

# **I.M.PACT Project in Bosnia-Herzegovina**

**Implementing organization: D@dalos Sarajevo**

## **Report on Follow-up Seminar on February 2 – 4, 2006 in Sarajevo**

### **1. Background**

D@dalos – one of six partners in SEE – has chosen two staff to become I.M.PACT trainers: project director Ingrid Halbritter and education officer Nihad Mesic. The mentor of both was Dukagjin Pupovci, executive director of the Kosovo Education Centre in Pristhina.

Both trainers have participated in 5 day training in Vienna in autumn 2004 and have acquired basic knowledge on how to plan and implement projects with the Logical Framework Approach and how to plan and carry through evaluation by using the Self Evaluation method.

D@dalos organised a pilot seminar in March 2005 and introduced both to a number of young activists of civil society.

Over the following month, D@dalos reflected a lot about the question how to set up efficient capacity building programs for LFA and SE and came to the conclusion that this is possible only in cooperation with other training providers in BiH.

### **2. Target Group and Seminar Purpose**

D@dalos did research on which NGO is providing training on LFA and received abundant contact information. Invitations were sent out by e-mail, and the response and interest was surprisingly high.

The main precondition for participation was:

- one person per organisation
- the person has to have practical experience as a LFA multiplier

The purpose of the seminar was twofold:

- to transfer expert knowledge from Kosovo Education Centre to the "LFA-Community" in Bosnia-Herzegovina
- to exchange experience and agree on cooperation between the LFA training providers

Representatives/staff from the following organisations attended:

- Bolje Sutra Tuzla
- Danish Refugee Council Sarajevo
- Mozaik – Foundation for Community Development (apologised)
- UNDP Vares
- UNDP Sarajevo
- Quaker Peace and Social Witness Sarajevo
- CARE International BiH/HR/SCG
- Udruzenje Zene za Zene International Sarajevo

- Partner Banja Luka (apologised)
- Bureau for Human Rights Tuzla
- Izbor Plus Sarajevo
- SEE Network of Associations of Private Broadcasters (apologised)
- EURED II (apologized)
- Helsinki Committee for Human Rights Bijeljina
- Zena BiH
- Narko-Ne Sarajevo (apologized)
- Delegation of the European Commission
- Udruzenje Zene Banja Luka
- Free lance consultant for project planning etc.

All together 16 participants and 4 D@dalos staff were present on the first day. On the second and third day, the number of participants reduced significantly; there were only 8 participants left on the last day. A number of participants came only to hear Dukagjin Pupovci´s input and were not interested in exchange of experience with their colleagues from BiH.

### **3. Seminar Content and Schedule**

The agenda of the three days was as follows:

#### **1. Day (Thursday, 02.februar):**

<b>Time</b>	<b>Content</b>
11.00-13.00	<b>Presentation of Impact and the Objectives of the Gathering:</b>  <b>Presentation of D@dalos</b>  <b>Presentation of Participants and the Activities of their Organizations</b>
13.00-14.00	Lunch
14.00-15.30	<b>LFA: Examples of Practical Use (I)</b>
15.30-16.00	Coffee
16.00-17.30	<b>LFA: Examples of Practical Use (II)</b>

#### **2. Day (Friday, 03.februar):**

09.30-11.30	<b>LFA: Examples of Practical Use (III)</b>
11.30-13.00	<b>LFA: Examples of Practical Use (IV)</b>
13.00-14.00	Lunch
14.00-17:00	<b>Exchange of Experience between Participants (Plenary)</b>

### **3. Day (Saturday, 04.februar):**

09:30-11.00	<b>Planning Exercise (Plenary)</b>
11.30-12.30	<b>LFA: Examples of Practical Use (V)</b>
12.30	End of seminar

## **4. Details of the Program**

### **4.1. Expert Input from the Kosovo Education Centre**

Dukagjin Pupovci presented a number of practical examples on how to use the LFA method for planning strategies, programs and projects. He combined, in a unique way, theoretical input, practical recommendations, presentation of practical tools and reports from his concrete practical experience with different targets groups (e.g. NGOs, scientific/academic institutions, national organisations and political parties, civil servants from Ministries etc.).

Subjects in his 5 presentations were:

- Planning strategy – program - project
- the role of the moderator in a planning session
- logistical aspects (duration, number of participants, agenda, location, technology, follow-up)
- use of excel templates during the session
- problem definition (techniques for gathering problems, clustering, problem tree)
- Analysis of options using the brainstorming method
- Logical Framework Matrix (theoretical background, function)
- Risk Analysis
- Activity and work plan, budget
- The funding proposal and its elements
- Alternative methods (e.g. SWOT)
- Monitoring of activities, results, indicators, assumptions, and impact
- Difference between monitoring and evaluation

### **4.2. Exchange of Experience between the Participants**

The participants reported in plenary how they use the LFA method for planning, project proposals and reporting, and how they organise training for other organisations or groups.

One woman's group from Banja Luka stressed that LFA is of use even in her private life and can be also a tool for dealing with conflicts.

Another participant said that participatory methods are difficult if groups are heterogeneous and members with authority prevent others from being open. Another difficulty is the coexistence of different LFA-“systems” (one developed and required by the US agencies, one established as a standard at the European

Commission etc.). This is a source of confusion, and terms are often used in different ways.

There was consensus that it is often challenging to find measurable indicators.

One participant appealed to enhance cooperation between the civil (non-governmental) and state sector.

The provision of training for others was, to the surprise of the organiser, not a prime issue. Asked for their opinion, most of the participants said that “learning by doing” with mentoring and technical assistance is the most efficient way. However, this needs a great deal of resources, and ideally own funds for making small grants for which quality proposals are sought.

The general observation was that, to their knowledge, there is no such thing than a comprehensive training concept or curriculum for LFA.

There were also complaints that even careful training of small NGOs did not lead to the desired results: project proposals with good quality. There seems to be a lack of motivation to make an effort. The participants stated that those trained must see the benefit of working with LFA. There was agreement that real funding opportunities and the work on real life situations/problems are the most important motivating factors.

All participants agreed that the EU will be the main donor for civil society in the near future and that it is necessary to have a good command of LFA, which is a standard requirement for EU applications.

### **4.3. Planning Cooperation in Bosnia**

One session was designed to find out whether there is a need and willingness to establish cooperation between LFA training providers in Bosnia-Herzegovina.

We chose the following method:

Everyone could express 1) what they need and 2) what they can offer.

This was done by a group of 11 persons from 9 organisations from Sarajevo, Tuzla, Mostar, Bijelina, Vares and Prishtina in an unsystematic way:

**This is the chronicle record of the session:**

<b>What can we offer:</b>	<b>What do we need?</b>
2 LFA trainers and 2 potential LFA trainers	
2 LFA trainers	
2 LFA trainers	Training for LFA Trainers and for using LFA
Contacts to civil society and other stakeholders in the region Herzegovina in BiH	
Infrastructure for training	
12 local communities and contacts to civil society and other stakeholders	Training for 5 trainers per community in 12 communities
Contacts in the Bratunac area	Training for LFA Trainers and for using

	LFA
Network of 70 NGOs in Canton Tuzla	
6 experts for training, facilitation of planning sessions, assistance etc.	
3 trainers for the use of LFA	
1 senior and 1 junior trainer for the use of LFA	
LFA manual (Bosnian, English)	
LFA manual (Bosnian, English)	
	Training with KEC/Dukagjin Pupovci
To publish relevant resources on the Impact web-site	
Training for all levels of LFA	
To check logframe matrices for consistency	

## 5. Conclusions and Joint Agreement

There was a great interest for expert input and exchange of experience with likeminded and competent people in a narrow area of expertise.

The training aspect and related questions seemed not to be an important issue, although this was clearly mentioned as a crucial part of the agenda. The organisers had to bring up this subject several times and had to insist that this is discussed in plenary.

There is not much experience in the field, although all organisations present were, in one way or the other, involved in training activities. These activities were rather a "side product" than a main activity, or embedded in special programs where grant giving and capacity building in project planning and proposal writing were combined.

The last day's session with nine NGOs showed a pretty clear picture:

- there is a lack of competent LFA trainers
- there is no such thing than a comprehensive training curriculum/concept
- almost all organisations are working with a number of partners in their local or regional environment, or in cross-border cooperation
- there are several manuals for LFA "on the market", but not a place where they can all be found
- LFA is a demanding method that requires, more than everything else, practical experience in using it in the context of project cycle management, but also a wide set of skills and knowledge. Therefore, it is difficult to spread it to inexperienced target groups.

### The Plan:

The expressed needs and offers lead to the idea to set up a cooperation that consists of 8 NGOs in several places in BiH. These are:

- D@dalos Sarajevo
- Helsinki Committee for Human Rights Biljelina
- Woman BiH Mostar
- UNDP Vares

- Udruzenje Woman Banja Luka
- Bureau for Human Rights Tuzla
- A Better Tomorrow Tuzla
- Izbor Plus

The objectives of this cooperation are:

- To exchange information and materials for LFA
- to develop joint training concepts for LFA for different target groups
- to run a joint project and jointly raise funds for it

The following activities will be:

- D@dalos sends 2 copied manuals and PowerPoint presentations to these eight organisations
- D@dalos writes a rough proposal that will be submitted for comments to the others
- D@dalos will use remaining funds from this seminar for a follow-up meeting in mid-April

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