project

Regional partnership for intercultural cities is one of eight projects of international cooperation approved within the "People 2 People" Programme of the European Commission General Directorate for Enlargement, as per the "Support to the Civil Society Dialogue – 'People 2 People' - activities: consolidation of partnership between civil society organisations and authorities, with aiming to strengthen the rights of minorities in the region" Call for proposals, funded within the CARDS Regional Action Programme 2006 (EuropeAid/126361/C/ACT/Multi).



Activities realised in 2009:

- Initial Conference held on 06th – 07th July 2009 in Brussels;

- First Roundtable, Study visit and the first meeting of the Project Steering Board with participation of all partners held on 06th – 09th August 2009 in Subotica;

- Seminar "Intercultural Cities" held on 22nd – 25th August 2009 in Subotica;

- Project Website www.regionalicc.net developed and regularly updated;

- Promotional brochure of the Project developed;

- Material for the documentary film about the City of Subotica recorded.



Activities realised in 2010:

- February 2010 – Call for written proposals aiming to gather the material for publication, which will be published within the Project, announced;

- 08th April 2010, Osijek – Second meeting of the Project Steering Board;

- 07th – 10th October 2010, Mostar – recording of a documentary film "Mostar Intercultural City" by the crew from "Light House" Wolverhampton, UK;

-September-December 2010 – preparation and publication of a brochure on cultural events in the City of Mostar;

 - 22nd – 26th November 2010, Osijek – Regional Youth Camp "School of Local Democracy";

 - 01st – 02nd December 2010, Osijek
 - Study visit and Roundtable "With Cooperation of Cities towards Europe";

- 03rd December 2010, Osijek – Third meeting of the Project Steering Board;

- Project Website regularly updated with new information.



Activities realised in 2011:

- Publication of the brochure – Intercultural Guide for the City of Mostar;

During the Project implementation, partner organisations gathered data on institutions and organisations engaged in culture, which work and are active in partner municipalities. LDA Mostar prepared and issued a publication with an overview of all annual events from the field of culture in the City of Mostar, with contacts and short description of organisers of these events and partner cities of this Project;

- Development of a documentary film on the subject of interculture and minority rights in the Cities of Osijek, Subotica and Mostar;

Within the "Regional Partnerships for Intercultural Exchange" Project, directed towards implementation of minority rights and citizen participation in public life in the countries of West Balkans, through an efficient intercultural exchange, a team of the Light House Media Centre, a media establishment from Wolverhampton (United Kingdom) visited Mostar in the period from 07th - 10th October 2010. After Osijek and Subotica, through aspects of different cultures, tolerance and dialogue, material for the documentary film about Mostar was recorded. An LDA Mostar team prepared for their British colleagues, a rich and thorough programme of visitation of many significant cultural institutions and societies in our city. The film was completed and presented to all of its actors while it was still in the preparatory phase, and, apart from the Mostar one, documentaries recorded in Osijek and Subotica were shown at the final Conference of the mentioned Project held in Mostar in March 2011.

- Final Project Conference in Mostar

The final Conference of the "Regional Partnerships for Intercultural Exchange" Project, organised by LDA Mostar, was held from 30th March to 02nd April 2011. This two-day Conference taking place in Mostar, gathered 120 participants, representatives of the civil sector and local authorities from Serbia, Croatia and Bosnia and Herzegovina and European Union countries, with the aim to improve the work of local authorities in the context of better intercultural management.

The results of the "Regional Partnerships for Intercultural Exchange" Project, which aimed at linking similarities that connect the citizens of Osijek, Subotica, Mostar and Erdut, were presented at the Conference.

Mr. Murat Ćorić, President of the Mostar City Council, held a meeting with the Conference participants, where signing of Agreement on co-operation between the cities of Subotica and Mostar was agreed. Representatives of regional development agencies of the partner cities also took part in this meeting and used the opportunity to establish co-operation.

- Closing Project Conference in Brussels Closing Conference of all projects approved through the "Civil Society Facility - People to people" Regional Programme of the European Commission Directorate for Enlargement was held on 11th and 12th April 2011. This Conference was also an opportunity for exchange of gained knowledge and experiences of all partner organisations, which in this region realised 8 projects funded by this Programme.

Deputy President of the Mostar City Council attended the "Regional Partnerships for Intercultural Exchange" Project Conference as a representative of one of the Project partners.

MO.START-V / Mostar: Strategies and activities for realisation of training in the field of video journalism



DONORS

Region Friuli Venezia Giulia in accordance with the Regional Law 19/2000, at regional and local level for promotion of co-operation and international partnership

PROJECT LEADER

Provence Goricia

PROJECT PARTNERS

Kallipolis – nonprofit organisation for sustainable urban development - Trieste
Luchetta Ota D'Angelo Hrovatin Onlus
Foundation - Trieste
Local Democracy
Agency (LDA) Mostar
Association for
Entrepreneurship and
Business LiNK Mostar

PROJECT DURATION

August 2009 - March 2011





General Objective:

The general objective of the Project is to improve economic development of Mostar, with increasing possibilities for youth employment.

Specifični ciljevi:

Apart from the general objective, one of the specific objectives is the promotion of a dialogue between different cultures and inclusion of citizens into creation of possible future scenarios of development of the City of Mostar.

Currently, citizens of Mostar, as one of the cities of Central Europe, have a small or insignificant role in the decision making and the process of participation in the planning of the city, and that is especially related to youth.

Short description of Project:

Italian Provence of Goricia, in co-operation with Italian partners of Kallipolis - nonprofit organisation for sustainable urban development, Luchetta Ota D'Angelo Hrovatin Foundation (O.N.L.U.S. - nonprofit organisation of social benefit), under the patronage of the Region Friuli Venezia Giulia Journalist Association, FVG Film Commission and regional RAI Television, and partners from BIH, Local Democracy Agency (LDA) Mostar and Association for Entrepreneurship and Business LiNK Mostar implemented on the territory of the City of Mostar, a year-long Project MO.Star T-V (Mostar: STrategies and Activities To Realize training in Videojurnalism), with the financial aid of the Autonomous Region Friuli Venezia Giulia.

This Project, aside from the professional education part, aims to incite young people and citizenry in general to participate in the public life of Mostar. The subject of the Project's survey is "public city space".



Trening za polaznike škole Mo.Start-v, lipanj 2011.

Considering the importance of communication of this sector in the global context and its development, through this Project a group of young people is professionally enabled in the field of independent video journalism, which should serve them as a tool for comparison, learning, encouragement of dialogue and intercultural exchanges. Apart from that, training was also provided for this group of young people on the subject of "Starting a business", during which a year-long business plan was developed.

This enabled a group of video journalism enthusiasts to continue with their work and thus create jobs for themselves.

The Project aimed at professional enabling of young people in the field of video journalism as a tool for comparison, learning, encouragement of dialogue and intercultural exchange.

22 young residents of Mostar attended this School of Video Journalism, whose realisation was led by an Italian director, Mr. Gianpaolo Rampini. The School students recorded a documentary film about open public spaces in Mostar, entitled "Shadows of the city of light" http://vimeo.com/23319417 . The film is a demonstration of the perception of experts, architects, and urban planners as well as the citizens of Mostar on urbanisation of Mostar, through a display of historic parts from the Ottoman Empire, Austro-Hungary, World War II, socialism and present period.



- Expert training in independent video journalism;

- Participatory Planning Workshop.



Activities realised in 2011:

- Expert course on starting a business;

- Starting a Centre for independent videoproduction;

- Final Conference and presentation of the documentary film in Mostar. The Conference was hosted by LDA Mostar;

- Final Conference and presentation of the documentary film in the Region Friuli -Venezia Giulia.

POPoWO People Organize Prevention of Water Overflow

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DONOR

European Union and Norwegian Embassy in Bosnia and Herzegovina (co-financier)

PROJECT LEADER

Association for Entrepreneurship and Business LiNK Mostar

PROJECT PARTNERS

Local Democracy Agency (LDA) Mostar; Centre for Development of Herzegovina (CRH) Trebinje

PROJECT DURATION January 2011 – June 2012

General Objective:

Strengthening the role of civil society through initiation of a dialogue in the area of Popovo polje so to consolidate the political participation and representation of farmers, women and men equally.

Specific objectives:

1. Assist in communication between the key stakeholders in the area of Popovo polje related to flooding of agricultural land;

2. Create an informal network that will gather stakeholders for the purpose of reaching consensus on the contentious area in Popovo polje and

3. Increase political representation and participation of farmers, farmer associations, cooperatives and small and middle enterprises in Popovo polje.

Short description of Project:

Popovo polje is a karst field in the south of Bosnia and Herzegovina. Administratively, its surface is divided into three municipalities - Trebinje and Ljubinje in Republika Srpska (RS) and Ravno in Federation BiH (FBiH).

Non-existence of a unified national ministry for agriculture, ecology and energetics results in a chronic lack of co-ordination between the state, entity and cantonal levels, inclusive of competent ministries, public enterprises and agencies on entity and cantonal levels directed towards the prevention of floods.

This Project will open up the room for communication of all stakeholders but will also address capacity building of civil society aiming to strengthen its political representation.



Popovo field without wather



Round table, Čapljina



Popovo field under wather (fladded)



Training - Javno zagovaranje, Ravno

Activities realised in 2011:

1. Initial meeting with key actors;

2. First informative Roundtable with key actors was held in Čapljina on 27th April 2011 in Hotel Mogorjelo. That was the first opportunity to gather all stakeholders so to initiate a dialogue on the project issue and the problem of flooding. 19 representatives of relevant agencies, ministries, institutions and municipalities were present at this Roundtable, where upcoming project activities and other relevant information related to Project were presented.

All those present expressed their interest and positively responded to this initiative.

3. Assessment of needs for enabling municipal employees, cooperatives and associations. This activity was implemented by Local Democracy Agency (LDA) Mostar. Apart from 8 training modules already defined by the Project, there are other modules, which have been defined on the basis of training needs assessment. In the conclusion of the survey results, a constant need for education was suggested, so to build the capacities of representatives of municipalities of Čapljina, Ravno, Ljubinje and Trebinje and citizen associations active in those municipalities. Three other modules were also defined.

4. Analysis of the legal framework on the level of BiH related to the entity laws on water and obligations and responsibilities of local authorities in FBiH and RS about this issue.

5. Local Democracy Agency Mostar, within the POPoWO Project organised in Ljubinje on 13th July 2011, training on the subject of "EU Funds and IPA for Bosnia and Herzegovina". This was the first training organised within the Project framework and its aim was to introduce representatives of municipalities of Čapljina, Ljubinje, Ravno and Trebinje, representatives of public institutions, non-governmental organisations, hunters' associations and agricultural cooperatives to the structure and conditions for receiving EU funds. Some of the subjects that were elaborated were as follows: Instrument IPA 2007 – 2013. EU funds: Support to the realisation of common EU policies, community programmes, 5 components of IPA funds, component 1 "Support to the transition and institutional building" (structure, political conditions, socio economic conditions, European standards, beneficiaries), component 2 "Cross-border co-operation" (purpose, programmes and beneficiaries)



Koordinacijski sastanak partnera

6. Second Roundtable was held in Trebinje on 14th December 2011 in Hotel Leotar. There were 21 participants in total. Information gathered during the previous meetings in Mostar and Trebinje were used as the basis for further discussion inbetween the key Project participants. As one of the subjects that were discussed at the Roundtable was a draft of a Memorandum of Understanding.

By signing the Memorandum of Understanding, an informal network of Project participants, who would later on work on the development of an Action Plan for flood protection system, will be established.

All participants expressed interest for better co-operation and agreed that the exchange of information is the key for flood prevention 7. Local Democracy Agency Mostar, within the POPoWO Project, organised one-day training on the subject of "Public Advocacy and Lobbying" in the Hunters Lodge in Ravno on 19th September 2011. The training aimed at improving the knowledge on public advocacy and lobbying for the representatives of municipalities of Čapljina, Ljubinje, Ravno and Trebinje, public institutions, and representatives non-governmental of organisations. hunters' associations and representatives of agricultural cooperatives. Some of the following subjects were elaborated at the training: What is public advocacy, elements and dynamics of the public advocacy process, the basics of the public advocacy strategy, how to develop and use databases, raising public awareness on issues you are advocating for, public advocacy and media, lobbying, networking and coalitions.

"Popowo" People Organize Prevention of Water Overflow



8. Local Democracy Agency Mostar, within the POPoWO Project, organised two-day training on the subject of "Project Cycle Management - PCM 1". The training was held in the Business Incubator in Trebinje on 12th and 13th December 2011. The aim of the two-day "Project Cycle Management - PCM 1" training was to introduce the participants to the skills necessary for development and preparation of a project proposal. Project ideas were generated by the participants themselves. Some of the subjects elaborated at the training were: What is a project proposal, development of an idea into a project, strategic and opportunistic approaches to the development of a project, project cycle

management (objectives, results, indicators).

9. Upon the development of guidelines and preparation of a packet consisting of an application form, financial and narrative reports, logical frame and evaluation questionnaire, Project team initialised a Call for project proposals.

The Call was open from 30th December 2011 to 15th February 2012, and was intended for citizen associations and non-profit organisations from the municipalities of Trebinje, Ravno, Ljubinje and the area of Popovo polje.

Activities to be realised in 2012:

- Evaluation of received proposals;
- Contracting for small projects;
- Implementation of small projects;
- Organisation of two-day training on the subject of "Fundraising";
- Organisation of the Third Roundtable;

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

• Development and printing of brochures;

• Final Conference and presentation of project results.



PCM trening u Trebinju, prosinac 2011.

Volunteering through education on human rights



DONOR EACEA, "Youth in Action" Programme

PROJECT LEADER

Local Democracy Agency (LDA) Mostar

PROJECT PARTNERS

Associazione TDM 2000 Italy; ASOCIATIA TDM2000 Romania; ANANDA Cooperativa Cultural Portugal; Kocaeli Higher Education Group Turkey, Szimbiózis Hungary; LDA Osijek Croatia, LDA Subotica Serbia, LDA Albania, LDA Montenegro

PROJECT DURATION

August 2011 – December 2011



Training - Youth in Action

Local Democracy Agency (LDA) Mostar, as the Project leader partner, in co-operation with another 9 non-governmental organisations that are engaged in youth issues and which are located in the wider area of Europe, is implementing the "Volunteering Through Education on Human Rights" Project.

The Project is funded out of the EACEA "Youthin Action" Programme, Co-operation with the EU neighbouring countries.

Short description of Project:

Basic idea of the Project is the promotion of inclusion and increase of participation of young people with disabilities in the society and building the future Europe so to raise awareness on importance of mutual understanding and cultural differences for the better life of young people as European citizens. We also wish to emphasise the fact that voluntary contribution of certain individuals, in this case young leaders and youth in general, can significantly improve the situation of vulnerable groups that are engaged in education and promotion of human rights. For that reason the Project aims at personal development of participants and enables the engagement of human resources educators. The Project has been designed as an intercultural course on human rights, and it implies education for the young leaders that work with young people or on theactivation of young people who wish to further work on self-development in the working with youth sector.

The training aimed at preparing young people for planning and initiation of activities related to education on human rights, especially within the Youth in Action Programme. The Project is directed towards building the bridges between the project partners and other organisations that are active in the field of promotion of education on human rights and with that, encouragement of co-operation between non-governmental organisations

Activities realised in 2011:

Training on the subject of "Volunteering Through Education on Human Rights"

In November 2011, seven-day training was held in Mostar. With the support of 10 partner organisations, participation of 30 participants from BiH, Serbia, Croatia, Montenegro, Albania, Italy, Hungary, Romania, Turkey and Portugal was secured.

The training participants gained new knowledge and skills relevant for working with young people with the aim of their learning about the importance of respecting the rights of others. While working on development of strategy and activities for suppression of racism, xenophobia, discrimination and gender form of disrespect, the Project empowered young leaders. The participants were introduced to different manuals on human rights and they also talked about the best way to use them and adjust them to the local context and reality.



LDA MOSTAR Activity Report 2011

Civil society in action for dialogue and partnership



DONOR

IPA - EU Delegation to BiH "Support to the Thematic NGO Networks"

PROJECT LEADER

Association of Local Democracy Agencies (ALDA)

PROJECT PARTNERS

LDA Mostar, Citizens' Forum Tuzla, DON (Democracy-Organizing-Progress) Prijedor, Centre for Local Development Breza, Democratic Centre "Nova nada" Bihać (Bosnia and Herzegovina); LDA Osijek (Croatia); Local Democracy Embassy in Zavidovići (Italy); LDA Subotica (Serbia)

PROJECT DURATION May 2011 – May 2013

General Objective:

1) Improve organisational/governing capacities of nongovernmental associations that are engaged in democratic governance on local level;

2) Provide support to raising local awareness versus activities that promote democratic potential of civil society organisations (CSOs) and their role in good local governance;

3) Provide support to CSOs networking actions that address the issues of problems in local community, on local and regional levels in Bosnia and Herzegovina;

4) Enhance awareness on the politics and those who decide on European standards of good local governance and citizen participation;

5) Assist in encouraging sectoral cooperation of CSOs and local authorities in Bosnia and Herzegovina with their colleagues from other IPA member countries and EU member countries.



Početna konferencija Tulza



Početna konferencija Tulza



C.S. I upravni odbor Mostar, srpanj 2011.

Special Objective:

The purpose of the Project is to assist in the fortification of the democratic role of non-governmental organisations (NGOs) in strengthening citizen participation in local politics and decision making through promotion of the Agreement on co-operation and measures of sectoral networking during the two years of project implementation.

Project activities will be realised through 4 components:

Component 1:

Overall project management and local co-ordination of activities, also including preparatoryprojectactivities, fourmeetings of the Management Team, establishment of two working groups, unified trainer pool, evaluation and reporting.

Component 2:

Raising awareness actions: consist of a thematic conference in Tuzla at the beginning of the Project; organisation of local raising awareness campaigns is the support to effective implementation of the Agreement on co-operation on the municipal level in Tuzla, Mostar, Bihać, Breza, Zavidovići and Prijedor;

a series of Internet and media campaigns; localpublicdebates; printing of promotional project materials; electronic bulletin, Manual on good practices, printing of six NGO address books, final conference and an NGO Fair in Mostar.

Component 3:

The component of capacity building includes four two-day trainings for local NGOs and local authorities on the subjects of strategic planning, project cycle management, and advocacy, communication and public relations skills.

Component 4:

Exchange of good local practices includes four documentary films: zone of good local governing in implementation of the local Agreements on co-operation and promotion of NGOs which advocate development of democracy on local level; one study visit of colleagues from EU, and a roundtable with stakeholders in Bosnia and Herzegovina on good governance and citizen participation in decision making and policy development; regional networking and building partnerships that will link CSOs and authorities.

Short description of Project:

Sectoral networking and building partnerships aim at helping strengthen the role of civil society in consolidation of participative democracy at local level, which is the essence of this Project. Basic activities of civil society include capacity building, information and advocacy campaigns, development of communication tools as well as exchange of good practices of local approach between municipalities in Bosnia and Herzegovina but through interaction with the neighbouring IPA countries and EU member states

Activities realised in 2011:

- July 2011, Mostar

- Meeting of the Steering Board
- October 2011, Tuzla

• Initial Project Conference "Municipal Agreements on co-operation: Challenges and perspectives of democratic participation on local level in Bosnia and Herzegovina"

- Meeting of the Steering Board
- December 2011, Prijedor

• Training on the subject of "Strategic planning" for NGOs;

- Local raising awareness campaigns aiming at efficient implementation of Agreements on co-operation on municipal level in Tuzla, Zavidovići and Prijedor;

- Printing of promotional project materials;

- Preparation and publication of the first electronic bulletin.

1st electronic bulletin http://www. ldamostar.org/download/electronicnewsletter1.pdf

- Procurement of equipment for the project needs

Početna konferencija Tulza



Promotion of the European Charter for Equality of Women and Men in Local Life



DONOR

European Commission, Strengthening Civil Society Programme for West Balkans and Turkey - Partner activities – Empowering women

PROJECT LEADER

Association "Fenomena", Kraljevo (Serbia)

PROJECT PARTNERS

LDA Mostar BiH, "Anima" – Centre for Women and Peace Education Kotor (Montenegro), LDA Niš (Serbia), Foundation "Kvinna till Kvinna" (Sweden)

PROJECT DURATION

December 2011 – November 2012

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General Objective:

General objective of the Project is contribution to development of local gender sensitive policies, measures and budgets in Serbia, Bosnia and Herzegovina and Montenegro.

Specific objective:

Creation of basic preconditions for development of local gender sensitive policies, measures and budgets in Serbia (Municipality of Mediana in the City of Niš and the City of Kraljevo), Bosnia and Herzegovina (City of Mostar) and Montenegro (Municipality of Kotor).

Short description of Project

This Project gives the opportunity for reform of the local self-government for the contribution to the development of participative democracy on local level, in order to include interests and participation of those who have experienced poverty, social exclusion, marginalisation and, in general, it contributes to more efficient and more egalitarian system of local governance.

Women are needed in formal decision making bodies so that the women's group interests would be represented in an appropriate manner. As women and men have historically different experiences in different segments of life, contribution of women to decision making is necessary for improvement and revitalisation of democracy in the public sphere of action. Creation of local policy of equality of "vulnerable" groups is the first step towards the increase of visibility of a female role in the decision making process and a throne for one of the most important parts of development of participative democracy on local level.



Activities realised in 2011:

- December 2011: preparatory activities and co-ordination of project partners. Skype Conference of all project partners was held on 14th December, when all details related to the beginning of implementation of project activites were agreed.

- Starting the Project Website

http://www.gradovi-za-ravnopravnost.org

Activities to be realised in 2012:

1. Release of publications issued by the Council of European Municipalities and Regions (CEMR): "European Charter on Equality of Women and Men in Local Life", "Guide for Implementation of the European Charter on Equality of Women and Men in Local Life" and "City for Equality" in the languages of partner countries;

2. Initial Conference "Equality of Women and Men in Local Life" for the representatives of local authorities – introduction to European standards of gender equality, content and values of the "European Charter on Equality of Women and Men in Local Life", Kraljevo (Serbia);

3. Training on gender equality – strategic planning (on methodology for development of an action plan for equality, Kraljevo,

4. Joint training on the subject of the action

plan for gender equality-strategic planning for the representatives of local teams from

5. Media and online campaigns for gender

6. Signing the Protocol on co-operation between partner organisations and cities associates on the Project, during the Initial

7. Signing the European Charter on Equality of Women and Men in Local Life in the City of Kraljevo (Serbia), Municipality of Medijana in the City of Niš (Serbia), Municipality of Kotor (Montenegro) and the City of Mostar

9. Working meetings and consultations of partner organisations in all partner cities; 10. Local research and analysis of gender statistical data relevant for development of local action plans in all partner cities;

11. Meetings with representatives of local authorities - establishment of working teams for development of Local action plans for gender equality in all partner

12. Preparation of Local action plans in all

13. Preparation for public discussions for presentation of the final Action plan for

gender equality in all partner cities;

14. Final Conference, Mostar (BiH).

each city, Kotor (Montenegro);

Conference in Kraljevo (Serbia);

(Bosnia and Herzegovina);

8. Starting the Website;

cities;

partner cities;

Serbia);

equality;

EVROPSKA POVELJA O RAVNOPRAVNOSTI SPOLOVA na lokalnom nivou y applied to all aspects of life: pointeal, economic, socia al recognition and progress made, equality of women a do not enjoy the same rights in practice. Social, politi nple, salary disparities and political under-representati ts built upon numerous stereotypes present in the fa nseil des Communes the organisation of society... So many domains in et Régions d'Europe

making structural changes. Equality of women and

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Publikacija je štampana uz finansijsku podršku

Evropske unije.

Naslovnica Povelje

LDA MOSTAR Activity Report 2011

to be effective

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Council of European

cipalities and Regions

Monitoring of public services on local level



DONOR

Open Society Fund Bosnia and Herzegovina

PROJECT LEADER

Local Democracy Agency (LDA) Mostar

PROJECT DURATION

December 2011 – November 2012





građani i lokalna vlast zajedno do boljih usluga

General Objective:

The basic purpose and the objective of the Project is improvement of responsibility and efficiency of local authorities in BiH in providing public services and meeting the real citizen needs through more active role of civil society. This objective will be realised in the units of local self-government by application of the PULS methodology through activities of continuous assessment and improvement of public services. The Project will enable the representatives of civil society to effectively influence the more responsible work of local authorities, while local authorities will be enabled to harmonise the level of quality of their services with the real citizen needs.

Specific objectives:

• Increase of responsibility of local authorities for provision of services on local level;

• Increase of citizen participation in decision making processes related to provision of local services;

• Creation of conditions for continuous monitoring of the level of satisfaction of citizens with the services provided.

Short description of Project

Provision of different services to citizens is one of the key roles of units of local self-government in our country, which is regulated by numerous domestic and international legal instruments. Many surveys show that, despite certain improvements, there are still no conditions and mechanisms for transparent and accountable development of public policies related to public services on the local level of authority. The key problem this Project is focused on is precisely the lack of practical methodology for continuous, systematic following, assessment and improvement of public services, which would enable the citizens and organisations of civil society to efficiently influence the more responsible work of local authorities in BiH.

For the purpose of improvement of responsibility and efficiency of local authorities in BiH in providing public services and meeting the real citizen needs, Open Society Fund BiH initialised the "Monitoring of public services on local level - citizen and local authority jointly to better results" Project. The Project is realised in partnership with the Centre for Promotion of Civil Society Sarajevo, Centre for Management, Development and Planning Doboj and Local Democracy Agency Mostar. Within the Project it has been envisaged to examine the level of satisfaction of citizens with the quality and availability of public services on local level in 25 BiH municipalities. This survey will be conducted in accordance to the "PULS" methodology, especially developed for these purposes. After the analysis, the results of the survey will be presented to the public and the decision makers with the aim to improve the process of development of public policies on local level directed towards upgrading the quality of life of the citizens.

Local Democracy Agency (LDA) Mostar, in co-operation with the City of Mostar and Municipalities of Konjic and Jablanica, will implement the survey of the citizen satisfaction with public services of local self-government in these three cities/ municipalities.

Activities realised in 2011:

December 2011, preparatory activities and co-ordination of project partners.

Activities to be realised in 2012:

 Sampling and implementation of the survey on satisfaction of the beneficiaries;
 Elaboration of data and development of the report;

3. Presentation of survey results;

 Media campaign – Inclusion of media and informing the citizens and general public;

5. Organisation of public tribunes in the Municipalities in which the survey was implemented.

World Neighbours Day



ORGANIZER

Local Democracy Agency (LDA) Mostar

PARTNERS

City of Mostar, Mostar City Council, Association of Local Democracy Agencies (ALDA)

PROJECT DURATION

May 2011





Considering the frequent alienation and individualism in the cities, the "Neighbours Day" is an excellent opportunity for interneighbour socialising and strengthening the community spirit. This Day is a chance for meeting with one's neighbours with the aim of a more pleasant life and counteracting anonymity that surrounds us.

"European Federation of Local Solidarity" (E.F.L.S.), seated in Paris, co-ordinates the ceremonies of marking the "European Neighbours Day" in 32 countries, in over 1200 cities and with more than 10 million participants. City of Mostar, upon the LDA Mostar initiative, became a member of the E.F.L.S. network in 2009, as the first city from BiH, while LDA Mostar joined that network in 2010.

The World Neighbours Day is a holiday of local solidarity and socialising, which every year, traditionally at the end of May, gathers more and more participants throughout the world. LDA Mostar has already in 2009 recognised the value of such a manifestation in a city like Mostar. Encouraged by the last year's experience, when organisation of the "European Neighbours Day" in Mostar was voted the best practice for 2009, we tried once again to bring the citizens of Mostar closer to the citizens of hundreds of European and world cities which mark this day as the day of local solidarity and promotion of European values. This year as well, the ceremony was held in two city locations: on the plateau in front of the National Theatre, Maršala Tita Street, for the residents of the Local Communities of Brankovac, Carina and Luka and on the plateau in front of the Local Communities of Avenija and Kralja Tomislava, Brune Bušića Street for the residents of the Local Communities of Avenija, Strelčevina and Kralja Tomislava. The event was organised by LDA Mostar in co-operation with the City Administration and Mostar City Council, with the support of ALDA.

The Neighbours Day passed in a pleasant and relaxed atmosphere with an appropriate cultural and music programme prepared by two Mostar schools, refreshments and specialities kindly donated by the local





entrepreneurs, and a visit of prominent guests and participation of the citizens of the mentioned Local Communities.

Considering frequent alienation and individualism in cities, the "Neighbours Day" is an excellent opportunity for inter-neighbour socialising and strengthening the community spirit. This was an opportunity for the citizens of Mostar, and especially the citizens of the mentioned Local Communities to bring the neighbourly spirit into our city, but to also meet their political representatives and address their problems in an informal and relaxed conversation. The objective is also to present Europe as one big and cohesive neighbourhood and, in that manner, bring it closer to our citizens in the aim of easier integration of BiH in European Union.

"Motiv grupa", students of the School of Video Journalism, recorded a short video clip about this event http:// www.youtube.com/watch?v=msxUP KCxDrw&feature=share , and you can find out more about the European Neighbours Day on the official European Federation of Local Solidarity Website at: http://www.european-neighbours-day. com/fr

EVS – European Volunteering Service



"Youth – Right Direction" activities and projects for promotion of the "Youth in Action" Programme.

European Volunteering Service, known as EVS, is a part of the European Commission youth Programme entitled Youth in Action.



Youth – Right Direction" activities and projects for promotion of the "Youth in Action" Programme:

http://ec.europa.eu/youth/youth-inaction-programme/european-voluntaryservice_en.htm

European Volunteering Service, known as EVS, is a part of the European Commission youth Programme entitled Youth in Action.

This Programme enables a young person to discover a new culture and a new language through volunteering activities outside of his/her country of origin. EVS is an experience of an educational character. It develops an attitude of a generally active citizenry by way of enabling a foreigner in one country to participate in its everyday life, working and sharing responsibilities of its citizens. EVS enables a young person to gain new knowledge, to get to know one, for him/her, foreign country and but to also get to know himself/herself.

Basically, EVS Programme exists to encourage mobility of youth. LDA Mostar joined EVS Programme and is accredited as an organisation for sending, accommodation and co-ordination of volunteers since April 2009.

Activities realised in 2011:

"Without the word" (WOW) is a Project of a partner organisation Debrecen Youth Service from Hungary, which, in coordination with LDA Mostar and other project partners, organised training for youth within EU "Youth in Action" Programme.

6 young people from Mostar attended this training, which was held in Debrecen (Hungary) from 08th to 18th April 2011.

This multilateral exchange of youth assisted in development of good relations between participant countries and opened doors to youth for learning about modern theatre, dance, arts and culture of other nations.

http://www.youtube.com/watch?v=_ XqHbs8LaBk&feature=player_embedded



Other activities of LDA Mostar during 2011

Generalna skupština LDA Mostar



Posjeta delegacije Antalije



Trening za MoStar.T-V

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 Annual LDA Mostar General Assembly -25th February 2011

LDA Mostar organised the 6th General Assembly of the organisation on 25th February 2011 in Nansen Dialogue Centre Mostar. All members of the Assembly were present. It was an opportunity for the LDA Mostar representatives to present activities realised in 2010, also published in the 2010 Activity Report, and introduce activities planned for 2011. During the Assembly, the members of the Steering Board, President and Secretary of the Assembly were unanimously elected once again.

• Visit of the representative of Turkish Municipality of Antalia – 13th May 2011

Upon the recommendation of the Mostar City Council, delegation of Turkish Municipality of Antalia visited LDA Mostar. During this visit experiences from the field of local-self-governance and active citizenry, viewed from different perspectives were exchanged: perspective of local government of a city in Turkey and that of a civil society organisation of a city in BiH. • 7th Anniversary of LDA Mostar – 5th December 2011

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Representatives of LDA Mostar marked the 7th Anniversary of establishment of LDA Mostar on 05th December 2011 and, with their close associates and friends of the organisation, remembered all activities and projects implemented in the local community.

Trainings delivered by LDA Mostar outside of regular project activities

• Training: "Project Cycle Management" - 06th – 10th June 2011

The training, held in LDA Mostar office, was organised for the students of the "School of Video Journalism" of Mo.StarT-V. During those four days of training, the participants received the basic information on possibilities for fundraising, donors and foundations and about main parts of application forms. Through practical examples, they developed a project idea and filled out an application form with the assistance of the trainer.

Trainings / seminars / workshops in which the LDA Mostar personnel took part in 2011

Political School of the Council of Europe

U organizaciji Vijeća Evrope, te uz finacijsku The School was organised by the Council of Europe with the financial aid from the Governments of Lichtenstein and Japan, and it was attended by 37 participants, representatives of local authorities and non-governmental organisations from the region, under the leadership of experts of the Council of Europe and EU countries.

LDA Mostar organised the participation of the Head of Department for organisation, legal affairs and general administration of the City of Mostar and the LDA Mostar Director.

The School was organised as a series of seminars:

- 1st Seminar: "Challenges of local democracy in the West Balkans" Bečići, Montenegro, 03rd – 6th February 2011
- 2nd Seminar: "Local governance and leadership" Sarajevo, Bosnia and Herzegovina, 07th – 10th April 2011

- 3rd Seminar: "Facing the problems of local self-government", Neum, Bosnia and Herzegovina, 08th – 11th September 2011 Apart from the three mentioned seminars, the 6th Summer University for Democracy, entitled "Ethics and politics", was organised in Strasbourg on 27th – 29th September 2011, in which, aside from the 35 participants of School of local democracy, students of political schools also organised within the Council of Europe Programme took part. Over 500 participants from the region attended the University for Democracy.

• Workshop "Law against discrimination, practical application" for officers who provide free legal aid, organised by OSCE Mission to BiH – 19th May 2011, Hotel Bristol, Mostar.

Representative of LDA Mostar attended the Workshop. This Workshop offered an opportunity to participants to find out more about this Law, obstacles in its application and it served as a good framework for improvement of services provided to citizens, because LDA Mostar, as one of the projects of the Resource Centre for Democratisation Mostar, opened an office for free legal aid to citizens, which proved to be necessary and useful to the local community.



Škola lokalne demokracije Vijeća Europe, Bečići, veljača 2011.



Škola lokalne demokracije Vijeća Europe, Strasbourg, srpanj 2011.



Škola lokalne demokracije Vijeća Europe, Sarajevo, travanj 2011.

• Seminar "Reconciliation – Victims of war" organised by Caritas CRH – 27th May 2011, Youth Culture Centre Abrašević, Mostar

CRH Caritas organised Seminars on the subject of "Reconciliation - Victims of war" in a few cities in Bosnia and Herzegovina, where individuals, victims of war, with their stories conveyed a message of peace and reconciliation to the seminar participants. Representative of LDA Mostar took part in the Seminar organised in Mostar. • Training "Partnership and Networking", organised by TASCO – 31st May 2011, TASCO Office, Sarajevo

Representative of LDA Mostar, together with the representative of the Citizens' Forum Tuzla as a partner organisation on the "Civil society in action for dialogue and partnership" Project, attended the training, which was a good opportunity for gaining new knowledge which could be used during the realisation of the mentioned Project. The training itself proved to be a very good occasion for meeting new organisations, and learning about networking and how to use IPA funds for that purpose. Specific objectives of the training were:

• Understanding the basic principles of successful co-operation

• Development of communication channels between project partners and elements of sustainable partnership

• Identification of key and critical points in relations between partners.

• Training for 10 Civil society organisations (CSOs) from BiH as preparation for implementation of the "Monitoring of public services on local level" Project. The training was organised by Development Agency EDA from Banja Luka in Laktaši on 16th – 18th November 2011, with the support of Open Society Fund BiH.

Basic purpose and objective of the Project is strengthening responsibility and efficiency of local authorities in BiH in provision of public services and satisfaction of real needs of the citizens through their more active participation. Training for the co-ordinators of the "Strengthening Accountability of Women and Young Political Leaders in Bosnia and Herzegovina - the role of women in public and political life" Project.

The first part of the training was held in Sarajevo in Hotel Hollywood, from 27th – 30th October 2011. Introduction of high officials: state authorities, representatives of the Council of Europe, USAID and the US Embassy, were followed by thematic addresses of the representatives of Gender Centres of FBiH and RS as well as Agency for Gender Equality in BiH. Lectures by the representatives of non-governmental organisations engaged in this issue in Bosnia and Herzegovina for a number of years were also very useful.

The second part of the training was held on the Vlašić Mountain in Hotel Blanca, from 16th – 19th December 2011. Upon introductory speeches of representatives of the Council of Europe and USAID on the subject of "The role of women in public and political life", the audience was addressed by women with long political experience in leading political parties and on high state positions in Bosnia and Herzegovina and other countries. The role of media and Election Law were also discussed in the context of gender equality.



Vlašić, 16.-19. prosinac 2011.

Other activities LDA Mostar participated in

• NALAS – International Fair of municipalities in Sarajevo, held on 10th and 11th of March 2011. Apart from a great number of municipalities and cities, ALDA, which on this occasion presented itself in co-operation with Local Democracy Agencies from BiH, also had its stall.

This was a unique opportunity to establish useful contacts, exchange experiences and set up partnerships and co-operation.

At this Fair, mayors and elected representatives of local and regional authorities signed a Declaration entitled "Facing the future of local authorities; good governance, social inclusion and European integration".



NALAS - Sarajevo, ožujak 2011.

• Roundtable "Reconciliation – Role of a woman" organised by Association "Ružičnjak" on 21st June 2011 in the Centre for culture Mostar.

Representatives of LDA Mostar attended the Roundtable together with other organisations engaged in the issues of human rights, especially those related to protection of women. It was an opportunity for all organisations to exchange practices and experiences related to women's rights and especially their role in the processes of reconciliation.

• ALDA Assembly and Conference "Volunteering through democratisation" 07th – 11th July 2011, Bydgoszcz, Poland

International Conference Volunteering through democratisation and ALDA General Assembly were held on 08th and 09th July 2011 in Bydgoszcz, Poland.

The Conference was organised as an initiative within activities preceding Poland's takeover of EU chairing. Director of LDA Mostar participated in the mentioned events together with representatives of other Local Democracy Agencies, ALDA, and representatives of cities and municipalities members of ALDA.



ALDA - Generalna skupština

• Preparatory within the CSSP – Integrative mediation Project - 7th October, Nansen Dialogue Centre Mostar

The meeting was organised by Mr. Schwartz Schilling before the realisation of the "Development of system of counselling mechanisms" Training, which was to be held in November 2011.

Representatives of LDA Mostar participated in the meeting together with the representatives of the Associations LiNK, NDC, CCI and Los Rosales.

• Workshop within the CSSP – Integrative mediation Project

Representatives of executive and legislative authorities of the City of Mostar as well as representatives of non-governmental organisations participated in a Workshop organised on 09th November 2011 in Motel Ada in Blagaj, Mostar. The aim of the Workshop was to develop tools and mechanisms for application of an agreement between NGOs and the City of Mostar.



Projekt CSSP, Blagaj, studeni 2011.

• Within the marking of the 15th Anniversary of establishment and work of Local Democracy Agency in Sisak:

many different events were organised in the period from 03rd to 05th November 2001:

- International Conference "Road of Croatia towards EU: Role of Croatian Local Democracy Agencies";

- Annual meeting of leader partners of Local Democracy Agencies;

-Co-ordination meeting of Local Democracy Agencies' delegates.

This was an opportunity for a regular co-ordination of all Agencies and their Association including also leader partners but also an occasion to provide support and find the best solution for continuation of work and action of three Croatian Local Democracy Agencies after Croatia becomes a member of the European Union.

• Participation in development of the City of Mostar Youth Strategy 2012 -2015.

In accordance with the Resolution issued by the Mostar City Mayor in June 2011, working bodies for the development of the City of Mostar Youth Strategy for the period 2012 – 2015 have been appointed.



Sisak, studeni 2011.

LDA Mostar Director was appointed to the position of a Co-ordinator of the Working body for active youth participation in society.

The first meeting of this body took place in October 2011 and was organised by the Office for upbringing, education, youth and sports of the Mostar City Department for social affairs, after which collection of data relevant for the development of this part of the Strategy was initiated.

• Participation in the work of the Mostar City Council Ethics Commission of Honour

Ethics Commission of Hounour has been established by the Mostar City Council in September 2010. It is comprised of five memebers: three Mostar City councillors and two representatives of non-governmental organisations. Representative of LDA Mostar has been appointed the Commission Chairman.

The aim of the work of this Commission is to countinuously follow the behaviour of the councillors, not only at the sessions of the City Council but also in public life, in accordance with the Code of Ethics they have adopted.

The Commission mainly worked of the development of their Rules of Procedure as well as Rules and Regulations on sanctions for the councillors who breach the Code of Ethics. Ethics Commission of Honour has up to now received a few complaints from the citizens of Mostar and has regulary processed them.

• Change official address of the LDA Mostar Office – July 2011

LDA Mostar signed a new agreement with its host partner the City of Mostar, which is related to utilisation of office premises and moved its office from Adema Buća 13, to the new address of Fra Ambre Miletića 30, 88 000 Mostar.

In accordance with this change, LDA Mostar conducted re-registration of the organisation at the Herzegovina-Neretva Cantonal Court and registered the amendments of the organisation's Statute.



Ured LDA Mostar na novoj adresi

Fundraising



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Local Democracy Agency (LDA) Mostar

Fra Ambre Miletića 30 88000 Mostar T: +387 36 333 830 F: +387 36 333 831 Idamostar@aldaintranet.org www.ldamostar.org



Local Democracy Agency Mostar has, as always, been very active in 2011 in regards to fundraising, so the final total tally was more than satisfactory.

Namely, in 2011 LDA Mostar raised 62,40% of the total available funds through its own fundraising activities.

It is important to mention that the total financial assets in 2011, secured from EU funds through EU projects, are a lot higher in comparison with 2010 and they amount to 68,09% of the total available funds, while in 2010 that amount was 32,53%.

In 2012 LDA Mostar also plans to continue with improvements of its own fundraising

capacities and, just like in previous years, through its own efforts secure the financial means for unhindered running of the organisation and implementation of activities important for the local community and citizens.

Also, a very important segment of fundraising is the partnership with other organisations and institutions on local, regional and international level.

LDA Mostar, just as up to now, plans to treasure the existing and develop new partnerships, in accordance with its mission and vision, and the needs of the local community.