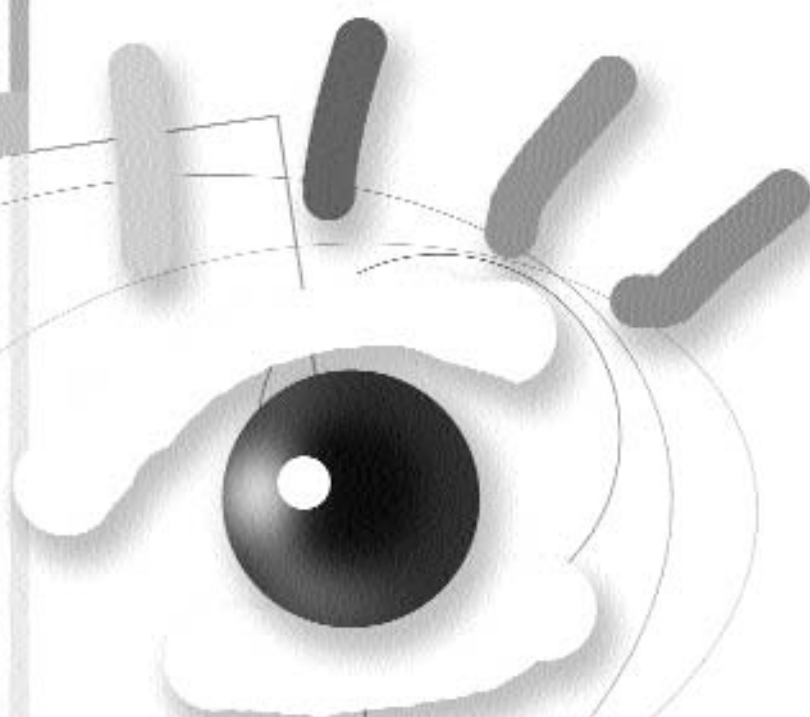


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# REPORT



THE THIRD FORUM OF YUGOSLAV  
NON-GOVERNMENTAL  
ORGANIZATIONS



**pokrenimo sadašnjost**  
CHALLENGES OF THE PRESENT DAY



Editor  
Maja Dzelatovic

For Publisher  
Natasa Vuckovic

Translation  
Ljiljana Jovanovic

Proof Reading  
Ruza Velickovic

Design  
Marija Vuksanovic

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**Center for Democracy Foundation**

Terazije 3/II  
11000 Belgrade  
tel. +381 11 322 99 85  
fax +381 11 322 73 06  
E mail [info@centaronline.org](mailto:info@centaronline.org)  
[www.centaronline.org](http://www.centaronline.org)

**Center for the Development of Non-Profit Sector**

Zmaj Jovina 34  
11000 Belgrade  
Tel. +381 11 3283 306, 3283 308, 3283 309  
E mail [info@crpns.org.yu](mailto:info@crpns.org.yu)  
[www.crpns.org.yu](http://www.crpns.org.yu)

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## **THE THIRD FORUM OF YUGOSLAV NON-GOVERNMENTAL ORGANIZATIONS**

The Third Forum of Yugoslav Non-Governmental Organizations was organized in Belgrade, May 17-19, 2001 by two Organizers: the Centre for Democracy Foundation and the Centre for the Non-Profit Sector Development. The main message of the Third Forum was CHALLENGES OF THE PRESENT DAY.

The primary objective of the Third Forum was to refer to challenges that the non-governmental sector in Yugoslavia has been faced with after the democratic changes. During the past few years, the non-governmental sector was substantially committed to achieving democratic changes in the country, while during the last year, through launching numerous pre-elections campaigns by non-governmental organizations, it contributed to a great extent to winning the elections in order to non-violently overturn the authoritarian regime. Owing to exerting tremendous efforts in accomplishing that goal, the non-governmental sector has developed itself and become an important factor of the democratization and reforms in our society. Nowadays, non-governmental organizations carry out their activities in an utterly altered environment, while the program priorities and the methodology of the sector's work have also been changed. The work of non-governmental organizations in the transition period often calls for the cooperation with public sector, but it also requires the attitude of being critical to the government. That is why this topic has been given a great attention to at the preceding Forum.

The non-governmental organizations themselves have perceived the need to consider the position of the non-governmental sector also in relation to the new international environment, namely to examine in what way the sector could contribute to the stabilization in the region and to our making approach both to Europe and to the European institutions.

The necessity of NGOs to get together, as well as to recognize and resolve the problems of the non-profit sector itself, has been demonstrated as early as the First Forum. This third gathering of non-governmental organizations in the Forum, was the opportunity to establish the development strategy of the non-governmental sector in Yugoslavia. In continuation of the experiences of the First and the Second Forums, the Program of the Third Forum has also comprised the issues of infrastructure development of the non-governmental sector, as well as those in respect of the necessity to establish new standards of activities that primarily refer to the request of transparency of the work.

The specific objectives of the Third Forum were: 1) to assess the results achieved in the NGOs development between the Second and the Third Forums, 2) to formulate new strategies of the non-governmental sector as regards both the period after the democratic changes and the new areas of activities provided owing to the democratic changes, thereby particularly bearing in mind the reconstruction and democratization of the Yugoslav society, 3) to determine models of future relationships with the public sector (legislative and executive bodies, local governments), 4) to continue the debate on new legal regulations on and the legal status of NGOs, 5) to identify infrastructure requirements of the NGO sector in terms of its future development needs, 6) to establish the strategy in respect to the regional cooperation of NGOs.

### **STRUCTURE OF THE PARTICIPANTS**

While preparing the Third Forum, the Organizers were obliged to set up basic criteria for inviting the NGOs representatives to take part in the Forum. This task has been rather difficult since the Forum is a large informal network of NGOs organizationally open for any interested organizations. As the number of registered NGOs in Yugoslavia is constantly rising, it is therefore rather complex to observe strictly all the criteria for NGOs' participation in the Forum in terms of the organization and logistic.

The CDF and the CDNPS set up the criteria that implied:

- a) the territorial and regional principles, i.e. the participation of NGOs from as many different towns and regions as possible, primarily bearing in mind the territorial principle (Central Serbia, Vojvodina, Montenegro),
- b) NGOs from various sub-groups that perform various activities (such as groups for the protection of human rights, groups for the environmental protection, humanitarian, women and other organizations, etc.),
- c) NGOs which participated at the First and/or the Second Forums, apart from those that disappeared in the meanwhile or those whose activities have been substantially decreased,
- d) newly founded NGOs that have the defined mission and the developed program of work.



As regards the international organizations, the Organizers' viewpoint was that they were primarily to invite to the Third Forum those organizations which have had their representative offices in Yugoslavia, while the basic criterion applicable to the organizations from abroad was that they had already established the cooperation and contacts with the Forum and its Organizers.

In work of the Third Forum, 278 participants took part, out of which 120 of them were from the organizations outside of Belgrade.

## **PROGRAM**

In accordance with the Forum's tradition, this time the Working Program also included the Panel Sessions and the Workshops. The major topic of the Third Forum was the participation of NGOs in the transition process, with emphasis on the cooperation with the public sector.

The main topics of the Third Forum were:

- The relationship between the public sector and the third sector,
- NGOs in the role of lobbyists and advocates,
- Experience of other countries (particularly of CEE and EU),
- NGOs as promoters of social aid programs,
- Relevant initiatives and programs of the EU for the third sector in Yugoslavia,
- International integration processes and NGOs,
- Responsibilities of NGOs in the process of society's democratization,
- NGO management in new environment.

The Workshops were organized in two series. The first series of Workshops dealt with the main topic of the Forum, while the other series of Workshops was dedicated to the improvement of the NGOs' know-how and skills in the fields of the infrastructure development, management, public relations and alike.

As its main topic was intended to deal with establishing the cooperation with the public sector, the Program itself required a very careful selection of the participants in the Introductory Sessions, including those from both the state bodies and institutions.

The fact that almost all of the invited government representatives, both of the Federal and Republic levels, accepted the Organizers' invitation to address participants of the Third Forum, has substantially contributed to the success of the Third Forum. At the Opening of the Third Forum, Zoran Djindjic, Prime Minister of the Republic of Serbia, addressed the participants, while Dragoljub Micunovic, Speaker of the Chamber of Citizens of the Federal Parliament greeted the gathering at the Closing Session. At the Panel Sessions of the Forum, the following officials took part: Goran Svilanovic, Federal Minister of Foreign Affairs, Ljiljana Lucic, Deputy Minister of Social Issues, as well as other representatives of the state institutions, the Autonomous Province and local government bodies.

The participation and discussions of the representatives of international organizations has particularly contributed to work of the Third Forum, since they also included, among others: Frank O'Donnell, Head of UNDP Mission, Ambassador Stefano Sannino, Head of OSCE Mission in the FRY, Hans Peter Furrer, Council of Europe, Herve Caiveaux, EU Agency for Reconstruction and other representatives of the international organizations, as well.

## **MEDIA COVERAGE**

In contrast to previous years when the restricted freedom of media in Yugoslavia had also restricted the media coverage of the First and the Second Forums, work in the newly established democratic environment provided much better opportunities in terms of promoting of and informing on the Forum.

A large number of journalists and press photographers covered the activities of the Third Forum and kept the public informed on it. Among them, there were: Radio Television of Serbia, BK TV, Pink TV, Mars RTV, Radio Yugoslavia, as well as journalists from the dailies and the press agencies of Politika, Danas, Glas javnosti, NIN, Vreme, Republika, Reporter, NVO glasnik, Pravi odgovor, Beta, Tanjug and Vesnik.



## ACHIEVEMENTS OF THE THIRD FORUM

The experience of the First and the Second Forums has demonstrated that the effects of such annual conferences of the non-governmental organizations are of a substantially greater range than it is usually expected from certain conferences. The Forum represents an opportunity for the organizations to get to know each other better, to exchange experiences, to acquire new knowledge, to get better informed about donor organizations, to check on and re-define methods of their work, as well as to jointly make a step further in creating the positive energy and the cooperation process within the entire sector. That is why the substantial portion of the Third Forum's achievements is hard to be "measured" immediately after the conference.

However, if we consider the specific objectives of the Third Forum, the following conclusion inevitably arises: this Forum has succeeded in referring to those issues that are the most significant for the non-governmental organizations in the period after the democratic changes.

First of all, the unambiguous determination of the non-governmental sector to partake actively in the democratization and transition processes of the Yugoslav society has been clearly expressed. That message, which has also expressed the readiness to cooperate with the state institutions in all the fields where such cooperation should be feasible and necessary, has been directly forwarded to the public sector. On the other hand, the public sector, probably encouraged by positive experiences of the cooperation with the NGO sector in the course of the pre-elections campaigns, has also realized the importance of the civil initiative and support that may come from NGOs' flank in difficult times of the transition. The following issues were specifically discussed: cooperation in the field of social policies, humanitarian programs, development of local communities, protection and promotion of human rights, civil education, regional cooperation, as well as other areas of work in which NGOs have been involved. Of course, concrete joint actions would depend on certain state bodies, on one hand, and on the non-governmental organizations themselves, on the other hand.

However, the NGOs have also expressed clearly the necessity to maintain their own autonomy and critical attitude to the government. It has not been possible though to define a general response to a frequently raised query on the manner of how to determine the right proportions both of the cooperation with the state and of the criticism as regards the government, because those proportions will certainly depend on whether the new democratic government actually respects the fundamental principles of the rule of law, human and civil rights, democracy and tolerance.

As regards the plane of its infrastructure development, the NGO sector has determined the priorities that shall have decisive effects upon the NGOs' further development. The non-governmental organizations insist on passing, as soon as possible, the new law that is to resolve the status of NGOs in new environment and therefore a relevant request to speed up both the legislation and passing of the new law has been forwarded to the competent state bodies. A considerable attention has been paid to the issue of NGOs' management modernization that has to comprise not only a greater transparency of the work in the management process itself, but also to make concrete activities of the non-governmental organizations more visible in public.

The recommendations of the Third Forum that have been adopted as the Final Document of the three days' conference, will remain as the guidelines of activities of the non-governmental organizations which have participated in the Forum.

### *Organizers of the Forum:*



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## INTRODUCTORY REMARKS BY THE ORGANIZERS

*Natasa Vuckovic*

CENTER FOR DEMOCRACY FOUNDATION

Respected guests and friends of the non-governmental organizations!

I am greatly honored to have the opportunity to open the Third Forum of the Yugoslav Non-Governmental Organizations on behalf of the Center for Democracy Foundation, one of the Coorganizers.

I have an extraordinary pleasure to be able to greet our guests, Mr. Zoran Djindjic, Prime Minister of the Republic of Serbia, Mr. Goran Pitic, Minister of Foreign Economic Relations of the Republic Government, Mr. Dragan Milovanovic, Minister of Labour, the representatives of the Autonomous Province and local government bodies, Members of the Federal Parliament and people's deputies, as well as numerous guests who have arrived from abroad.

Likewise, I would like to greet Mr. Frank O'Donnell, of the UN Development Programs and Ms. Sonja Liht, of the Fund for an Open Society, which have supported this Forum. This is the beginning of cooperation with the UNDP and we are convinced that the UNDP would be a good interlocutor and aid to us in the following period. Without the Fund for an Open Society, on the other hand, it would be hard to imagine the First, the Second and even this Third Forum because the Fund for an Open Society has been continually assisting the non-governmental sector when there were almost no other donors at all.

Today, almost three years after we gathered in the First Forum at the same place for the first time, we might already say that the Forum of the Non-Governmental Organizations has become the traditional way of gathering of the non-governmental organizations. After the First Forum in 1998, the Second Forum ensued in 1999.

We are often asked why the Third Forum has not been held in 2000.

The reply is quite simple. We believed that last year, all of us had assignments that are more important.

The last year was the year when the non-governmental sector has become an indispensable factor of the democratization process in our country after it proved its maturity and power through numerous pre-elections campaigns.

Since October 5, we have been facing new challenges and new assignments. How should the work be done nowadays? How should priorities of the democratization and transition processes be determined? How should the programs be coordinated with the international organizations, or state bodies? Should we cooperate with the government in implementing our programs or should we avoid whatever cooperation? If we cooperate, how would we keep our autonomy and criticism? How should we struggle for a good law on the non-governmental organizations? How should we improve our internal management procedures? How should we become more influential in a local community?

These are, it seems to me, and the key issues we have been asking each other during the recent months. I believe that a beneficial debate on these issues would be carried out in the Third Forum and that we would take the advantage of this opportunity to exchange experiences and ideas in the best way.

However, in addition to our wish to discuss jointly what we are to do, our intention has been – and I believe this is a common desire – to hear also how others see us, namely how the government sees us.

We have invited the representatives of the Parliament, the Federal and the Republic Governments to the Third Forum. I have to say that we have been agreeably surprised by their readiness to attend the Forum and address the participants.





**Zarko Paunovic**

CENTER FOR THE DEVELOPMENT OF  
NON-PROFIT SECTOR

Ladies and gentlemen, respected friends! I have both the honor and pleasure to welcome you on behalf of the other Organizer and, as one of the Organizers, to open this Forum, being the Third one. As you know and as our people say – hopefully, third time lucky.

You are aware that we held the First Forum of Yugoslav Non-Governmental Organizations at the same place in 1998. It was then that we wished to bring up some topics significant for the development of our society and, primarily, to try to bring non-governmental organizations together and to propel the sector to implement a joint action, i.e. to advance building up of our awareness of the common interests with the aim to be able to act more actively and efficiently.

The Forum of this year is held at the time of the International Year of Volunteers and the Voluntary Work, which is one of the major characteristics particularly of the non-governmental organizations. We have lived to see the governmental representatives participate in the Third Forum; to see the hall brimming with journalists; to see our friends from abroad have come freely and regularly to this country to attend the Forum; to see we may seriously discuss topics on our society's development and quit reacting only to bad events, which occurred in the past period. Moreover, we have lived to witness the time of building up new democratic institutions of both the society and the state in which an important role is certainly withheld for the non-governmental organizations. Therefore, the Third Forum should actually move the sector onward to a new course – towards designing of a new strategy – and that is why the Forum is titled: *The Building Up of the Third Sector after the Democratic Changes*.

The assignment of non-governmental organizations in the following period is to get adjusted to the community necessities, new circumstances and our new environment. We also have to partially replace our so-far enthusiasm – likewise needed in the forthcoming period – by the professional work

and expertise, as well as to replace our reactive activities by planned ones. It is crucial to keep on structuring the foundations of both the non-governmental organizations and the non-profit sector, to improve and build up both mechanisms and relationships of the cooperation with the Government, thus to prevent these relations would ever be like they used to be in the past. Instead, they should be partnership relations of the mutual cooperation and joint work for the development of our society. As non-governmental organizations, we are also to keep on working for own capacity building, for diversifying fund raising sources as much as possible, for devoting more activities to building-up the mutual confidence and cooperation in the region, for raising new topics and dealing with the issues awaiting us in future. All these are the topics to be discussed at our Forum these days. Unfortunately, we have also to state that, at least, two thousand participants could not be with us today. All of you will understand that it is not possible and that it would not be then possible to hold the conference in such a way. Therefore, we shall endeavour that as of the next year, and even immediately after the Forum, these activities – all that we are discussing today and all that we are going to discuss in the following days – be brought out closer and organized at the regional levels, too.

Now then, we have immense opportunities ahead, as well as major assignments and responsibilities. It has taken us years to get prepared for the present moment – the moment after the democratic changes. It has finally come and it is high time we commenced a serious and continuous work that calls for a rather accurate planned development. It is important that we have a firm support both in Yugoslavia and by our friends from abroad. That is why it is the right time to propel the present and to begin now. It is the slogan of this Forum, too.

I am pleased and honoured that Mr. Zoran Djindjic, the Serbian Prime Minister, is also among us today. I thank him and ask him to address the assembly.

**Zoran Djindjic**



## OPENING REMARKS

PRIME MINISTER OF THE REPUBLIC OF SERBIA

Thank you, dear friends. I believe there should be a little more applause, not only because it is my turn to speak on this platform. It is maybe a substitute for the morning gymnastics, a little warming up. I think that you have good reasons to applaud the appearance of each and every of these people who have been active in the non-governmental sector for the last two or three years, and yourselves as well for the results, which you have achieved. The main reason I am here today, is to thank all of those people who have been active in the non-governmental sector for the enormous contributions that they have made, each in his domain and each in his territory, towards that which has become famous world-wide as the peaceful democratic revolution in Serbia. I truly believe that all of you here, and all of the people who are not with us today, who have participated in that action, deserve a big round of applause and our immense gratitude.

I am here also to tell you some of my thoughts on the strategy I believe is appropriate for this second stage of our struggle for building up a democratic society. These are not official attitudes, but they are nevertheless attitudes based on many years of experience in the struggle for the creation of such institutions and such a society in which rights are protected, people can get on with their jobs, and where civil tolerance, peace and a certain measure of safety are standards, and not some high ideals which someone always has to fight for.

Therefore, it is certain that we are in a stage when the old methods need to be changed. The things that have been beneficial and good in the past ten years, could become detrimental and counterproductive if they remain in our minds and in the methods and the technologies of our actions. The great trial and challenge at this point is how to change the attitude and get adjusted to the new circumstances while afoot, and how to be as successful under these new circumstances as it has finally turned out that we all have been under the past circumstances.

While contemplating this matter, I would like to say that this applies not only to non-governmental organizations, but to all of us as well, and to all our other political structures, which have to find new models of behaving and thinking, because - I frequently say this, and I am frequently criticized for it - if we had been good, Serbia would not have been what it was. If only others are bad, and we are good, then that starts to resemble the way the old regime used to think. Consequently, each of us in his or her environment, in his or her place, has to analyze impartially and to judge what has been deficient, wrong in the way we have acted. We must not allow the initial success "to go into our heads" because we have finally realized anyway that we have succeeded after ten, eleven, twelve years, and because many people - owing to their good intentions - congratulate us for it, but many also ask why it has taken ten or twelve years. We also have to very carefully analyze the reasons of our failures, and finally, to analyze what it is that has led us to succeed, and then to learn some lessons from that for our behaviour in future.

I believe that the activities of the non-governmental sector and that kind of thinking in general have been crucial in the year 2000. I will tell you why I consider that an analysis of that situation will allow us to learn some lessons for the future. I would then dare to give you some advice on what I believe the role of NGOs should be in the new strategy, and on what the priorities of NGOs should be.

I do not think that it has been only the number of people who participated in the political life in 2000, who have not been otherwise politically active, which tipped the scale. That was important, but we had had students, experts, and various people before who criticized the government from the standpoint of the public morals or civil morals. We had been attempting to apply that model ever since 1992, that is, by broadening the opposition block with intellectuals who were not members of any parties and with other people, but it was not successful. Consequently, it was not only the number



of people, new people who joined the political life that was the crucial factor. The question is – what has the crucial factor been? In my opinion, the crucial factor has been the introduction of new topics, the topics somewhere in-between that which was traditionally considered the government and the opposition, the topics related to normal everyday life. The introduction of this new thematic horizon actually motivated a much larger number of people to get involved in the changes than previously, when the political battle was waged en route between the government and the opposition. Since on that route, the forces had already been defined relatively early on, the relation was such as it was and only small shifts of balance between the two sides were possible. On the other hand, most people took the role of fairly disinterested spectators having the theory just about this: “they are all the same, they are only fighting for that one position.” Even though the question of who is to fill it is not uninteresting, it is not sufficiently interesting for anyone to risk own job, life or family. When the subject matter broadened, above all to include the economics of everyday life, the future of the children, the issue of rights that were not just party and political rights, this opened up a political space for many people who realized that this was about them as well. From the government– subjects relationship, which has fairly limited capacities and in which only a small number of people can truly recognize themselves, a triangle has been formed: the government, the people, and a civil society, a society of citizens. Such a society differs slightly from both the government and the people in so far as it stresses rights and questions both the quality of the government and the responsibility of the people. I believe it has been that what has brought a new quality to the activities of many groups – the students in Otpor, the group G 17 Plus as it was at that time, and many local non-governmental organizations which organized themselves about various issues. In all of these issues, that third fulcrum was established – consequently, neither the government, nor the opposition – but the issue of the quality of life, the people's rights, and in general, the everyday life of an average family in the Serbia which was meanwhile being formed.

I think it is very important to analyze that new quality with the aim to establish how much of it

can be transferred to this second stage, and in what way. I sincerely hope that, at this stage, the government will also break loose from the dichotomy of the government–its subjects, when both the authorities and the government are also trying to establish democratic institutions so that they will not act in one direction only – the government dictating to the people, but instead represent “a two-way street.”

The question is what the role of non-governmental organizations is at this stage: whether the government has taken over the function of non-governmental organizations by incorporating and taking over a large portion of the programs of non-governmental organizations, so that they will now remain without any work. Quite simply, the government is prepared, as far as possible, to fulfil everything that the citizens require from democratic institutions, from the democratic government. There is a danger that some non-governmental organizations will now go to an extreme of criticism, and say: “It doesn't matter what the government is like, whether it is good or bad, whether it tries or does not try, our job is to criticize it, because every government is suspicious in itself.” I think that is an acceptable attitude, but that it will not provide a space in the society to the non-governmental organization they deserve. I believe there is another form of the active participation and an active approach, which is not simply a mechanical negation, but instead a truly active participation at this stage of the social life as well, in which the government is not so black that it is necessary to go out in the streets and fight against it.

What, in my opinion, the major topic and the major assignment of both the non-governmental organizations and our entire society will be in the following several years, result from that which I have just said. I think that the major issue is to establish models of controlling the government, with the aim to raise its quality. As regards the task itself, it is similar to the former task of NGOs, but in respect of the way and the method of implementing it – it differs a lot. Formerly, the main task was to say: this government has alienated itself from the people, this government treats the people as subjects, and this government has turned the state into its service, instead of the state were a service for the people. That was correct, and that was admittedly a militant message that motivated



people. However, the change of conception of the government does not mean that the government or the state has now been competent to perform its job as it has been defined – to be a service for the citizens.

To be honest, and I say this in a private capacity, it could be that the government apparatus which we have inherited is not capable of being a service for the citizens. After 60 years in which it has never been a service for the citizens, it will take a painstaking process of educating the system of public services in all its parts, not only of the police, but of all the other services as well, behind-the-counter services and all other public services, in order for them to realize that they are in the service of the citizens. That education will proceed very slowly if it rests on the principle – “they will realize in time that the times have changed, and that they should do their jobs.” It will be much faster if they are encountered with strict requests on a daily basis, with the establishment of clear criteria and a request for rendering an account as regards their work, who they are to be responsible to, whether the work they do, deserves the money that is being paid to them, and whether that service deserves to be paid at all. If you spend half an hour waiting in a line in a municipal office, should you be paying at all, should that officer receive any salary, and does the person responsible for organizing that service deserve to have that job at all? If you cannot obtain an information – two days ago, I tried to find out through 988 Information Service whether a certain institution works after 8 p.m., and they had never even heard of that institution. All they have is the same telephone directory that you can have as well. Should we be paying, should you be paying for such services, which do not provide you the service? We have the same situation in a thousand of places...

That is why I believe that our major task in bringing our society up to the standard of a civilized European society is to set certain standards in the governmental services, which is simultaneously a way of controlling the government. It is likewise applicable to the issue of corruption, to the issue of qualifications for performing a certain job, the issue of conscientiousness in performing that job, and the issue of responsibility of those people that are responsible for the organization and carrying out of such a job. If Serbia could establish within the next several

months a vertical network whereby citizens could control what the state carries out through its institutions, this would be very helpful to us on the other side, who are trying to turn that state into a service for the citizens. Without that feedback on the part of the citizens, we have to rely only on the reports of “the goats guarding the cabbage,” and the reports of “those goats” will always be that everything is all right. All the district officials, all the clerks in the ministries, whom there are 40,000 in all of Serbia, will write in their reports that everything is all right, that they have done their jobs, that they have drunk three hectolitres of coffee in three days, have held a million of meetings, have used up five tons of paper, and that everyone who has asked for something, has got what he has asked for. But if we do not have an active voice from those people that have asked for something and have not received anything, or have not received what they asked for, then we cannot improve that system, either. According to our analyses, 40,000 unnecessary certificates are issued in Serbia every day. Daily! Imagine 40,000 people waiting somewhere, and several thousand clerks on the other side of those counters wasting their time together with these people. The courts in Serbia have hundreds of thousands of unsolved cases. The financial police have received thousands of complaints from the locals that some people come to them to collect racket. All of this is so minor that it is impossible to initiate a court mechanism and say, this guy has taken, for example, three cakes from that guy over there so that he would not close his cake shop for seeing a fly. But it does constitute racket. The citizens have to organize themselves in order to improve this state administration, first at their day-to-day level, up to the level of the top of the state. This is an enormous job, and without your support, I am sure, it cannot be done. We are working on it and trying to get it done, but we encounter obstacles every single day. We are not encountering sufficient initiative of the citizens themselves, because they have not yet organized themselves to come up with a definition of a minimum standard of service, and with a definition of what kind of services they expect from the municipal government, the local government, and the government in every other domain – for example, the issuance of licenses, or a hundred of other things, those ones that citizens expect from the public services and whenever they are not satisfied with services they



receive. I would like that to be one of the priorities in your future work, and I sincerely wish you to be as successful as you were with all of us together last year in the realization of the prerequisites for holding a meeting such as this one regarding new strategies.

of the diplomatic community, ladies and gentleman, it is an honor to be invited to address you here today. I speak on behalf of UNDP, but I am also pleased today to be able to speak on behalf of UN system in general and of all UN system agencies active in Yugoslavia. Now, from that perspective let me just say this: If I can be so bold to speak on behalf of the UN, on behalf of the world's largest organization representing all of the peoples on the planet, then the message to you, non-governmental organizations from abroad must be this: Thank you. To the NGOs of this country. Thank you for being the bulwark of civil society during the long years of travail under a repressive regime. Thank you for being a beacon of conscience for society, an instrument of vigilance for the world and a source of principled activism that promotes the global values that we hold so dear and are enshrined in the Charter of the United Nations. Thank you also for being the vanguard and locomotive of social mobilization to throw off the shackles of tyranny in this country and foster a freer, more open society where all peoples must be cherished and where democracy and the rule of just law come flourish. The United Nations is not just a coterie or a collection of governments; it is the organization which regroups all of the peoples on this planet. It really should be "United Peoples" including majorities, minorities, and all communities, of all types and in a sense for us in the past ten years on the international level a remarkable thing has happened in the governance of the United Nations. Although in the governing bodies of the UN, we at the General Assembly, the Security Council and other organs of the international system, primarily of course these are run by the representatives of governments, but in the decade of the 90s and an extremely important series of global conferences has been held.

Whether it was the Rio Conference on environment and development, or the conference in Vien-

*Frank O'Donnell*

UNDP

Your Excellency, mister Prime Minister, Ministers of the government, distinguished representatives

na on human rights, or on women and development in Beijing, or on social development in Copenhagen, or population and development in Cairo, or education in Jan Tien and I'm maybe missing a few of the others, but there was more or less one in every one of those ten years. Increasingly as the decade went by, people begun to realize that is not enough for governments to get together to address the problems of the planet. You have to have that fundamental pillar of society which is represented by the non-governmental organizations. So for us, in a sense, the good governance of a country and the good governance of the planet must have that fundamental dimension of an active civil society articulated well and cogently by an organized, transparent and highly performing constituency of non-governmental organizations. And for that purpose in the later world conferences we have had NGO Forum, I was in Turkey in 1996 and we had very important Forum of Non-Governmental Organizations which was an essential part of the process of the world conference on the human settlements – the Habitat Two Conference. More recently, most importantly at the Millennium Assembly, of course in the UN in New York last year, there was also a very strong and very vibrant presence of the NGO community. So I think, just to sum up to that point, there is no doubt, even in the governments of the world today, of the importance of civil society and in particular of the non-governmental sector. We tend to call it the third sector, but one should ask perhaps, why is it not sometimes called the first sector. Specifically in terms of our activities, I think that we are very interested in supporting, and now I speak for UNDP, the non-governmental organizations in this country for all of the reasons I've given in terms of their importance and the importance of the role that they play. Those roles, I think, span three major functions and many others too. Most importantly the role of advocacy that I've referred to, but also the role of research and analyses, and thirdly, but not least, the important role of service provision. And I think that as this country goes through many of the transformations that are taking place



at the moment, Prime Minister has touched on several of those not least on process of reform, NGO sector represents a very valuable instrument in terms of insuring the adequate provision of social services and other services to many of the underprivileged communities and segments of the communities across the country. The policy dialogue function is also extremely important, the Prime Minister made reference to this in essence, in terms of the way in which the NGOs sector can be a valuable partner of government in the process of shaping public policy and we hope to see more and more as the time goes by the NGO sector playing a very strong and vibrant role on a range of public policy issues, which I am sure all of us, especially in the international community are very interested in seeing conducted in an open, public and transparent fashion.

Now for UNDP is concerned, let me say that, of course we are very grateful for the opportunity which has been given to us today by the organizers of this event today – Center for the Development of Non-Profit Sector, Center for Democracy Foundation to address you and also to be able to work with them in looking at and analyzing closely the NGO sector in this country, in helping support this Forum also with the support through UNDP of the government of the Netherlands and in the partnership with the Fund for an Open Society, we would hope to see, as time goes by the rights and expertise of the NGOs sector being brought to bear much more on addressing the basic development problems that the country is facing today and especially increasingly working together with us to insure that we are collectively more responsive to the

an Open Society and in my own name at this Third Forum.

Allow me to look just one step back. Many of us were present at the First Forum. We were completely on our own then. We, the non-governmental organizations, were alone, wondering how to break through several barriers of isolation. Amongst other things, how

to escape from a situation in which we felt alone and unable to reach any of the levels at which decisions on the future of this country

needs of the people at the grassroots. Now, one of the big problems of course that the NGOs face is adapting to a very new environment, I think that the Prime Minister has touched on the importance of this, moving from being in the sense in many cases anti-governmental to be truly non-governmental, but a partner in the process of governance of the country. For we are concerned, we are keen to engage with you on this on all of these areas, we are pleased as I said to support this event, and I think that is very important in the work that you are going to undertake over the next few days to try and struggle hard to reach really a strong consensus on strategic issues that face the non-governmental sector in this country, and on the roles that you will play in the future. So please let me rest my case on that point. We are here to support you, to recognize the importance of the role you are playing in the country. We want a strong partnership with you, and I speak here on behalf of United Nations system agencies as well as UNDP, many of you are already working very much with us in partnerships at the local and at the national level, we would like to see that strengthened, because for us you are an essential partner in the process of the development of Yugoslavia and of course here in the Republic of Serbia. Thank you very much and I wish you very well and much success in your work ahead. Thank you.

**Sonja Liht**

FUND FOR AN OPEN SOCIETY

Dear friends, I will allow myself to say – dear citizens of Serbia, it is an enormous pleasure to be able to greet you on behalf of the Fund for

were actually made. At that time, moreover, it was a question whether this country had a future at all. At the next Forum, the Second Forum of non-governmental organizations, the representatives of the free cities joined us. Many of us considered that it was a large step ahead. To be true, many of these representatives felt rather isolated too, but we were already talking with people who would potentially, if not fully, be responsible for the decisions, or at least some of the decisions, related to the future of the citizens of this country, at least at the local levels of living and decision-making. Today, we have with us here the Serbian Prime Minister, as well as ministers of the



Federal, Autonomous Province and Republic Governments. Today, our structure is finally what it should be, and what it will be in a normal civil state. As Mr. O'Donnell has said a little while ago, it is finally possible for us to consider how we should function as the non-governmental organizations, instead of as people who must frequently assume roles that, according to all the descriptions and definitions of the work of the non-governmental organizations, does not, in fact, belong to them.

Obviously, we should bear in mind that many non-governmental organizations are still quite aware of the fact that they have been an absolutely crucial factor, a participant in the political changes as well, and are proud of it. The non-governmental organizations' campaign, because of which, as Ms. Natasa Vuckovic has put it, the Organizers, were not able to organize this Forum in the course of 2000, was something that was much more important to be done. According to the testimony of Mr. Pavol Demes (whom many of you, almost all of you, know, and who has actually created the new concept of participation of the non-governmental sector in the pre-elections campaign), the non-governmental organizations' campaign was the best of all those that have taken place so far, from Slovakia in 1998, then in Croatia, to the Ukraine. Luckily, we have been successful in Slovakia, Croatia and here, our friends in the Ukraine were less successful, and there are many other countries where they have been preparing for this kind of activity. Mr. Pavol Demes is also the man who, after participating in a similar gathering organized by the Citizens' Initiative in the autumn of 1999 and after communicating with all of you, has written a report which has had an enormous influence on our friends abroad, because he has concluded that Serbia is not a civil desert, that there are true people in Serbia, true citizens, true organizations working on change, working on the promotion of citizenry, the promotion of the idea of a civic society, a civil society, of the idea of democracy and an open society in this country. I have mentioned him twice today because he has helped us enormously, not only to achieve what we have managed to achieve last year, but also to define our role and our relationship towards the world, and the worlds' towards us. I would like to tell you something that the Serbian Prime Minister has asked me to tell you just

now – maybe he should have been the one to tell you this – that an agreement has been reached with Prime Minister Djindjic that the non-governmental organizations will hold working meetings with him regularly, once a month. The meetings will be held on certain specific topics, they will be meetings attended by the ministers responsible for the specific sector or sectors. I believe this is one of the real proofs that we are, concretely and truly, in the process of establishing a broad, democratic coalition for the transition. It seems to me that it is most important at the moment – that the coalition will exist, as it existed last year. Many doubted it; many knew how difficult it was to establish that coalition that many states in transition have not succeeded in establishing it. We have to succeed, precisely because they have failed.

We have to succeed, not only in communication with the central government, of course. From this platform, I invite you to return to your city, your village, your region, with precisely this information, amongst others, and to provide a similar kind of consultation and cooperation with both the local government bodies and with the Autonomous Province government bodies. I believe this is extremely significant in order for us to truly make the role of non-governmental organizations not only firmer, more important, more influential, but also in order to truly achieve what we would like. It is the building of a wealthier, more developed, more prospective civil society in Serbia. If we have such a society, we will have developed Serbia.

The other news, which Mr. Djindjic has also asked me to report to you, is that the Government is on its way to establishing the institution of ombudsman. I believe it should be stressed again that we should all endeavour for these not to be just ombudsmen on the Republic level, but also ombudsmen at all levels, because we need a responsible, serious, and above all, citizen-oriented government, and therewith, the non-governmental organizations will be real, true partners of such a government.

**Slobodan Jovanovic**

OPEN CLUB, NIS

When we started out the initiative of cooperation with local governments, we did not know anything about it. Apart from our good will, there were not any booklets, nor were even any experi-



## PLENARY SESSION I

### THE THIRD SECTOR AND NEW POLITICAL ENVIRONMENT

*The relationship between the public sector and the third sector*

*The advantages and weaknesses of cooperation with the public sector – possible areas of cooperation*

*The NGOs in the role of lobbyists and advocates*

*Experience of other countries (CEE)*

ences of other countries available. The experience of Slovakia or Croatia, I have to maintain it here, was rather useful to us particularly in case of the pre-elections campaign. But we have got no one's example to follow in the post-elections period and we have relied upon our own mind. Indeed, we have tried to find out somehow by turning to the centre, or more precisely to Belgrade, to learn if there was any strategic plan on what it was to be done after the elections. Unfortunately, nobody could tell us what we should do. We then decided to start an action that has ended recently.

What was it about? In cooperation with the local government, with the colleagues from the political parties (who we had participated with in the pre-elections campaign), we readily agreed that it was important for the non-governmental sector to take part in the local self-government. Of course, Nis is a city; it has two municipalities. It was agreed that we would get the so-called "empty chair" in the city government. Consequently, we would actively participate in work of the city government, we would be forwarded relevant materials and we would take part in discussions, but without the right to vote. It was a bit annoying in the beginning, though we concluded later that it might be even better. Consequently, we will be providing the full transparency to whatever is to be decided at the city government sessions and we will be able to exert our influence in a certain way, while the voting itself is still a procedural matter, particularly because we are well aware of relationships within the governing coalition. To be fair, outvoting has never occurred and the decisions are usually arrived at unanimously and,

of course, taking into consideration the opinions we have put forward.

Since that works well, the municipality govern-

ment has soon offered us the same model of cooperation. Consequently, we now have an empty chair in the municipal government, too. People who are associated with the network of non-governmental organizations named "The Civic Forum" usually occupy the empty chair. It includes approximately twenty or more organizations: expert, professional and civic associations, several associations of the disabled, a few Roma associations, professional associations of architects, engineers and technicians, then associations for the protection of animals and an association of the mentally retarded. We, therefore, have a comparatively competent team. When certain issues are discussed, these people take part in work of the city government. For instance, if the theatre is to be discussed, then a representative of the Association of Drama Artists will do his best to accomplish the objectives that his/her Association is concerned about, while other 19 non-governmental organizations also support such requests.

We are of the opinion that the model of cooperation is good and, moreover, we have, therefore, considered it important that the people of our sector participate maybe in work of both the public companies and the cultural institutions founded by the city, the people who are primarily to be competent since neither can an agronomist discuss the theatre, nor can an actor discuss agricultural issues. Since we have a lot of people in the network qualified for these branches, we have succeeded in agreeing with the city authorities about having, also on same empty-chair basis, our representatives in the boards of directors of public companies we are interested in. Consequently, the people with names and surnames represent us; they are on the spot and may make decisions, so to speak – by this I mean they just conditionally participate in operations of the public companies founded by the city.

Here is the last issue that might be interesting to you: community centres play a significant role





in the local government model. The preparation of the relevant act is in progress, and whether community centers will be called community offices or alike instead of centres, the fact is that certain basic initiatives of citizens are indeed connected with the community offices. In agreement with the city government, we have succeeded in automatically having our representatives in all the councils of community offices whenever there are interested members of the non-governmental organizations, or whenever they are willing to cooperate with their community centers and to work for the programs of enhancing the life in a local community. We have thus become active members of community offices in Nis where there are roughly forty of them and a bit more if the community offices of neighbouring villages are taken into account.

Nowadays, the public has suddenly fixed their eyes on what is going on at government's sessions. Of course, all sessions are open and journalists are always there, so that the city authorities, namely members of the city government, often expect us to raise some issues owing to the coalition understanding that they will not be conflicting among themselves at least at sessions of the city government. Consequently, it often occurs that a political party that is not in a position to intervene because of such agreements reached before a session, signals us to raise certain issues important for the citizens. It seemed quite odd in the beginning, but we have soon understood the logic of the coalition conduct (unfortunately, the opposition has got no representatives in the local government as their election score in Nis was nil).

Equally important is the fact that we have succeeded in conquering something that is called a public domain, namely a media domain owing to our clever predictions as early as the period before the elections. We have succeeded in creating the project called *The Open TV*. Consequently, we have ten hours of our broadcasting every Sunday at the city TV channel. We produce these shows and we release what we consider essential and important for the non-profit sector development – scientific, cultural, artistic and social broadcasting; thus, we are able to create something important and in the citizens' interest, autonomous from the policies of about ten public media houses of Nis. The broadcasting framework is the program that is not committed

politically in terms of taking political sides, but it is quite committed when the citizens are in question. In addition to the above, there are, of course, regular individual activities of each non-governmental organization. Consequently, we are at the territory where the interests of individual non-governmental organizations are put aside, where we are trying to do something that is generally in the interest of all people who live in the area that includes approximately a half a million of inhabitants and in the media area that covers an auditorium of approximately two million people. Thus, we have become an indispensable factor in creating both the politics and the way of living in the city of Nis. I am obliged to pay a compliment to fine attitudes of people in the government. Although we have not been on familiar terms with them, the fact is that they have recognized the importance and the worth of the non-governmental sector involvement.

To our greatest surprise, the model has been responded weakly thus far, although we offered it on several occasions and tried to encourage the interest of other towns and smaller places. To be fair, in some minor localities, for example, in Doljevac – white dots in municipalities where the government has not been changed, we have successfully accomplished some other activities of the Civic Forum in those surrounding municipalities, and visited about ten towns and established additional thirty or so non-governmental organizations. In some municipalities, networks have been immediately created and now they wish to participate actively in modelling their local communities.

Our ambitions do not imply creating of grand politics, however, we do care to take part in making decisions on our own lives in communities where we live and whenever we can do that – and we are carrying it out actively. I hope that the model may serve you to accomplish similar objectives in your environments.

**Dusko Radosavljevic**

VICE PRESIDENT, EXECUTIVE COUNCIL,  
AUTONOMOUS PROVINCE OF VOJVODINA

In the pre-elections campaign last year, we were natural partners in the process of changing the regime. The situation is now somewhat more complex. Now, our relationship is no longer that of a political party and the non-governmental sector. It is now a relationship



between the non-governmental sector and the government, which has undertaken certain obligations.

I feel very good here in your company and you are closer to me in character than the Parliament of Vojvodina in which I have a seat. Because, I claim it responsibly, you are more intelligent and better experts at your jobs than the majority of my friends who work there. But, they express there a certain political will, which will either smash everything that stands in its way, or that one will have to move away. You know the stakes that are involved there. Politics are governed, to be frank, by a rather brutal system of values, which we will also have to adhere to if we wish to work together. Apart from the case of Nis, I believe, there are many other municipalities and regions, even in the Autonomous Province, where we do not understand each other. It is just an incidental impression we can discuss later.

There is something else I would like to tell you. We did not want to pride ourselves, even though there have been certain difficulties. In Vojvodina, we already decided three months ago that we would not, for instance, finance the so-called social organizations. You would recall what a large number of them we had back in the period of the socialist self-management. They were on the budget, and they spent what little money there was on the budget. Therefore, we have decided to use that money to create a fund, which will give out the so-called small cash grants. Why do I say this? Because we have a whole series of white blots in the non-governmental organizing. For instance, I come from the region of Srem where in eight municipalities there are barely 10 non-governmental organizations. We are ready to finance them. The problem is that even when good intentions exist – the bureaucracy bars the way. The Minister of Finances informs

you that in order for him to transfer the money from the budget, everything must be done exactly in such a way, and not in any other way. Consequently, something that was supposed to be completed two months ago has been still pending, and there you are, still trying to find a

way to solve it. Thus, believe me, even our good intentions are frequently arrested. You would recall one example, when Mr. Dinkic told us that the power supply would be restored that evening, and then it was not restored for the next two weeks. He heard that everything was paid, but it turned out that something else was missing. Well, something else is always missing in the bureaucracy, but I will tell you what else is missing. In Novi Sad, there are 70 to 80 registered non-governmental organizations according to the CDNPS's Directory. In Srem, in Sremska Mitrovica, there are – two. Novi Sad is not 35 times larger than Sremska Mitrovica. Then again, the situation is same with the humanitarian aid. A colleague from Novi Sad has recently complained to me that there would no longer be any humanitarian aid distributed in Novi Sad. Our friends from the international community cannot do anything either, if the people here say - we want to hand out aid only in Novi Sad. What about Irig? What about Pecinci? Not to mention all the other underdeveloped municipalities which have not received a single litre of diesel this year. Of course, it is nicer in Novi Sad, much nicer. You know, he comes to Novi Sad, he has his picture taken with one of us, maybe with me or with Mr. Paunovic, and everything is fine, he goes home singing. That is the other issue.

Here is the third thing I want to tell you – the bureaucratic apparatus inherited by the Federal, Republic and Autonomous Province governments is totally inexpert and cannot understand you.

As regards the fourth point – lobbying – there is a problem. You experts, and I am not saying that to flatter you, are sometimes vain. Someone comes to me and I tell him seriously that the budget for this year has not been approved yet, that we have not got any money – and when the financing is temporary, there are the first three months. It means we are only paying out salaries for those three months, and even that is difficult. Well, this person slams the door and I never see him again. Now, even if we could help him, he would never come again. That is not lobbying, let us make it clear. I would like to ask a question at this point. The CDNPS has been publishing some booklets for years. Have you ever read them, these booklets? Because the lobbying does not mean:



“you do not give me the money, so I just swear and walk right out.” I am telling you about the things that you can see on this side, when we are talking to you.

The fifth point: I believe there will be no money for selfish programs. In Novi Sad, there are at least 12 or as many as 15 organizations that comprise the phrase “Development of the Civil Community and Organization of Tribunes” in their names. Now, if these get taken over by, for example, cultural centres, people’s universities, and, so to speak, people who have been schooled along those lines, how many of these non-governmental organization do you think will remain? That is why I am saying a multicultural system, I say yes to multiculturalism, and I agree with Ms. Stefanovic that there should be

will of the people. The enormous activity of NGOs was crucial in that process, and we might safely say that the non-governmental sector have thereby created a basis for the development of democracy in Serbia.

Unfortunately, Serbia today is still far from a democratically organized state. A radical reform of the complete social system is imperative – from changing the constitution, to passing completely new system laws, which will be harmonized with the standards of the European Union. We have to urgently reform the judicial system, then the government and police systems, both in terms of organization and personnel, in order to place them at the service of the citizens.

There are no efficient channels whereby citizens can communicate with their government, whether at a local, regional, republic or federal level. The media is to a large extent not independent, while the interethnic relationships are still tense and insufficiently defined.

Nowadays, many people raise the following question: what the function of the non-governmental sector will be after the change of government. Some people even think that it no longer has a role, i.e., that its role has been completed and they can no longer envisage the direction of its further activities. Do they sup-

multiculturalism within the nation, as well. An organization of representatives of this nationality is founded, and thereafter only that organization can organize symposiums, congresses, and so forth. Such projects, in our view, will not be granted so easily any more. Nobody can be granted primacy in organizing certain things any more.

**Nenad Konstantinovic**

OTPOR, BELGRADE

The question is where Serbia is today as regards its social system. The first important step towards institutionalization was achieved at the elections of September 24 and owing to the events that followed, whereby we established and successfully defended the principle of change of government through elections by the

port the opinion that each citizen individually can be equally successful in accomplishing his initiative, or do they believe that the government should regulate our lives to such an extent that we no longer have any room for private initiative? By their nature, people form associations in order to realize common goals. Therefore, not only has the necessity for the existence and activities of the non-governmental sector ever ceased, but also it is impossible to imagine the development of society without an association of citizens.

There are four basic functions of the non-governmental organizations in relation to the state, that is to say, the government. Firstly, the non-governmental organizations should provide support in the implementation of those governmental programs that are of a specific character, that is, programs related to a certain civilian group or a social group. Secondly, the non-governmental organizations should cooperate with the government on a partnership basis in implementing joint projects. Thirdly, the non-governmental organizations should establish a critical relationship towards the government, they should point out to the government that its policy in certain fields is not good and should warn it of the possible negative consequences to citizens. Finally, in the fourth place, the non-governmental organizations should have a controlling function, which includes calling to responsibility those who are directly responsible for the bad state in various fields of the society, as well as insisting on their



replacement.

In order to bring these functions off, a direct communication between NGOs and the government must exist. We have been told today by Prime Minister Djindjic, that such meetings will finally be established. We can only hope that this will really start functioning, and that we will have an opportunity, once a month, to speak with him, amongst others, on all the matters that are problems in the state.

In Serbia, which is now going in the transitional period, I believe that the two previously mentioned functions of the non-governmental sector in relation to the state – that is, the critical relationship towards the government and controlling it – are especially important. Our society and political situation is specific insofar as Serbia, in the first place, does not have any kind of creditable political opposition. Citizens have absolutely no confidence in either the Socialist Party of Serbia, the United Yugoslav Left, or the Radicals, which are nominally the opposition, neither can these parties accomplish any influence. In such a situation, there is a danger, regardless of the fact that the government may have the best intentions and wishes, that its programs will not succeed in the form in which they have been represented to the people, that without control from the people, it will become a government for itself and to its own ends, which is the certain path towards failure of the government itself and new dissatisfaction and unhappiness for the citizens.

Therefore, amongst other things, it is also the duty of non-governmental organizations to be the guardians of democracy in the period ahead, through which citizens can articulate their requests and apply a democratic influence. The non-governmental sector represents the citizens; the non-governmental sector *is* the citizens. Nobody can control the government better than watchful citizens, well-informed, united and ready for action.

We note that the media in Serbia is not independent in any great measure either, which can be seen from the fact that you can rarely read any criticism of the government in the newspapers or hear it on the radio or television. Does that remind you of the state we believe is behind us, or is the government really doing so well that there is nothing to criticize it for? The

reason for such a state of the media should be sought in the ten year's way of functioning of the media, which were afraid to say anything against the dictatorial regime and in the fact that journalists developed a sort of auto-censure; or in an exaggerated closeness between the people from certain media and the people who are now in the government, which resulted from their joint struggle against the past regime. For that reason, the non-governmental sector has to work on informing the citizens and on their animation.

The public opinion itself is not yet completely developed either and does not have the influence that it has in developed democratic societies, so that the reaction of the non-governmental organizations to governmental moves represents, in fact, the opinion and voice of the people.

All of this indicates the necessity for organizing of citizens within the non-governmental sector, with the aim to enable them to express their opinion and to give effect to their influence on the development of the society and politics.

Just as the People's Movement *Otpor* has used clear messages in their mobilization of citizens, the people, in terms of forcing them to face certain issues, so, in the period ahead of us, we need a clear strategy of the complete third sector for forcing those issues which have been related to the problems that need to be resolved first, regardless whether such problems have been declared as priorities in the government's program or not. Only a clear strategy and defined action can enable us to launch and successfully lead campaigns for the mobilization not only of the citizens of Serbia, but its state government as well, on issues that the future of the country depends on.

Therefore, despite the possible good intentions and moves of the government, the question is how to engage thousands of people on positive issues and turn that revolutionary energy into thousands of hours spent in action. Civil campaigns on positive social issues, which the non-governmental sector could organise, imply education of the citizens, their involvement in public actions in terms of local initiative, and public participation in issues of general import to society. In this respect, training models exist and are legitimately applied throughout the world.



If we take as an example the function of controlling the government, the most appropriate models of activity are phone calls, petitions, circulating material and public gatherings. It is also possible to combine such extra-institutional pressure with activities through the institution, such as the establishment of an ombudsman, a peoples' advocate, that is, some sort of a civil institution which would be authorized by the parliament, and would practically represent the voice of the people and the controlling organ of the incumbents of public functions, and we have heard today that it is also being prepared, it is included in the schedule, and we hope that it will soon be implemented.

The animation of citizens in this way would help to activate the citizens in the transition process.

namely the organizations of the non-profit sector were, more or less, deemed to be subversive, agitators, as those who caused troubles, since in the course of the previous period, the attention used to be focused on the most painful issues, of course – the issues of human rights. At that time, we had the war, we received the relief aid, and so on. I would not list further, since these have been well known facts. Organizations of the non-profit sector have assisted and also launched out a campaign that was encouraging in a way. I would like to say here, and, in fact, it is my personal wish, that the review on the successfully achieved agreement with the Government be also reassuring for yourselves in order that you try to accomplish something alike.

It was on April 26, 2000, that the whole procedure was actually commenced in respect

of agreeing what the cooperation between the Government and the non-profit sector should look like. The Government's Office for Associations, established in December 1998, proved to be a good interlocutor. As you are aware, you may have whatever institutions, but if the people inside them are not willing to listen, if they do not respect the rules of a dialogue, then you are not able to accomplish a lot. The Office brought about an initiative, since we assumed that the Government of the Republic of Croatia would

If we define the function of the non-governmental sector in the newly established political environment in these terms, it is clear that the only guarantee of the development of both the democracy and the civil society, is actually a strong non-governmental sector.

*Marija Raos*

NIT CROATIA

I wish to say that the process of achieving a sort of the agreement on cooperation with the Government of the Republic of Croatia, has been a long process, which, a few years ago, it actually seemed to us as a "science fiction" story. Only a year ago, the image of the sector in Croatia was immensely disagreeable. If organizations were at all mentioned in media, these used to make known only those things that were not praiseworthy of the sector in fact, while the entire sector,

better hear them than us. So, this assumption proved to be correct, bearing in mind that such a process required the involvement of both the non-governmental organizations and all other parties, such as representatives of the local government and self-government, various ministries, state institutions and the Government itself. We wished such an agreement to be verified by the Sabor (Parliament), that it was an official document that might be referred to by the sector whenever the circumstances required so.

Today, I have heard the phrases "a partner" and "we would like to be a partner" reiterated several times. But, I would say, some of us within the sector in Croatia must also recognize and persistently emphasize that in order for you to become a someone's partner, namely for us to become a someone's partner – we must be competent for that. In other words, we used to have a specific style of conduct and we used to extinguish some minor or major fires during the past period. The sector should now be and it actually is – a kind of a proactive protagonist, in fact, someone who will create and not respond to the circumstances, which again requires the competence. In other words, our future assignment is to try hard to meet certain preconditions in order for us to implement the agreement I am holding in hand, since it has been published as a booklet.

I would like just to say something on the pre-



sent status of the program, actually, I would like to read out some provisions I deem particularly important. I will commence with the statement on how the sector is perceived nowadays, at least formally: "Taking into consideration the highly valuable civil initiatives aimed at the public welfare, the Government Office for Associations of the Republic of Croatia has accepted the initiative for creating a program of the cooperation between the Government of the Republic of Croatia and the non-governmental, non-profit sector of the Republic of Croatia. Its activities will be focused on an individual in the society, on a community and a family. The Office has addressed its invitations to almost 16,000, officially registered, i.e. legally registered organizations in the Republic of Croatia to cooperate for the program, with the aim to jointly create a new framework for the civil society development, but also to prompt the democratization and modernization of the entire society." I believe that such an image or at least what the officials say on behalf of the Government, represents something that the sector may be content with.

The present status of the program is like this. First, I would say that there was a lot of hard bargaining on how this document would be titled. These were aimless formalities, as we name them, but there were discussions whether it was to be something that has been usually named an agreement. Therewith, it was said – if it was to be an agreement, then it had to be signed by two parties; then, if it was a contract, and so forth, you know very well. Afterwards, an intermediary solution has been eventually found since this is not a document legally binding for whatever party. Consequently, this is a kind of the cooperation program, i.e. the cooperation platform and as of April 26 by December 2000, the program was being prepared and the agreement concluded.

Therefore, the Program represents just a general framework and the grounds that will enable the improvement of relationships between the Government and the non-governmental sector. As the Program is the document that refers to the cooperation between the Government and the non-governmental sector, it is not, therefore, legally binding. Its powers arise from the confirmation given by both the Government and the non-governmental sector, which has been achieved in

the course of consultations. These consultations imply a series of meetings. I have to point out that approximately thirty organizations have finally remained to participate in preparing this Program and that the representatives of donors, ministries, local community governments and self-governments, as well as of the Government of the Republic of Croatia, have also been included in it.

The agreed principles of the co-operation are: partnership; transparent work of both the Government and the sector; autonomy of the sector (I will come again to this point since it is of the utmost importance); responsibility for the use of public resources; promotion of the equal opportunities for all regardless of colour, race, sex, language, religion, political and any other belief, or irrespectively of one's national or social origin, wealth, birth, education, social rank and any other characteristics; the codex of positive practices; improvement of the standard of activities that also implies the principle of full or partial funding out of the state and local budgets; principle of subsidizing that is the basis of the partnership between the Government and the sector; the codex of standards as regards the activities of non-governmental, non-profit organizations; promoting of non-violence and active acceptance of differences.

Afterward, we discussed possible forms of the co-operation – in which fields the Government and the sector could possibly cooperate. Consequently, the possible forms of the co-operation between the Government and the sector as provided by the Program, are to be manifested in the legislation – the non-governmental, non-profit sector is to be consulted at the time of enacting new or altering the existing laws and its representatives are to be included in the legislator's working teams. Moreover, the sector's representatives are to be included in the processes of consulting, i.e. preparing of Government's national programs; in joint evaluation of strategies; in establishing priorities and bearers of portions of the program, as well as in evaluating the validity of a program funded out of public resources, such as the evaluation of its environmental impact, promotion of the equality between sexes and among ethnic or religious communities, socially marginalized groups, national minorities and the disabled. The sector representatives are also to participate in evaluating the national policies in all



the spheres, such as public health, employment, environmental protection, social care, culture, education, military and national security issues, interests of the Croatian foreign affairs and others; as well as in decentralization and cooperation for the sustainable community development; in partial and/or complete funding of programs on providing the non-governmental, non-profit sector's services; in civil, i.e. public participation in the decision-making processes and meeting the community's needs; in promoting and supporting the self-organized and voluntary activities of citizens and the citizens' activities orientated towards the community welfare; in developing the social incentives and social capital, being essential components of the social development and promotion of the socially responsible business sector, which point is of particular importance.

Thereafter, we tried to differentiate what responsibilities of the Government and what responsibilities of the sector would be, which the latter would also observe and we finally agreed the following – I would begin with the most important decisions. I believe that this was the most important because, up to a year and a half ago, there used to exist an explicit resistance to anything that represented the cooperation with the Government, namely, with the state institutions. Similarly, those financed from the Government's budget were actually considered to be submissive to the Government though, in most cases, they were not submissive at all. We are of the opinion that this is a matter of a default to understand whose money we are spending; whose money it is; why we are entitled to it and what we are resolving by spending it. Our state is a donor as anyone else, no matter whether domestic or foreign one and it is, therefore, entitled to request the implementation of the project, i.e. program we have been assisted for in the agreed manner. However, the Government is not entitled to manage that program or project, nor is it authorized to meddle with policies of the organization that has received the funds, and so on. Consequently, it has been exceptionally important to agree about the observance of the sector's autonomy.

I will tell you an example that is rather odd, but which I gladly emphasize. Not long ago, i.e. until a year ago, I used to work for the Center of the Non-Profit Sector Development of Zagreb. That Center was opposed to the national plane, quite similar to the CDNPS's opposition and we ven-

ured to file proceedings with the Constitutional Court against the Act on Associations. I have to admit that a portion of the funds spent for the proceedings belonged to the same state we actually took to court. Everyone used to say: you must be joking. Some said that we were impertinent. I hope, however, that you understand my message. This agreement and the clause on the observance of the sector's autonomy I am going to read to you now, will clarify what the baseline idea has been. It means recognizing and supporting of the independent sector, including its entitlement – covered by the law – to carry out a campaign, to present both objections and proposals in respect of the Government policies and to examine such policies regardless of the existing financial connections, as well as to be recognized its right to decide on and manage the sector's own activities.

It is probably far easier to say that than to perform. I believe that all of us suffer from being self-censorious. I am going to say now what I usually retort at numerous workshops when people ask questions like these – what we are going to accept after such an agreement and to what extent we shall allow someone to influence us and to meddle with our policies. These issues concern the individual ethics of each organization. Consequently, we have to ask ourselves what we are willing to tolerate.

The following responsibility of the Government of the Republic of Croatia is to provide financing. Consequently, the codex of positive practices in respect of improving the standard of the sector's activities, including also the principle of the transparent financing by the Government and local self-government units, is to be developed in cooperation with the sector. I would like to clarify the concept of transparency. In 1999, the public tender was announced for the first time, that is, the relevant information could be found in the public media. It is the fact that substantial, actually far from negligible, amounts of money are allocated to the non-governmental organizations in Croatia and that they have been allocated in the past 10 years, as well, but the question is in which manner, to whom and why such funds have been allocated. Consequently, it was the first opportunity to find out who had been allocated the funds and for what kind of programs. It must be recognized that one additional shift has been made this year. You are



now able to find that on the Internet, at the web pages, where one can precisely review what the criteria and priorities have been applied. Moreover, I would like to emphasize that numerous organizations of the civil sector have participated in determining these criteria and priorities.

I would also like to add just this: financing of the non-governmental organizations' programs by funds either out of the Government or out of the local government/self-government budgets, will be enabled at three levels – firstly, on the basis of several years' contracts on financing and meeting the general and public social needs; secondly, on the basis of annual or shorter projects of the non-governmental organizations and thirdly, on the basis of less generous, stimulating aids to those civil initiatives that may yield new ideas, models and/or methods of resolving the existing issues.

I would like to say that the Government's Office for Associations has forwarded a dozen of such booklets that we are going to leave with the Center for the Development of Non-Profit Sector. I believe that you would read a portion thereof either in a bulletin, or we may leave for you the web-site address where you can find out what information this chapter actually contains.

Another responsibility is the development and consulting. It means involving the sector in preparing of and making decisions on development policies, strategies and programs, particularly in the course of the initial stage, with the aim to establish their impacts upon the society. Pursuant to the principles of urgency, sensitivity and confidentiality, the sector is to be consulted on those issues that will have an impact on the society's development and particularly in cases when the Government proposes new roles and responsibilities of the sector, namely when it enacts any new legislation. The specific necessities, interests and contributions of those that are a part of the sector and that comprise women, minority, disabled and socially marginalized groups, are to be taken into consideration; the codex of positive practices and the improvement of the standard of activities in respect of the consulting, policy evaluation and implementation, are to be developed along with the sector.

Yet another point is the improvement of activities standard. What does it actually mean? Mr. Djind-

jic has mentioned a rather essential point – we may not be prepared to fulfill all your expectations, in other words, the public services also need education. An intensive period of education currently occurring in Croatia includes consulting amongst others. I would like to say – I am not enthusiastic, but though in infancy age we are learning a lot. We are constantly studying. We are glad our sector is doing it, which means the people of our society are doing it simply because they understand the problems well and I am awfully glad to witness the rapid tempo at which we are learning. For example, my organization presently renders consulting services to towns. As a matter of fact, we participate in the program titled *The Strategic Planning of Local Communities Economic Development*. It is of course donated by an American organization named the *Urban Institute*, which we cooperate with. We have been actually hired by the Institute as it has a leading role, but we are further acting as an organization that is trying to train representatives of the local governments, as well as of the economy and of various associations – all of them together and at the same place – how to cooperate, how to be visionaries, and how they are to determine some strategic points.

The responsibilities of the non-governmental, non-profit sector are the following: financing and commitment. I would emphasize the word *commitment*. It means to maintain high standards of management and conduct in fulfilling the obligations towards the community, financiers and beneficiaries as regards the implementation of programs and projects. It also means to render services and provide adequate reporting; to be responsible as regards the legal regulations; to promote the principle of the work transparency and to be obliged to practice it particularly whenever the activities of the non-governmental, non-profit organizations are partially or completely funded out of the public funds; and finally to provide the transparency and the possibility of controlling the funds spending, which the state and local governments have allocated for the purpose of partial or complete financing of the programs implemented by the non-governmental, non-profit sector.

I would again clarify this point. As there existed resistance to the regime, there also existed resistance to reporting, even in cases when the state budget funds had been accepted. The peo-





ple in the sector wondered why such a state should have an insight into our financial matters. I am personally of the opinion, as well as the majority of us who have participated in creating this Program, that if the money has been allocated for a specific purpose, it is to be proved that it has been undoubtedly spent for that purpose. There is no reason whatsoever to make a difference between foreign donors and one's own state. We in Croatia are well aware how it is to be done, and you will soon get to that stage. The American foundations shall not be lenient, they shall not recognize insufficient experience or that it has not been done that way thus far. In other words, each receipt literally is to be copied and enclosed to a report, otherwise the report shall not be valid. Consequently, the game rules, work method, mental models, relationships, co-operation and many other aspects are to be changed.

The following responsibility of the non-governmental, non-profit sector is the development of consulting. It means to encourage, in cooperation with the Government, employment opportunities – please note the word *employment* – in the non-profit sector, as well as to encourage the development of social economy. I have to observe that the unemployment rate in Croatia amounts to as much as 22 per cent, which is a rather high rate. Moreover, we have been already insisting on employment in the sector for years, which will enable the sector to attain the professionalism, i.e. the professional attitudes to work.

It is necessary to ensure that beneficiaries, members and associated members of an organization are informed and asked for their opinions, since the non-governmental organizations are not "one-man band" groups, or family businesses, or anything alike. However, they are the organizations that exist for the benefit of their beneficiaries, and not for their own purpose. Finally, when the information from the Government may be accessed, they are to be handled with due responsibility.

The next point is the narrative that concerns the promotion of the standard of activities, since we have extremely approached to the American standards of performance, as a matter of fact.

Namely, we know how to determine indicators for measuring results; to prove that we have accomplished something; to illustrate that we are aware why we have failed to accomplish an objective; to learn on our own mistakes, and we also know that the money invested in activities of the non-profit sector has not been lost, wrongly allocated, or vanished, since the spending of money is justified.

There is the booklet, which represents a huge step for us. I would not say that it has been a small step for us and a big one for the humanity. It has undoubtedly been a great step for us. Why? Although this booklet is not legally binding, it may always be referred to. I am aware that many things are only formal in Croatia nowadays, and that we have to make substantial efforts to accomplish them in reality. As Mr. Djindjic has put it, the state might not be prepared for certain things. The sector might not be prepared for certain things either. It will take some time to all of us, but I am absolutely sure that we will be successful.

***Ljiljana Lucic***

DEPUTY MINISTER OF SOCIAL ISSUES,  
GOVERNMENT OF THE REPUBLIC OF SERBIA

I would first like to say that I understand this gathering of the non-governmental organizations as a desire to establish the position of the non-governmental sector after the changes that we have had here in Serbia, and, to a large extent, I suppose, to change maybe their work program, or the major part of that work program. In its invitational material, the Organizer of the Forum discourses of the challenge that the governmental sector is facing in Yugoslavia after these changes. I would say that all of us here, in this country are facing the challenge of change. In short, I might define that challenge, especially as regards the non-governmental organizations – since that is what we are discussing today (primarily those that operate here in our country) – as an attempt at transition from one stage of activities, which have been by nature "against", since this was the dominant way of acting and, I believe, quite logical one – to the stage of activities which I would name "activities for." I would say that this transition could already be felt, at



## PLENARY SESSION II

### NEW AREAS OF WORK FOR NGOS

*NGOs as promoters of social aid programs*

*NGOs as independent research and policy-making institutions*

*Programs for regional cooperation*

*NGOs and cultural programs*

*Vocational Training and civil values*

least in my field of interest, which is the social policy. We have had good experiences in these last few months of the cooperation with the non-governmental sector.

The Ministry of Social Issues has solved a series of crises and urgent matters exclusively owing, at least in my opinion, to the non-governmental sector. These were to the greatest extent the foreign non-governmental organisations, but I reiterate, without such assistance, we would not have been able to solve something, which, I can safely say, resembled a breakdown of the system and an extremely critical situation. Consequently, we had excellent partners in solving our problems, especially in alleviating the critical situation in

social institutions for the children protection, both those for children without parental care and those for children with problems in the development. I hope that we have learned something through that cooperation, but in any case, I sincerely hope that the non-governmental sector has also had a good partner in the Ministry for Social Issues. Consequently, we have been ready at all times to provide information relevant for implementing a project or an urgent action of any kind, and have been completely open to the cooperation. The people in the non-governmental organizations also tell us that they have never had, thus far, the opportunity to have access to the relevant facts, which is, in our opinion, important because of one other thing – determining the policy of priorities. This is because, given that the crises has been so widespread, it has been impossible to act on all the critical spots at once. Therefore, we have had to determine what the priority policy would be. I think that particularly in this respect,

regarding this type of cooperation, a large space has been opened to our non-governmental section as well, and we are ready for such cooperation.

That has been a good cooperation in the critical situation. Owing to that cooperation and despite the fact that some urgent needs remain to be satisfied, some urgent things to be done yet, the Ministry for Social Issues is today able to suggest projects of a developmental nature to international and, I expect, to domestic organizations, as well. Consequently, we are ready for that kind of cooperation, primarily because the long-term strategy of the Ministry of Social Issues is an attempt to de-institutionalize over a period of time, that is, to promote open forms of the child protection for children without parental care, handicapped children and the elderly.

Further, the Ministry of Social Issues is ready to enter into serious projects for the reform in respect of the entire system of the social care, family rights and children protection. In this reform, we see an important role for the non-governmental sector. The cooperation of the governmental and non-governmental sectors is of the supreme importance, especially at a local level. We believe that without a good network of authorized municipal services, the Centres of Social Work and the non-governmental sector, it is simply impossible to precisely identify the problems first, and then to solve them in a rational and economic manner. Therefore, the duplication of resources, capacities, financing and financial programs must be avoided at all costs. Our suggestion is therefore to create some sort of coordination bodies at the local community level, which would include representatives of the local self-government, the non-governmental sector, representatives of the Centres of Social Work, the Red Cross, the



Local Trustee of the Commissariat for Refugees, etc. I must tell you that such a model has already been implemented in several municipalities and that it is yielding results.

I would also like to inform you that we in the Ministry of Social Issues will form a fund for innovations in social, family and legal protection, which would provide a framework for investing in projects which would lead towards this conception of the system reform. The fund will also provide a specific support to those in the system who are ready to implement the program reforms, and will follow the principle of financial support to those institutions and individuals who implement innovative programs. The goals of the fund are also to encourage coordination and cooperation between the governmental and non-governmental sectors and the local self-government. Therefore, we will encourage the public administration sector and our institutions, which we have over 60 in Serbia, to actively seek partners in the non-governmental sector with the idea of supplementing social protection in this way. Because it is certain, we believe, that the existing social protection system, which is financed from budgetary funds, will simply not be able, for a long period of time, to cover all the needs of the rising number of socially vulnerable families during this reform period.

Therefore, it is our intention to support everything that will lead up to a long-term process of the social reform, which demonstrates a desire for the reform, down to organizing a network at a local level. We believe that this cooperation can best be established at a local level, because that is where the problems are most evident. I can cite several experiences, which demonstrate that this model works. I think that projects for integrating young people of the refugee population with young people of the local community, primarily in local communities with the numerous refugee population, are very good. These imply various courses, for instance, in computer training, languages, and we have to admit that they help decrease the tension in communities where the large number of refugees constitutes a specific assault on the local, already weak, infrastructure. Moreover, I consider that good projects at a local level are volunteer aid to elderly households. The International Federation of the Red Cross

has initiated a project in Vojvodina, which will serve as a pilot project. We are completely aware of the demographic situation, of the fact that an average life-span is getting longer, that we have an increasing percentage of the elderly population, while at the same time, the method of institutional care is not always ideal. Consequently, these are open forms of the protection of the elderly through day-care, help in the home – those which are better suited to their needs and at the same, time less costly and more rational for the state.

Therefore, I have tried to cite a couple of examples, in which, I believe, there is an enhanced opportunity for the kind of an additional support to various categories of socially vulnerable citizens, or to those citizens who need the social support. It seems that these are the areas in which the non-governmental sector can find its place. I am positive that a period of good cooperation between the governmental and non-governmental sectors is yet to come and that it is ahead of us.

***Tinde Kovac-Cerovic***

DEPUTY MINISTER OF EDUCATION AND SPORT,  
GOVERNMENT OF THE REPUBLIC OF SERBIA

I am very glad to be here, although it is very hard for me to take a position, that is, to understand from which role exactly I am to speak. It is because I still feel to be a member of the NGO, on one hand, while I feel to be an expert in a certain field, on the other hand.

Probably, I would like to choose primarily the role of an expert for the beginning and to recall an instant. I presume that all of those who are dealing with the education in the non-governmental sector remember the atmosphere of the late 1980s. It was sensed for the first time that something might be opened and also for the first time, we raised the question: if we are really asked, if somebody from the educational system does ask us – what is there to be done? I remember very well that we started pondering over the matter a little more seriously then. As a matter of fact, it was one thing to deal with the educational system while you did not have any influences on actual courses of the education. However, it was a completely different issue in case – what if you could really do something. It was then that we started, it was simply a wave. It was on that wave then



that the production of various programs for teachers' training, school curricula, syllabuses for these or those types of activities has started. These activities were independent from the education and in fact, they started out of that impulse to help the educational system, to get prepared to some extent and to have something to offer at the moment when schools would be opened out. It was, of course, an illusion then: those schools were not opened out then, we were waiting for a very long period of time. Meanwhile, the schools were degraded very, very much; the educational system has been forced into a rather adverse position, an awful poverty, and a problem of negative selection in every respect. Consequently, on one hand, it was actually mostly closed down to any changes in the last ten years, but, on the other hand, that wave was holding up all the same. Therefore, we have had an odd parallelism which, I believe, is an introduction into this story on an awfully closed educational system and a very vibrant NGO sector. It has been covering alternative

educational activities, various curricula for the very complex, elaborated in details and professional training of teachers on their cooperation with a local community and among schools. Many things have developed and the non-governmental sector has, in fact, saved the educational system from total disintegrating in the course of the last ten years.

I believe that this is a right moment now to wonder: what all of us can do when something may really be accomplished. Certainly, we are to pursue a response to that question together and therefore, I will not provide responses. However, I will present several areas arising in connection with the education, which must be resolved by the society since there are, in fact, no strength on either side to resolve them if they work individually. For example, there is a list of priorities that I would like to itemize from this third role, that is, from a role of a person from the Ministry, with the aim to make it clear, transparent. Consequently, if considering from the viewpoint of the Ministry, there are a few things, which are quite urgent and which are to be carried out quite seriously in order for the

educational system both to start functioning and to be able to contribute to the economic development, the democratization, the integration into Europe.

The first aspect is dealing with the professional improvement, the vocational education and the life-long learning, since these are the most neglected areas in our educational system. Even if considering from the standpoint of budget, a portion of the system in connection with the high school education, that is, where a major part of the secondary school vocational education belongs to, has been mostly deteriorated in the course of these ten years. Naturally, when you are in a position that you must prepare an analysis, therewith you are revealing piles of various data and it is only then that you see what else has been going downhill. We have lost two months in discovering whatever it was going downhill; whatever all that has been for which no criteria existed; whatever all that has been for which no mechanisms existed; whatever it was resolved in a personalized manner and whatever all that has been which was wrong there. Consequently, the vocational education is something that will have to come around and probably, it will be quite diversified. The cooperation with various social partners will, therefore, be of a considerable importance and probably, there will be many different modalities of such education, for both young and adult, for skill development, vocational re-training, repeated schooling and so on. It is an enormous segment of activities where a great deal of talking, a lot of discussions will be started on the topic. At this moment, it is already quite clear that the non-governmental sector can help a lot in this respect, that it can participate and so forth.

The following area, which is also clear already, is the course to both democratization and decentralization of the educational system that must occur concurrently. Consequently, if we are commencing the process of granting schools greater or ever greater or increasingly greater autonomy in terms of their making decisions on various fields – those which have been delegated to the authorities of a central government thus far, then a substantial assistance of a local community will be needed, as well as of those who can help that cooperation between parents and a school, or cooperation



between various protagonists in local community and a school develops in a manner that will provide real benefits to a school. At the moment, it is, in fact, impossible. If you say to principals: cooperate with the local community and parents, their first question is: how shall I recognize who is a parent and who is not? Therefore, it simply means that the entire scene is not sufficiently structured in order for them to just start out on this course, should they wish or be able to do so. An intermediary role of the non-governmental sector is extremely important there.

Thirdly, I would mention the education in a narrower sense, that is, the education we think of, or its concept in a layman but narrower sense. It includes curricula, syllabuses, teaching material, marking system and personnel training. These have been rather restricted thus far. Our course of development – and not only ours, but of all the countries in transition – requires that the issues of curricula, syllabuses, marking system and personnel training are diversified, that schools are allowed to increasingly make decisions thereon, as well as that all those who are keen on the education outcome, take part. It is impossible to commence a discussion on the quality of education if there is no public pressure on the educational system to provide the education of as high standards as possible. The public pressure is, in fact, the pressure of non-governmental organizations, media, as well as of various interest groups, which are keen on achieving the education of as good quality as possible. Not only is the Ministry of Education to request it – we want the good-quality education, but all people are to say – we want the good-quality education. It is then upon us to establish a certain kind of teams, a strategy, etc., which shall meet the request. Consequently, something that represents the core of education is not to be kept in close circles, but it is actually to be equally important topic both to non-governmental organizations and governmental organizations. Here is a concrete example: it is very much important to us that school inspectors are trained in cooperating with both parents and local community, as well as in keeping schools open at times when others need it and not only when teachers need it in order to hold classes. It has been thus far inconceivable to get something like that offered to the non-governmental

sector. Now, it seems to me that the non-governmental sector might likely do it most quickly and before all.

Therefore, these are the three courses in which considerably good cooperation might be achieved. Quite specifically, as regards the question of how to do it, I am sure that there are at least three different steps and different levels of the cooperation. The first level is to accommodate those curricula that already exist, those that have been developed in the course of the last ten years and that have dealt with educational materials, but which have been prepared on the assumption that school is closed. Now, when schools are widely open to those innovative curricula, it is probably important to assess again what there is in them that may be offered as different, better, more open, clearer and more direct. The second level and the second step is the participation in or the joint work for preparing, in a different sense, strategic conceptions, which refer to educational changes: what the best way is to introduce in our schools something that we have so far called the *education for democratic citizenship* or the *civic education*. I do not know in how many ways we have translated it, but I am sure that we have done it in many different ways. It has been one thing thus far when we have prepared curricula and pursued how they could be tucked in a certain situation. However, it is a completely different position when in coordination, we are to mutually prepare a strategy that is to improve the process in a manner that is befitted to schools. In this respect, I refer to preparing, that is, mutual building up of the strategy of changes in the education. And the third level, the third step is the participation in implementing innovations, where also, there is a lot of potentials in the non-governmental sector and the participation in this respect, will be extremely valuable.

I believe that one of the major topics of this gathering, as well as of occurrences which are going to take place, is how to built up that strategic partnership, bearing in mind that these issues will be certainly launched out in a month or two, if they are not launched out now. We are to learn how to do it, how to re-define those roles, how to profile them from the symbiotic position in which I am right now – being



still a member of the non-governmental sector to some extent, as well as of the governmental sector and an expert, how I am to cooperate with myself or how all of us can have clearer roles in some way in order to be able to effect a clearer cooperation. It may not be yet important at the time of this first wave, however, I am sure that it will emerge as a topic of discussions in which we are to manage the matters.

**Miroslav Brkic**

OUR SERBIA, BELGRADE

The topic that I am supposed to speak to you about is titled *The non-governmental organizations as promoters of social aid programs*. I would modify it somewhat, feeling that this is too narrow formulated in my opinion, and I would sooner title my topic *The non-governmental organizations as one of the bearers of the social protection function*.

Mrs. Lucic mentioned decentralization and

tion procedure will, wherever possible, be transferred to the jurisdiction of the Centers of Social Work and that, in this context, these Centers will perform those jobs entrusted to them, in which the state is most interested. First of all, the Centers will be in charge of diagnosing cases, that is, the evaluation of a case, not to use medical terms, and, depending on the circumstances, they will act urgently wherever needed, undertaking certain measures. As for particular programs, developmental programs in the local community, those will be able to be implemented equally by both the non-governmental organizations and the Centers of Social Work. Therefore, this will most probably remain on local community level, where the particular programs, developmental programs aimed at different users, will be developed and implemented.

In these new circumstances some new roles of non-governmental organizations arise, new problems or challenges. Firstly, as you are all aware, most donations went through the non-governmental sector in the previous period, for the well-known reasons. You have already heard the idea, which will, as far as I am informed, be realized from the innovative fund, that humanitarian organizations and the governments of many countries will direct funds towards the

deinstitutionalization a while ago, those inevitable processes in the overall system of social protection. These processes will certainly bring about new roles of both the governmental and the non-governmental organizations. I will merely try to briefly, listing mainly the focal points, specify these new roles, the way I see the new problems that this sector faces, expecting that we might possibly speak of this in more details later on.

Consequently, what are the new roles of the governmental bodies related to the decentralization and the deinstitutionalization? When I speak of the governmental bodies, first of all I mean the Centers of Social Work, as the chief bearers of the system of social protection

in local communities. It may be expected that a significant portion of the so-called administra-

state government. The government will, therefore, appear as one of the donors, namely as one of those parties who will develop and finance the programs that will be directly implemented by the non-governmental sector. Therefore, this is the first new circumstance that has not existed earlier. It will, in itself, soon bring about a market competition. Consequently, this fact alone will determine that the non-governmental sector and the governmental sector will equally compete, naturally, that they will compete in that mutual cooperation. One thing will be requested, again related to both the decentralization and the de-institutionalization, and that is channeling towards the local community, therefore towards the resources of the local community. In this context, those action developmental programs will certainly be desirable, namely those programs that engage as many resources of the local community as possible and which are, owing to this, self-sustainable, meaning that these are programs which guarantee some self-sustainability after the cease of donations. It seems that these programs can be developed, if primarily appropriate cooperation is established now with the governmental sector. Consequently, the non-governmental and the governmental sector – that is the second new circumstance.



We have had the cooperation, better developed in some matters, worse in others, in some matters founded on personal acquaintances and alike. Now, this cooperation will, however, be raised, so to speak, to an institutional level, meaning that this cooperation will be mandatory and necessary bearing in mind this new role of the Centers of Social Work, namely their diagnosing of cases and referring beneficiaries to the services of the non-governmental sector, that is, to services of certain programs that will be developed in the local community.

There is another problem I would like to warn of or draw your attention to, which need not be a problem, but it should be born in mind nevertheless, and it arises from this new role of the government and of governmental bodies. Consequently, the government appears as someone who will finance you. One of the issues arising, which might constitute a danger, is how to preserve this autonomy of the non-governmental organizations. It is possible that, seeing as the government finances them, there might be some aspirations towards the government also controlling the work of the non-governmental organizations. Naturally, this need not occur, bearing in mind the circumstance that many people from the non-governmental sector are now in the governmental sector. Yet, considering some experiences of countries in transition, it has been observed that after a while they do change their way of thinking, as compared to their way of thinking once, when they have been in the non-governmental sector. Consequently, the non-governmental organizations must remain what they are, must retain their independence, and must be the non-governmental organizations. The government, like any donor, and like anyone who has performed monitoring with you, should and must be interested in the program that it finances, but that does not mean that the government will have the right to directly interfere in the work of the non-governmental organizations, and this should not be permitted in the sense of organizational, personnel, possibly methodological and any other solutions. Consequently, the non-governmental organizations must remain critics of the work of the governmental bodies; naturally, as I can suggest this very moment, they should be productive critics who will not only criticize but also suggest certain solutions, while in these new circumstances, and it

should be born in mind, this criticism is now reciprocal. The government can also appear as a critic of the work of non-governmental organizations, but not considering them any longer to be enemies of the state, foreign mercenaries and the like, but from the viewpoint of the programs, namely the quality of the programs to be implemented in the local community, most of all.

I have one more point. Where and how do I also see this change in the work of non-governmental organizations, having in mind all that I have spoken of? That is, most of all, a kind of narrow specialization. Bearing in mind that it will be a matter of particular programs, which will be aimed at the determined social groups, a certain narrow specialization will have to exist in the work of non-governmental organizations, so that we do not have situations where we work with the elderly, next day with Romas, the day after tomorrow with parentless children, and so forth. Consequently, the determined groups need to exist with which the non-governmental organization works and for which a non-governmental organization needs to be narrowly specialized and the best specialized.

*Milan Nikolic*

CENTER FOR POLICY ANALYSES (CPA/CPS), BELGRADE

I am Director of the Center for Policy Studies of Belgrade. This is the name of our organization in English. The Serbian language does not have an adequate word to translate the word "policy," everything here is politics, whereas descriptively, the word "policy" means the finding solutions for certain problems. Exactly, we do just that, we are what you would call a "think tank", and at the same time an "action tank." The results we obtain in our researches, we present to the public and turn them over as public property striving towards the viewpoints and solutions reached by our experts and teams. We are a non-profit organization, not belonging to any party, therefore, we have no particular party or ideological affiliations. We are non-profit even when we work on a project for money, because all we earn that way we immediately invest into the next project, that is, it does not go into anyone's pocket, but rather all employees get their salaries. The difference between a standard non-governmental organization and us, is that we are not an activist or



volunteer organization. We are a professional organization, which is based on the principle that we seek the best experts. However, we are still a non-governmental organization, non-profit, belonging to no party and this might be a good opportunity for you to meet a different type of

we have mainly worked for foreign clients thus far, and for our government somewhat as of October 5. We worked for six ministries, among others for the Ministry of Social Policies – the first data, the first expert opinions were given by us so that the whole work could begin, and the same

goes for the other five ministries as well. As the term of 100 days is getting closer to its end, we are slowly distancing ourselves from the government. Because, for one, the government does not need our expertise to that extent, and, secondly, we believe that the government must be left to itself to a certain extent so that it would be responsible, but we are still ready to assist in various manners.

At this moment, I could say that perhaps the fewest requests for our services and our assistance have come from the non-governmental sector. It seems that, although we belong to this sector and we are very active in various manners in the NGO sector, few requests for our assistance are received from it. I think that, to a certain extent, the problem might lie in the fact that there is not enough awareness of what we can do, or perhaps in the fact that organizations are unused to using such services. Take for example the campaign *Get out and vote*, which has been evaluated as very successful. We have performed several public-opinion researches, determined the so-called focus groups, and elaborated the approach, the language, manner, and even the content of the messages for some of these focus groups. However, we noticed that the non-governmental organizations made very little use of this expert work of ours. They went by some program of their own. Later on, we also performed an analysis of this campaign. I would not like to spoil your mood now, but our results were not really great, inasmuch as great amateurism

non-governmental organizations. There are already four or five such organizations here. Consequently, we are an expert, not an activist-oriented organization, we are what you might call a "knowledge provider," or, so to speak – a supplier of knowledge and expertise. As such,

could be seen there, very little knowledge, some serious errors in the approach, in the marketing, in the messages, in the manner of delivering these messages, and so forth. Ultimately, this means a waste of funds and energy. This could be prevented in a way if more knowledge was employed, if more expertise was put to use. Consequently, I now call upon all the non-governmental organizations to be aware of the fact that there are the so-called think tanks among you, which professionally engage and gather experts who are almost always the best in their fields.

At the moment, we have approximately 250 associates, who we work with, so that you can count on us. You should also be aware of the fact that this has some price, because we endeavour to pay our experts fairly for their good work, but many non-governmental organizations receive various cash grants. If you are starting some action, perhaps the best way to spend this money is to put aside a smaller amount for a research, for detecting of focus groups, for detecting of means and ways to approach them.

Among other things, we have done numerous jobs in relation to the social policies, health, agriculture, labour unions, the media, the handicapped, and right now we are starting out a research of the disabled, first of all in our country. We have done some work as regards the Stability Pact, corruption, education, economic transition, political strategies of transition, and so on. Soon, we are going to prepare a project on technological development, re-industrialization, that is, the transformation of our industry, ecological aspects of the transition, the strategy of science, education, technology and technological innovation in transition, and a future large project of ours will be monitoring the transition, which will, in a systematical scientific manner, be the monitoring of the overall occurrences in our society, where we are taking the year 2001 as the zero year of transition and we





hope that this project will take some ten years, which is approximately the period of time we expect our transition to take.

Our important goal is to put expertise, knowledge, experience and professionalism into all of this, and our basic principles are objectivity and reality, constructiveness, positiveness, and all this put together represents a rather effective and realistic way of solving problems.

**Aleksandar Popov**

CENTER FOR REGIONALISM, NOVI SAD

Speaking of the projects of regional cooperation, I believe that they are now classified into the new areas of Work for NGOs; tentatively, they are precisely that. Certain programs of regional cooperation existed earlier as well, but those were just sporadic efforts mainly on the level of one particular branch, for example, ecology. I believe that the changes, which started on October 5, have actually opened wider possibilities for the realization of regional cooperation projects for several reasons. The first is that the process of decentralization of our

tribution to the best possible explaining of the advantages of decentralization and to creating a democratic ambient for the realization of this necessary and inevitable process.

On the other hand, the implementation of regional projects is also important for establishing of the regional identity. It is important for the non-governmental organizations from a region to cooperate mutually in the implementation of certain projects concerning that region and in that manner, they will contribute the most to the process of decentralization. Moreover, the inter-regional cooperation within Yugoslavia is also important. We will have a concrete thematic unit on this matter within the workshop, because this rounds up the process; it is not a separate process but a global one that takes place on different levels. We are now at the beginning of the implementation of a joint decentralization project, which involves the whole network of the non-governmental organizations of Nis, the non-governmental organizations of Kragujevac, the Nis region, the Kragujevac region, and Vojvodina is also involved – I believe that this is an example of how certain things could be resolved on this

country has started after October 5. Second, apart from victory on the global level, the victory of the opposition on the local level is also important, so that in most municipalities democrats are in charge of the local governments. Finally, the third important point for the development of regional cooperation projects and programs is the opening of the country towards the world, which, naturally, has not started until after October 5.

Speaking of the decentralization itself, I believe that every intelligent person in this country understands that the process of democratization is inseparable from the process of decentralization. Of course, you can tell by the polemics being led in our society now, that this process will not be painless and cannot pass without certain crashes. However, I believe that it is up to the non-governmental organizations to help – through the implementation of certain projects and programs of regional cooperation – this process to be as painless as possible. They must cooperate mutually, giving their con-

plane.

Unfortunately I must point out that regional cooperation projects should and must contribute to the lessening of inter-ethnic tension. We have examples where they are implemented well and where this function is really performed. Unfortunately, I must, however, make a self-critical statement, or rather a statement that relates to all of us. Namely, I feel that we have not done an important part of the work and that is: we have not managed to involve non-governmental organizations from Kosovo and southern Serbia in a significant number in this process of implementing some joint regional projects. Because in contrast to the governmental bodies and the international community who do this in their own way – sometimes more or less clumsily, as is usual for pioneers of some movements – I believe that we could have done a lot more and I feel that this is a serious task of ours. Regardless of the future status of Kosovo, we live in the same area and I believe that we should create an atmosphere of cooperation and mutual tolerance.



Speaking of decentralization, this word is frequently in use here. Opening this meeting, Mr. Zarko Paunovic has pointed out that we are at the start of decentralization in the NGO sphere and I believe that the Center for the Development of Non-Profit Sector has made an extremely good move when it established regional centers for the development of the non-profit sector. We in Vojvodina already held a conference of the non-governmental organizations of Vojvodina a month ago, in a smaller number finally, because it is really too large and all the non-governmental organizations in Yugoslavia cannot be gathered in one place. We managed to get to know each other better then and, finally, agreed upon concrete regional projects. I believe that it would be good for this practice to be applied in future to the whole territory of our country, that a forum of non-governmental organizations such as this one, which is necessary and very important as a place of general agreements, is preceded by these regional gatherings, at which we would get to know each other better and at which we would define some regional cooperation projects.

The other factor that, as I have mentioned, encourages these regional projects, is that on the local level, in towns, the democratic forces are now in power. This morning we have had the opportunity to hear the representative of Nis, who gave us an example of how the non-governmental organizations and the local government can cooperate on the implementation of joint projects concerning a local community. After all, life has a local character and it is important for both the non-governmental organizations and the local government to be together on this. However, it is also important for us to encourage in this manner the cooperation of towns in a region and the interregional cooperation of towns as well, in order for some regional cooperation projects to be better implemented.

Finally, the third factor I have mentioned – opening up towards the world – and I believe that the activities of non-governmental organizations in the implementation of regional cooperation projects are invaluable here. We have some official regions, one of them, for example, is the DTKM Euro-Region, which has been in existence since 1996 and that consists of Vojvodina, four districts of Hungary and four

districts of Romania, where Vojvodina merely figured up till now because it followed the general politics of self-confinement. However, non-governmental organizations did manage to make a breakthrough earlier and to start regional cooperation with partners from Romania and Hungary. We have yet to create a civilian network of non-governmental organizations and a civilian structure of this Euro-Region, because this is part of the agreement on its establishing. There are civil initiatives for the establishing new European regions, for areas where relations have been severed mostly by wars, but which have always drifted towards each other to have excellent economic and other cooperation, to be tied together once more. The non-governmental organizations can have the pioneer role in that task as well, in implementing the projects of regional cooperation with partners from these countries and in creating these new European regions.

I believe that, through the implementation of regional cooperation projects, the contribution of the non-governmental organizations to the normalizing of relations with states of the SFR Yugoslavia ravaged by war, is invaluable. You are aware that the governments of our states, regardless of the democratic changes that have taken place meanwhile, are constituted of mixed coalitions, coalitions of different parties with different opinions on the matter of normalization itself. Some feel that this process is too soon, while I believe that it is up to us from the non-governmental sector to give an example, to go before them, because the non-governmental organizations involved in these processes have always been anti-war oriented and cooperated all these years while wars were raging. Therefore, we feel that the involvement in regional cooperation projects related to the normalization is very important, and that it can contribute to this region being included in some European criteria and European processes as soon as possible.

The most global manners of the implementation of regional cooperation projects are now possibilities that have opened up since October 5 – activities within the Stability Pact. Yugoslavia has started to officially function as part of this Pact; we have coordination within Yugoslavia, and groups for individual areas. I believe that now donors' conferences, together with other



forms, open possibilities for the non-governmental organizations, especially those associated in a network, to compete for regional cooperation projects and that they will meet up with full support there. It is still rather distant from most non-governmental organizations, however, I think that this matter should be made more transparent, so that we can observe the possibilities, roles and so forth, of the non-governmental organizations within processes and projects of the Stability Pact.

I believe that our advantage over governmental bodies in these projects and processes is that we are flexible. Unlike the governmental bodies, which are frequently inert, we can simply be more flexible, quick and we can always go ahead and force them to take the course of swift democratization and opening up towards the world. I believe that this is the policy (seeing as we have representatives of foundations here), which is being more and more backed by foundations, while the regional cooperation processes and projects come across ever greater support and have absolute priority with foundations.

**Hans Peter Furrer**

COUNCIL OF EUROPE REPRESENTATIVE

It's of course a pleasure to be here and I would like to express it very warmly, secondly, my regrets that time would not allow me to follow very closely your debates. Partly also because you probably speak your own language here at this conference and unfortunately I won't be able to follow. So, please accept that I address myself to you in English just to convey the mes-

have to care about two sides. First of all, the interest of NGOs to keep their freedom and to act in all freedom and this is the first imperative. When it is about legal provisions to be provided, it is to help the work of the NGOs and not to control them, not to submit them to pressure from those who manage the legal order, that is the state institutions. So that is the question to find that balance of full respect for freedom and the right of initiative, even right of initiative for doing things which do not please the government. We have very important statements in the Council of Europe, also by the European Court of Human Rights – don't interfere, the Court would say to the authorities; don't interfere and

sage. First of all, a message of gratitude for all we have been able to live together in the past over many years. Many of the organizations here represented have been

involved in common efforts we have deployed. Also, from Strasbourg, from the Council of Europe and we are very happy that you were able to do so. This gratitude also makes it so pleasant for me to come to Belgrade again and again and to meet some of you here and there, in particular also our friend Milan and others. The second is that, of course, the Council of Europe as far as it will be able to mobilize specific resources, would be too glad to be with you and work with you on select number of items which are perhaps close to your hearts and to your needs. You know that in the Council of Europe we have structures of cooperation with NGOs and civil society sector and we have of course some work, which is being pursued in order to enhance the position of NGOs in civil society, but also in legal framework of the state and towards the institutions of the state. At present, there is experts work on the way in Strasbourg with government experts to prepare kind of a charter which would be a preparatory stage for the formulation, articulation of an appropriate legal framework for NGOs all over Europe; although we have already an instrument which is about the international recognition of international NGOs, but that is only a piece, part of what has to be done and we try to pursue our this very tricky and very difficult of legal frame of NGOs. It is tricky because we

abstain from interfering in the freedom of the people even and above all when they do some things that you probably won't like them to do, you must accept that. On the other hand, we have many aspects of the life of NGOs for instance: legal personality, acting in the economic field, in the banking sector – how to have a bank account and how to manage that, all these questions, not to speak of possible privileges concerning the financing, from the fiscal point of view, all these questions have to be addressed, and I think it is important that we do it also at the European level. One idea could be for you and your representatives here, to be acquainted with the work being done in Stras-



bourg on these matters, and in particular also to have an opportunity to bring in your points of view in that work. Your points of view from the point of view of freedom and fear to avoid interference in your freedom. On the other side, legal provisions which might be necessary to enhance your work. So we would be very glad to have input from your side, from your experience from that. There are also other possibilities and I just talked before leaving Strasbourg with colleagues who deal with the civil sector, we could probably find out various means for specific projects of yours to help you support this project. A project which would perhaps be in the field of promoting people living together across dividing lines, across also different belongings, different ways of living, etc. I think that would be an idea where we could maybe try to bring in from ours to help you do the job. This has to do also with the project we are promoting here and which we would very much like to see developed intensively in the FRY and this is our project called Link Diversity which is an approach precisely to bring people from different origins, in different organizations together to find common ground, to find common perspectives and to understand that many things which are at stake for their future they share it with others. I think we could do something like that and I know you have plenty of capacities of developing such actions. We could perhaps there after discussions also with your directors, leadership in order to find out what precisely we could do to be with you. I wish all the best to your congress here, to your Forum, I know it's not the first one and it will certainly not be the last one. All the success for that and all our good wishes.

We worked in a fairly impressive number, there were quite a lot of us, which made the discussion interesting in a way, but also difficult. We did not manage to come to some conclusions, but to start on some issues, which we consider to be a step forward and a success.

We first started on issues about the functioning of relations between the non-governmental organizations and the government on a higher level, and then we slowly entered the issues related to the functioning of relations between the local government and the non-governmental organizations.

We have first raised the question of partnership, or whether there is a chance that the government will willingly amnesty itself from responsibilities by entering into some partnerships with the non-governmental organizations. The replies were various, as they were to all the issues that we started on. We simply could not reach a single and final answer, but we have had various opinions and we hope that some more final answers, if they are necessary at all, will become obvious to us later on during our work.

We discussed the model applied in Croatia, which we heard of yesterday; we discussed the model of Nis, and then we also discussed whether this partnership should be related only to particular jobs, particular projects, and it seems that we have been more in agreement about the fact that partnerships should be entered into cautiously. In any case, it should not oblige the non-governmental organizations too much at first and bring us to losing independence in some way. However, the partnership is very positive, very desirable, and partnerships should certainly be entered into for certain issues. Naturally, there were many examples as well. We also discussed how this could be achieved in practice.

The second issue related to a kind of structuring the partnership, concerned whether and how to place this in some kind of institutionalized framework, by bringing out some kind of codex or even, possibly, by placing some cooperation regulations into legal frameworks. As far



## ■ Workshop 1

### COOPERATION WITH THE PUBLIC SECTOR, NGOs AND LOCAL GOVERNMENT, LEGAL STATUS (ISSUES OF STATUS)

Facilitator and Rapporteur: *Nevena Vuckovic-Sahovic*

as the codex is concerned, again there has been an issue of whether such a codex – seeing as we are not in the habit of putting into practice that which is written down – would be just a declaration, or whether it would actually be possible for the signatories of such an agreement to fulfill the obligations that they have undertaken by signing.

Further, the subject under discussion has been the deteriorating of the non-governmental sector. At this moment, we have a fairly high-quality non-governmental sector and the conclusion reached has been that a danger exists for a strange situation to arise due to many people leaving the non-governmental sector and going to the government, for which we are not ready yet. We have discussed western examples of people who are politicians, and in their spare time, they are also engaged in non-governmental organizations. We have concluded that this seems strange to us only because we are not yet ready for something like that, because it is still important for these functions to be separate here. However, we hope that the time will slowly come when it will not make us schizophrenic to do one job in the morning, to represent and participate in the government, local or on some other level, and in the afternoon to have a non-profit job in a non-governmental organization.

Thus we came to the issue of the interfering of politics in the non-governmental sector, which we also discussed a little, and then we have concluded that the matter is of a slightly psycho-sociological nature, that when we speak of the relationship between the governmental and non-governmental organizations, we always think of the government and of public services as of some given creation. We in the non-governmental organizations and the public in general should realize that the government is not-

ing other than a service of ours, and only when we manage to regard the government in this manner, will there be a more significant improvement and less fear on both sides. Another important issue has concerned how informed people in the government are about the role of non-governmental organizations in the society, about their activities and work. Particularly, the colleagues from non-governmental organizations have had complaints concerning local governments. The people in these local governments are far less informed than people here (when I say here, I understand the government, the people in the Republic Government, since there are people who themselves have been in the non-governmental sector, so that the functioning of the sector is clearer to them and what the non-governmental sector actually is) and the

systematic education of people in local governments is necessary.

The issue of a sustainable development of the non-governmental organizations is not to be left out either, namely the issue of how we can be independent both financially and budget-wise. What we can expect from income, from the budget, regardless of whether we are talking of local governments, local budgets or the budget of the Republic; how we should organize the legislature and in which manner, whether by passing certain regulations by which donors would be exempted from taxation. The things could be resolved so that we would turn more towards donations, which we could receive from citizens or from the economic sector, than towards donations granted from the budget. We have got an interesting example from one participant of the United States. He says that there are 1,100,000 non-governmental organizations in America, and that only 7% of the budgets of these non-



governmental organizations come from donations received from the state or from some state-owned foundations. This means that 93% of funds comes from individual donations and business, 70% of which is from individual donations. We are yet far from that, but still we have discussed it and in the long run, we should possibly head in that direction.

At the begging, I would like to say that our topic of the Workshop of yesterday was *Non-Governmental Organizations and Lobbying*. Our group, I must say, has been fairly numerous, since this topic is very interesting and I feel that it is extremely important, not only in our work thus far, but it will be even more important in our future work. I will present in short some experiences, both the positive and negative ones, which, I hope, will be of use to all of us in our future work. After all, both a failure and a success represent an experience in order for all of not to repeat our mistakes, but to be able to correct current mistakes in our future work.

Most of the time at the second Workshop was spent on the presenting of experiences of the present non-governmental organizations in the field of public advocating and lobbying. The mentioned experiences are related to the pre-elections campaigning activities of the Women's Political Network in Serbia and the women's

## ■ Workshop 2

### NGO AND LOBBYING

Facilitator: *Brankica Grupkovic*, Rapporteur: *Dušan R. Ivanovic*

duced into all the bodies of the Municipal Assembly of Lucane, the first seat of this kind in Serbia, which implies inviting and including representatives of the *Dragacevo* Ecological Society into the work when the issues of renewal, protection and development of the natural, cultural and spiritual heritage are being raised, which is the primary mission of the *Dragacevo* Ecological Society. Second, the Municipal Assembly of Lucane granted the *Dragacevo* Ecological Society the status of a custodian, that is a manager of all thus far protected natural heritages in *Dragacevo*, which occupy around 700 hectares. This has given the *Dragacevo* Ecological Society the highest authority, i.e. competencies that a non-governmental organization can have, which makes it a partner not only to the local self-gov-

non-governmental organizations in Montenegro to involve a larger number of women in decision-making bodies. These activities were aimed at a 30% participation of women in the Parliaments of both Republics, and for that purpose familiar public advocating and lobbying methods were combined. The results of these activities were partially successful, and the Parliament of the Republic of Serbia has around 12% of women members, while the number in Montenegro is approximate or slightly smaller, since the final result has not been known yet for sure.

The second case concerns lobbying for keeping the Ministry of Youths and Sports on the Republic level, in order to more actively solve the problems of the youth, and members of the Serbian government – ministers and the Serbian Prime Minister himself – have been lobbied by the European Movement in Serbia together with the participation of the youth of the political parties within the DOS. The desired result was not achieved in this case, since the aforementioned Ministry was joined with the Ministry of Education.

The third example concerns the *Dragacevo* Ecological Society of Guca, which performed the activities of public advocating and lobbying of members of the local government and of the Municipal Assembly of Lucane. The result is as follows: first, an ecological seat has been intro-

duced into all the bodies of the Municipal Assembly of Lucane, the first seat of this kind in Serbia, which implies inviting and including representatives of the *Dragacevo* Ecological Society into the work when the issues of renewal, protection and development of the natural, cultural and spiritual heritage are being raised, which is the primary mission of the *Dragacevo* Ecological Society. Second, the Municipal Assembly of Lucane granted the *Dragacevo* Ecological Society the status of a custodian, that is a manager of all thus far protected natural heritages in *Dragacevo*, which occupy around 700 hectares. This has given the *Dragacevo* Ecological Society the highest authority, i.e. competencies that a non-governmental organization can have, which makes it a partner not only to the local self-gov-ernment, but also to the competent state institutions as well. Third, the members of the Municipal Assembly of Lucane unanimously voted for the declaration suggested by the *Dragacevo* Ecological Society, entitled *Dragacevo towards an Ecological Environment*, which has made ecology the official policies of the local self-government and the local community. Fourth, with a view to helping the work and to joint solving of certain problems, the Municipal Assembly of Lucane has permitted the *Dragacevo* Ecological Society to use the premises of seven community offices, telephones and services of the Registrar's office as departments of the *Dragacevo* Ecological Society, so that the area of activities of this Society would be covered in an as good and high-quality manner as possible in the territo-



ry of the whole municipality of Lucani. Fifth, certain financial resources for the needs of the *Dragacevo* Ecological Society are planned in the budget of the Municipality of Lucani.

Based on the discussions, which were truly constructive and very useful, several conclusions could be drawn. Firstly, the non-governmental organizations should more actively start into the process of public advocating and lobbying for the realization of their goals on the local community level. Secondly, in public advocating and lobbying for "higher" goals on the Republic and the Federal levels, "great strength" is needed, namely coalitions and networks of a larger number of the non-governmental organizations in order for these goals to be achieved. Thirdly, considering the fact that the level of knowledge of public advocating and lobbying in non-governmental organizations is very low, we invite all the non-governmental and other organizations that deal with the educating and training of non-governmental organizations to include the topics of "public advocating and lobbying" in their work programs.

Our Workshop of yesterday was not very striking in respect of the number of participants, but it seemed that the manner of discussions, as well as the gathering of people who registered and who actually joined us to discuss the topic of regional cooperation in the Federal Republic of Yugoslavia, were very impressive. One one hand, all of us present there have had either some experience in respect of the regional cooperation or we have had a certain desire to learn about such experiences. On the other hand, these people have certain capacities for accomplishing that type of the cooperation, and they recurrently and in various manners joined the discussion. Consequently, a number of

issues related to this type of activities of the non-governmental organizations were unfolded.

We discussed the determining of needs for the regional cooperation within Yugoslavia, that is, we tried to keep both to the issue of regional cooperation and to the title of the Workshop itself, and to talk about it. We tried to actually transfer the regional cooperation within our country in order to create that type of connecting that would ensure that the regional cooperation has not been understood solely as a cooperation with neighbouring countries or neighbouring regions. In this respect, a lot of attention has been dedicated to the issue of identifying a region, that is, to the definition of what comprises a region and how to identify which geographical territory actually represents a region, on one hand, and on the other hand, we have tried to define how the issues or problems as a basis for the establishment of cooperation are to be identified, or to define the issues that will give rise to this type of the regional cooperation.

The third group of issues we discussed related to the models of regional cooperation. In this respect, we declared ourselves for a certain type of geographical model, on one hand, and for a certain type of program model, on the other. The issue or basic element which will connect cities, which will connect either cities or regions in the cooperation process, is the one that we have discussed most as regards these two issues, that is – the geographical and the program model of cooperation. The manner of regional connecting has been one of the succeeding issues, as well as the issue of this type of communication, namely this type of the cooperation.

### ■ Workshop 3

#### REGIONAL COOPERATION OF NGOs IN THE FR YUGOSLAVIA

Facilitator and Rapporteur: *Danica Stefanovic*

We have come to the conclusion that the regional cooperation represents connecting on the principle of interests. A number of issues have been raised in respect of whether the regional cooperation represents the voluntary cooperation, the cooperation on the basis of

interests or whether it is the compulsory or obligatory cooperation. We have reached the standpoint that after all, it represents the connecting on the basis of interests, of sharing a mutual objective within the community. The basic thing is to establish the objective of such connecting, to pinpoint the problem and to rec-



ognize own interest in that problem. In this respect, a lot of attention has been paid to the issue of education of the citizens in democracy, in terms of the necessity of organizing seminars, especially in respect to the issue what the non-governmental sector actually is. The conclusion that it is necessary to work on the education of the citizens in democracy, that is, of their participation in these types of programs, has been prompted by our accepting the fact that regions differ as regards the level and the number of non-governmental organizations, their capabilities and the level of the civil participation in the non-governmental sector.

The group of issues which will be significant, it seems, in the period ahead of us, has exactly referred to the regional cooperation since the attitude that we have adopted in the Workshop, is that this issue of the regional cooperation is an issue for the future. In other words, it is an issue that has yet to be discussed and that will be put to the non-governmental organizations. For this reason, it is also necessary for both the non-governmental organizations and the citizens, to be prepared for these issues. It is certain, and it has been the common standpoint held up in the workshop, that the principle of regional cooperation (that is, when discussing the cooperation, we have discussed the cooperation among the non-governmental organizations within a city, the cooperation among cities and, finally, the cooperation among regions) is a very significant development, and that it represents a model in which de-centralization of the state can be achieved. Therefore, the issue of the regional cooperation should be regarded in that way.

A lot of attention has been paid to the communication, which we consider to be a serious matter within the issue of the regional cooperation. We have touched on the issue of media coverage of the non-governmental organizations, especially of this kind of network projects, that is, programs that join regions and that are insufficiently covered by the media. At the same time, it has been pointed out in certain regions that activities of the non-governmental organizations also receive insufficient coverage, although the media could be of great importance in this system of education having been performed with the citizens. That is one of the recommendations we have made.

Finally, I would like to say that we have invited the non-governmental organizations from larger centres and those from the regions where a larger number of the non-governmental organizations are present, and where such a type of the regional cooperation exists, to share their experiences and the capacities they have, and somehow place them at the disposal of and establish the cooperation with other regions, which are not that developed and which do not have those kinds of programs or even any non-governmental organizations, and to help such regions in that respect. In other words, we are to dispel the stories about us (which date from the previous regime, when such stories have been propagated as marketing campaigns), and to make it clear that we are people who work on certain programs and who are, in that sense, completely normal people, as we have already stressed.

By presenting the experiences of some non-governmental organizations related to the regional principle, that is, to the cooperation both within a state and with other countries, we have finalized the Workshop also by the presentation of such programs, which have provided us certain opportunities. Consequently, our recommendation would, in fact, refer to identifying of a region, possibilities of the cooperation among cities and regions on the basis of interests, improving of the communication among both regions and non-governmental organizations and, finally, the education of citizens for a democratic society.

The participants of the *Humanitarian and Social Aid Programs Workshop* have reached several assumptions in the course of their talks. Firstly, we have started from the assumption that the needs for the humanitarian and social aid programs are large in all the fields, whether we are talking about individuals or entire fields such as health care, education and the social protection. Further, that the accumulated social problems are, at the same time, a challenge for both society and state, which should simultaneously guarantee granting of basic civil, social, economic and other rights, and create appropriate economic and institutional prerequisites for doing so. We have also started out from the assumption that the transition towards a market economy will require the rationalization of public spending, which simultaneously necessitates





to protect the socially vulnerable population groups. The following assumption, which has been stressed in the course of the discussions in this group, is that all social problems are actually due to multiple causes, which require a multi-sectoral and multi-disciplinary approach. In these terms, it is necessary to solve the issue of the division of work between the public, i.e. the governmental and the non-governmental sectors. The participants of the Workshop have also pointed out that the state has not yet declared itself on the future social policy, that is, in the concept towards which it will strive – whether completely liberal, such as the one which exists in other countries, or the one where the state influence will be noticeable.

On the basis of these assumptions, we have agreed to present this gathering the following conclusions reached by our group.

To request, or to apply pressure (we have not quite agreed on the term here, whether we would request or apply pressure) on the government and the governmental bodies to pass a reform program in the field of the social policy, and to insist that such a program contains a clear division of work among the public, governmental, the non-governmental and the private sectors. In such conditions, the non-governmental organizations would find it easier to define the goals of their activities and work, and to create programs which would compensate for all that the state and state bodies cannot cover by their activities.

Secondly, the non-governmental organizations must keep up a constant pressure on the state and state bodies with the aim to eliminate all kinds of irregularities which are present in the administration of the humanitarian and social

## ■ Workshop 4

### HUMANITARIAN AND SOCIAL AID PROGRAMS

Facilitator and Rapporteur: *Ljubomir Pejakovic*

aid and in the implementation of social programs. They are also to participate in activities with the aim to strengthen the social control of and to provide a larger participation of citizens, that is, beneficiaries, as well as a faster and more adequate meeting of their needs. At a local level, the non-governmental organizations are to take part in the network of the social protection services and in the implementation of social policy programs, together with other participants, such as the Centers of Social Work, institutions of local self-government and the private sector. At this level, the non-governmental organizations are to create programs with the aim to develop the partnership relations with the governmental and the local self-government institutions, and to promote an integral approach to solving both family problems and problems of all those who need special social support. The non-governmental organizations are to develop educational programs with the aim to raise the level of the competence of professionals in various fields, as well as of volunteers. The non-governmental organizations are also to work on linking up of various sectors with the governmental services in the local community, with the aim to more efficiently

meet citizens' needs. It is also necessary to work on linking up of the non-governmental organizations with the economic sector, especially the private sector, with the aim to promote altruism as the principle of activities, and at the same time, to apply pressure on the state that it encourages the private sector to invest in social programs by its tax policy. We are to do our best that the state finances the non-governmental organizations' social programs by way of public tenders, as well as to have the partnership with the state established in view of implementing those programs.

Given these conditions, we estimate that the competition among the non-governmental organizations will be quite substantial if we take such an approach. Therefore, the non-governmental sector, the non-governmental organizations should be prepared to work on their own education and training in such competitive conditions. Moreover, there has been a lot of talk about the participation of the non-governmental organizations in those processes in which the standards and criteria for the implementation of individual programs will be set, both in relation to humanitarian and social aid, because in the



course of discussions in the Workshop, there have been even many opposed opinions as regards the way things have been done thus far, as well as much criticism of the work of both the governmental organizations and the humanitarian organizations concerning their work and implementation of both humanitarian and social programs.

***Goran Svilanovic***

MINISTER OF FOREIGN AFFAIRS,  
FEDERAL GOVERNMENT

I am going to speak in the manner I consider appropriate for a gathering of people I have belonged to myself not very long ago. Quite unusually, I have entered the politics from the non-governmental sector and it is unusual indeed because such a process has progressed, for some time, in the opposite direction in our country – politicians have gone to the non-governmental sector due to various reasons.

I would like to say something about the point that cannot be avoided. Mr. Milan Pajevic has come from the non-governmental sector, in fact, he has not left it yet and is still associated with it, but he is a Government official all the same. A similar statement could be applied to myself and a great number of people who are presently employees of the Ministries or the administration at various job posts, no matter if they have been nominated by the Parliament or the Government. You know them quite well, these are the people who have been active in many non-

governmental organizations in the country during the past ten years or so. Frankly speaking, their participation in the Government is of the utmost importance because the occurrences that have taken place in the previous six months, would not have been either shifted nor would such shifting have been conceivable without them, even in the field of the foreign policy of this country in which I am involved.

Partially, the public fails fully to understand either the significance of the non-governmental sector or some political messages having been forwarded by this sector for about past ten years and it is restrained to a certain extent. The situation has, however, been thus far changed since September, October and

December. The change has primarily occurred owing to the fact that the political action undertaken in the country was fully agreed upon between the non-governmental sector and the political parties for the first time after a long period. It does not mean that we should either say – we do not need political parties, or we do not need the non-governmental sector, or it is all the same now. It is not. The differences must be clearer than they have been up to date in case of the assignments and duties to be discharged by all the parties, either the non-governmental sector, or the political parties, or the Government. However, the assistance is indispensable.



## INTERNATIONAL INTEGRATION PROCESSES AND NGOs

*Relevant initiatives and programs of the European Union for the third sector in FR Yugoslavia*  
*Regional Processes in SEE and non-governmental organizations*  
*Regional cooperation of NGOs in the European Union (cooperation among regions)*  
*Other international programs and initiatives relevant for the Yugoslav third sector*  
*Confidence building measures in the region*

I will tell you openly – the assistance is indispensable since the non-governmental sector keeps the greatest treasure which incorporate the most competent young people whom they have succeeded to bring together. They have acquired excellent education both at Yugoslav and foreign universities; they speak foreign languages fluently; they are well aware what they precisely imply when they speak of Europe, the European Union, the Council of Europe, as well as of certain issues of minorities, rights of national communities, or others concerning relationships between sexes or attitudes to children and their rights. Due to the manner of organizing the Government in about ten previous years, such qualities could be far less attributed to the Government officials, professionals, those who have been doing their jobs all the time, and who will be doing them in future, but who have not had the opportunity to meet so many people, to acquire that much experience and knowledge like those who have been in the non-governmental sector. It would be advisable now to achieve a kind of balance in that respect. Therefore, the current presence of the experienced people from the non-governmental sector in the governmental institutions is precious, though, as I have said a short while ago, I believe that it does not imply nowadays that we should effect a complete integration.

We need badly the support and reprehension, as well as initiatives coming from the non-governmental sector. Here is an example. In the course of the last six months, the representatives of the Helsinki Committee for Human Rights in Serbia visited me twice. We discussed various topics at the time. I believe they have completely missed the point at the first meeting. They came then to discuss the conditions in respect of our country's integration in the international community and they were wrong, I think. It turned out that no official of the international community took them seriously, since

another issue was more important at that time. It was actually more important to provide the assistance and support to the Government of the Federal Republic of Yugoslavia to commence the integration process, while these issues that have been put on the paper in 12 items, I think, were present all the same. It has been, so to speak, a wrong political estimation of the non-governmental sector. On the other hand, the Helsinki Committee's representatives came to me, for the second time, with a clearly defined initiative – our country must undertake a decisive step as regards the issue of using personal mines, with the aim to take sides with the part of the world that does not want to produce and use such mines, and that is willing to prevent their further use and to commence their destroying. And, here is the result – a month ago, the Government of the Federal Republic of Yugoslavia arrived at the decision to sign the Convention of Ottawa. And, that is it!

It might not be quite polite to mention errors, but I have done it on purpose. At times, some points have not been understood properly; at times, a political process has not been comprehended correctly by the non-governmental sector, on one hand. On the other hand, the politics advances more rapidly and, owing to the impulses received by the non-governmental sector, reaches further than it might otherwise accomplish. Probably, the Government would not have made yet such a decision if it had not been for the Helsinki Committee. It is of the vital importance that when we communicate perpetually, we simply have – both in the Government and the non-governmental organizations – the people with good sense of hearing out the needs of ordinary people, hardships of politicians and wishes of those who tend to advance more quickly and who are most often in the non-governmental sector.

We are currently expected to perform the work for joining up the Council of Europe, and for a



long-term process of joining up the European Union, or the work for the cooperation with the OSCE. The Government will not be able to make decisive steps, if it fails to receive the non-governmental sector's support, initiatives, corrective and/or critical observations.

The Head of Mission of the OSCE in Yugoslavia is with us today. The program of activities undertaken by the Mission together with the Yugoslav Government shall be impossible to implement if it is not supported by the non-governmental sector. The program implementation and the sector's support are inseparable. The same will be applicable to the program undertaken by the Mission of the Council of Europe in Yugoslavia. These activities will also be two crucial tests of how able we are to cooperate with the international community. I am sure that if it were not for such a developed non-governmental sector, the Government would not have been able either to achieve all this or to cooperate with the Missions of the OSCE and the Council of Europe in the manner the Government does it currently. We are greatly satisfied with the cooperation. I do hope they are satisfied, too. However, we have just commenced the process. An entire calendar year is still ahead of us, when we will be required to have similar gatherings on various topics organized – on administration of justice, or on the autonomy of courts of law and judges, and alike; it will be also necessary to organize gatherings on the rights of national communities and minorities. It will be necessary to organize gatherings, like today's, that deal with the regional security system and unresolved issues that are rather hard for us – the South of Serbia, Kosovo in the future, and the current situation in Macedonia. However, if those who think more theoretically and those who are more open – all of them are most frequently found in the non-governmental sector – do not participate together with those who have the political responsibilities to undertake and to fulfil, then we shall not be successful in addressing all the challenges.

Consequently, my message is quite simple – in contrast to the years behind us, the Government of the Federal Republic of Yugoslavia is nowadays absolutely willing and, I am sure, it is valid for both the Republic Governments, both Montenegrin and Serbian, to implement the reforms they have committed to, and to do it

together with the non-governmental sector. The gap that existed, has been, I believe, completely spanned. At the gathering in the Sava Center today, Mr. Nebojsa Covic, a Vice-President of the Republic Government has spoken on the issues of the regional security apart from myself. It proves that the Governments, both Federal and Republic, recognize that we cannot keep on going alone, on one hand. On the other hand, the restraint that may have existed in the non-governmental sector must be suspended. We need each other, not because we are one and the same – no, we are not, but because neither can we do our jobs, and I am afraid, nor can you do yours without working jointly at times, like today, and at times, each discharging own immense political and social assignments, respectively. Therefore, I ask you to support the Government in what it is doing well, as well as to be quite unambiguous in your initiatives and critics, if you think the Government has taken a wrong course.

The current period in Serbia is the period when the modern political option has preponderated. That option wishes to integrate the country both in the European Union and the Council of Europe, and it has already succeeded in integrating it in the OCSE, the United Nations and in a number of the regional initiatives that comprise the non-governmental sector, as well. This period is also one of the most important periods for our country. Some other periods will come afterwards, when a future Government will be in general more restrained in undertaking political steps, which certainly will not be unusual. It is important to take the opportunity and get as far as possible, thus the next Government should keep on following the same course and not going one or several steps backwards. This is the essence of the process proceeding in Serbia. It is the process that has occurred in the past years, too, there have always been two poles on the political scene of Serbia – one that is in hurry and another that is turned to itself, that is more confined and conservative. We have also something similar nowadays, but we have more opportunities available to those who wish to open Serbia, and let us do it all together, since there is a point where we meet and have the same wish – we want our country to be open, to be integrated, to be at peace with its neighbours and the present time offers the right opportunity. Do not allow the year ahead of us to be wasted, in order for us not to waste follow-



ing five years.

**Stefano Sannino**

AMBASSADOR, HEAD OF MISSION,  
OSCE MISSION IN FRY

Thank you very much, thank you all, and especially thank you Natasa Vuckovic and Zarko Paunovic who wanted to have me here in this gathering. I don't know where to start, whether to start with the role NGOs and the role of OSCE and how the two institutions and organizations can work together. I would like to start perhaps making one point that is extremely, to me and probably for some of you who have completing the task for few years in Belgrade, during much more difficult times and completely different period, at that time NGOs were really obliged to work in very difficult conditions and it was a time when repression

was going on and lot of you, lot of people working in NGOs were facing very difficult times. In spite of all that I think that NGOs in Yugoslavia played, and because of that, the crucial role, much larger, much broader than anywhere else to my knowledge. They have been able to preserve democracy in this country, they have been able to preserve the democratic flame in the country, they have been able to create the conditions for the change, they have been a sort of parallel society, the real society what

institutions, but also with the representatives of the NGOs world, other parties, media and other actors to try to understand which was the direction that this country wanted to take and how to proceed in that direction. That's why we are trying to concentrate the activity of the mission essentially on the consolidation of institutions, sometime creation of institutions when they are not there, when they are not in place, to the consolidation of those institutions if they are there, how to forge them on the basis on democratic principles, how to make it possible that even if there are political changes going on, institutions can work properly, democracy can be insured all the same. This one part of our activities, one part of our job even if quite substantial.

The other part, which we think is extremely

was not in the establishment, the regime, and by doing that I think that at the end of the day they have been one of the promoters of the changes in this country. I think that it is not by chance that a lot of people who are working in NGOs have been called to work in the government now. Being part of the government, becoming the new establishment, becoming the rulers, persons who are making laws, creating the institutions and the conditions for the society to live and develop.

To my mind, as I understand this is the main challenge of all of you, people who still feel as a part of the non-governmental world, but at the same time have been called to take new responsibilities – governmental responsibilities, administration. At the meetings that I had with some of you, I have had very clearly the sense this was something difficult in a way, sort of a big mental change, which is also the reason why there is a need for trying to have a new role in the society. The OSCE in this country specifically has a very peculiar mandate, in the first place there is a very strong agreement between the OSCE and the government in order to have a mission working and active in this country, so there is a cooperative spirit of the mandate which is quite unique if you compare it with the other mandates in other areas of the world where the OSCE is active. What the organization is trying to do specifically in Yugoslavia is trying to work together the priorities to be performed. What we have tried to do is being in contact with the government, with

important, is to be and try to work with you in order to strengthen the role of NGOs also in the future. I was saying at the beginning of the century, now the role has changed quite a lot in a way and the role that you are playing right now is more that of providing for checks and balances, monitoring, supervising the activity of the government, being able to see if the government is up to the premises that has taken during the electoral campaign and see if there is willingness and capability of implementing all those engagements. Perhaps one of the main point and one of the areas where we, the OSCE would very much like to be with you and support you, because this is the democratic balance which is very much needed in this moment. Just to avoid and I do not think that there is any possible comparison between the



former regime and the present government, but just to avoid it in the future, there could be new negative developments going in the wrong direction. From that point of view the engagement of the NGOs world is always been particularly important.

One other area where we are trying to work together with NGOs is that of building up a stronger relation with governments. Relation in terms of providing expertise, in terms of providing ideas. We have tried in some areas to work, I have just mentioned one which I think has been up until now quite successful – the fight against trafficking activities. There was certain willingness among the representatives of the government to work in that direction. I just met, before coming to this table Ms. Orlandic and together with Ms. Grupkovic, they were very much wiling in direction of creating proper framework to fight against trafficking and there were a few NGOs working in this area, being very active. What we are trying to do is to provide, when it is necessary the missing link between these two sides in order to create a sort of common framework, together also with international actors with international community so this is becoming a sort of common enterprise and common exercise. I think that the involvement in the participation of the NGO world into the political activity and also the active political involvement, I mean the administration, governing is not something that must be perceived as a bad thing. I do not think that NGOs must be on the other side of the government at all rates and again to provide those checks and balances that I was trying to highlight before. Another area where we are trying to match to work together with NGO system is that of involving NGOs partners as much as possible in projects of good governance and community building. I think that what is extremely important is to broaden the involvement of the civic society in the political life of the country and to create a better understanding of what civil society could and should ask to politicians and to public administrators which is one point, I think, which needs to be developed quite strongly in Yugoslavia. We are also trying to look at areas where there are specific problems. I am referring essentially at the moment to south Serbia. I don't need to explain what is happening. What we are trying to do alongside with the activity of providing training for multi-ethnic police force element in the area, also trying to develop projects that

can have the two communities, the ethnic Albanians and Serb community to work and live together. One area where we are already actively involved is one of the media where we are trying to support the creation of the multi-ethnic media framework in Presevo and in Bujanovac. Also, few colleagues of mine were yesterday in Bujanovac to try to find out which kind of most stable presence we can assure to monitor the human right situation, the possible violations which are still taking place in the area in order to rebuild that confidence which is lacking very much at the moment.

One point, and this is again south Serbia at the moment one of the most critical areas, but there are also other regions where there is multi-ethnic presence, where we are not necessarily facing very big problems, but where there is a certain need to look more closely for a broader cooperation and broader role of NGO sector and cooperation with also with the local administrators. What I'm trying to say is that we would like very much to foster also the regional dimension, not only looking at the based NGOs, but also very much on those NGOs based in the regions, towns, in the villages of the country. Perhaps there is even more clearly need for work of NGOs.

Before starting this meeting I was looking at the documentation, which has been made available by the organizers, and once again I was struck by the huge amount of work that has been done last year. I was struck already by the fact of the number of NGOs working in this country, active in this country, which I think is exceeding the number of NGOs of many other countries, but again I think that is really a sort of network for creating sort of parallel society, not separate, but since the regime was really submerging and suffocating the civil society. I was struck by the huge activity, which has been performed during this year. I think that this is a kind of message that is coming very clearly from you all to the government, to the international community and it is also up to us to face this challenge and to be able to support your activity, to support your ideas so that you can continue to provide that kind of democratic life, that new idea, open spirit which is absolutely necessary and vital, especially when you have a society which is still opening up after so many years of isolation. This is the role that we would very much like you to



continue to perform and which we are ready to provide all our assistance, all our help and support.

**Milan Pajevic**

NATIONAL COORDINATOR OF THE STABILITY PACT FOR SOUTH EASTERN EUROPE

I do not wish to spend too much time explaining the creation and development of the Stability Pact. I wish to concentrate on what we have achieved in these past six or seven months or what we intend to do in Yugoslavia, which is also related to the work of the non-governmental organizations. Yet, before starting out with this topic, I would like to briefly remind you of the fact that the Pact itself was created in June of 1999, that a summit of countries and multilateral organizations, members of the Pact,

was held in Sarajevo on July 30, 1999, and that the office of Special Coordinator Mr. Hombach started to work in September of 1999. Yugoslavia became a full member of the Pact on October 26, 2000, and the National Office was formed in December of last year. Consequently, we have practically been working for less than six months.

There is a lot of interest in the Stability Pact not only in the Yugoslav public, but also in the public of countries within the region, in South Eastern Europe, and in the whole of Europe as well. I think that there are a lot of unclear issues or perhaps overly raised expectations from the

do, and how we will do it.

Since the founding of the National Office, we have started off rather ambitiously and energetically to establish the national coordination workgroups or working bodies in the various areas covered by the Pact. There are objections that the Pact has spread too widely. I would not enter into polemics on these objections, I simply wish for us to focus, as we are attempting to, on what we feel is our predominant interest. I would also like to remind you that the Pact has established a rather interesting manner of functioning through the so-called three workbenches, or workgroups (which we literally translate as

Pact itself, on one hand. It is also possible, on the other hand, that the Pact has not put enough effort into explaining its intentions and the means in which these intentions are to be realized. I believe that it is wrong to assume that the Pact is an institution, or a project (since the Pact is certainly not a new organization), something that will simply pour money into the region, and that the countries in the region will be passive recipients and users of this aid. I believe that a very clear intervention should be made here and that it is very much necessary to explain to countries in the region, including Yugoslavia, that they must first do something for themselves on the internal plane in order to get qualified, first of all, for more normal relations in the region itself and for a process which can shortly be named the "Europeanization process." This process should also go alongside negotiations on the stabilization and association process that the region is involved in, namely five countries in the region, including Yugoslavia. Consequently, I see the Pact as a Europeanization process, a process of joining the region to the rest of Europe, that is, to the leading part of Europe, that which we call Western Europe and which is for us, first and foremost, the European Union. On the other hand, I see the Pact as a quite solid framework for the interregional cooperation, but that cooperation mostly depends upon the wish and willingness of countries in the region. Meaning, as I frequently and briefly like to say, that it depends mainly upon us in the region, and I especially wish to stress that when Yugoslavia is concerned. I truly believe that the recovery of the entire society depends a lot on what we will

workbenches). These are: the first workbench for democratization, human rights; the second workbench for economic cooperation, development, reconstruction and economic cooperation in the region, and the third workbench deals with security issues, struggle against corruption, against organized crime, trafficking of human beings and so forth. We intend to develop our domestic national coordination groups in all of these fields that already exist. There are around 30 of them. We are doing this so that we can join similar coordination bodies as soon as possible, those that already exist in the region and in Europe, so that we can make up for a substantial lag, considering the fact that Yugoslavia has not been a



member of the Pact from the start. But, to speak openly, we are also doing this for our own interest and, dare I say, our national interest, because a situation in which there is insufficient exchange of information is completely clear – exchange within the administration itself, or rather themselves, because, unfortunately, we still have a very complicated and not quite functional system of the Federal and Republic Governments. Consequently, these coordination groups first of all help people from these governments get to know each other a bit better (some of them see each other for the first time at these meetings), and then they have the possibility to exchange experiences, change their minds and reach agreements on future joint work in order to avoid parallelisms, intertwining, duplication and so forth, which we have been witnesses of. Those coordination groups also exist so that representatives of non-governmental organizations can join them and, as most of them are probably aware, we have invited representatives of the non-governmental organizations to all initial founding meetings so far, and we intend to keep on doing so.

The work and presence of non-governmental organizations is dominant most of all within the first workbench that consists of several workgroups of which I would only mention the workgroup for human rights and minorities, the workgroup for public administration, for women's rights, for the media, for education and the youth and the workgroup for refugees and internally displaced persons. There has been an initiative from the Stability Pact itself for these seven or eight initiatives to be narrowed down and for four initiatives to be made out of them. At the meeting of the first workbench in Portoroz recently, Yugoslavia has voiced a special interest in the continuing of considerable engagement in the field of public administration, because we feel that this is a field of interest to all countries in the region, and particularly to us. I would especially like to mention the initiative for the protection of environment, which works under the second workbench, and the initiative for the development of information technologies, which is also under the second workbench. These are initiatives in which we expect, and have already had, a fairly good cooperation with the expert non-governmental organizations (think tanks). The contribution of the non-governmental sector to initiatives concerning issues of the struggle against human trade and trafficking will be very important. We

have recently held the founding meeting of this coordination group, as well as of the group for fighting organized crime, anti-corruption, and so forth.

That is roughly all that I wished to say in my introductory statement, and I would be very keen on us discussing these issues later on and on answering any questions that you might have.

***Hervé Caiveaux***

EU AGENCY FOR RECONSTRUCTION

I would like first of all to give a quick presentation of the various actors of the EU present in Yugoslavia and in Serbia more particularly, because there might be some confusion related to who is who and who is doing what in the EU. There are three major instruments of the EU present in Yugoslavia. First one is the European Commission, which is represented in Belgrade by the delegation of the EC, and they act as a political represent of the EU and there are as well two specialized instruments for the implementation of the assistance in Serbia. The first one is ECHO, the humanitarian office of the EU and the second one is the European Agency for the Reconstruction whom I represent today, which was created in February 2000 by the EC to act as a tool for the implementation of assistance in Serbia and Montenegro and Kosovo. What kind of programs these three instruments develop and implement in Serbia? Well, first of all, the EU started couple of years ago to apply regulations on the development and consolidation of the democracy and the rule of law, the respect for human rights, the fundamental freedoms and this approach has taken the form of the European Initiative for Democracy and Human Rights, which receives, select and funds macro-projects responding to needs identified by local and international organizations present in the country, which I think is very important. These projects are coming from people, from the citizens and for

the citizens. In 1999-2000 about 9 projects were funded, 7 of them having a regional impact and 2 of them working on the national level. Most of them, if not all of them implemented by local organizations. Equally, the European Initiative for Democracy and Human Rights funds micro-





projects which are promoting same values of defense of human rights, development and consolidation of democracy and the rule of law, democratization process in general, conflict prevention and so on. In 2000, 18 projects are been funded which are implemented again by local organizations in Serbia and Montenegro. New round of funding will be approved this year. These programs are managed by the European Foundation for Human Rights as far as the macro-projects are concerned and directly by the Delegation of the EC in Belgrade, as far as the micro-projects are concerned. As far as the other two instruments of the EU presence are concerned it deals direct-

fact sheet and you will find as well details of all these projects and programs of the news of EU in general in the newsletter which is published in Belgrade on the monthly basis. To come back to the European Agency and what can be the role of the local organizations in the work of the Agency. The various fields of the activities of the Agency are energy, agriculture, enterprise development, and health, which are not traditional areas of the intervention of local organizations here. We believe that whatever the local NGOs have the role to play to complement the activities which are being implemented by the Agency and we have started last week consultations, meetings with the number of you and we are going to go around the country to meet a number of you to discuss a number of issues and ideas with you and see how you can contribute to the work of the European Agency. Yesterday Mr. O'Donnell from UNDP briefly allocated the three major roles of NGOs as he sees them, which are advocacy and lobbying, research and analyses and service providing. I would like to briefly share some ideas and thoughts that came to me when talking to a number of you in the past few weeks. Many of you are very young organizations that have been active in the field of social action, humanitarian activities, advocacy, promotion of citizens' rights, human rights in general and with a great success. However, there is a tendency or a will at the moment to move from these traditional areas of intervention to leave the field of civic action and to move towards more socio-economic activities. These are extremely needed and welcome initiatives and I understand that a number of donors are already planning to start micro-development projects. I can see several problems

ly with refugees, IDPs and social cases. The European regulations prevent ECHO from working directly, contracting directly with local NGOs, but the cooperation with local NGOs is very often promoted through partnership with the international humanitarian organizations. As far as the European Agency for Reconstruction is concerned, as I told you it was created in February 2000, a bit more than one year ago, in order to provide the greater focus to the EU financial assistance in Yugoslavia. The Agency currently manages portfolio of one billion Euros in Serbia, Montenegro and Kosovo. I do not want to enter into details of various programs, projects implemented by the Agency, you will find them in the

related to this. First one is that local organizations would have a tendency to be donor driven instead of being citizen driven. I think mainly because in these new instruments they see a means to resolve their financial and material problems and they see it as a mean to become financially self-sustainable. This of course raises the issue of political independence of local organizations and as well of their financial independence, this brings us back to the question of the statutes that are been discussed at the moment and of the means of fundraising that this new law will define. Eventually it raises as well the question of credibility of the NGOs. I think that as far as we are concerned, we still believe that NGOs have a very big role to play in the traditional field of intervention as social activists and promoting and defending civic rights and advocating for those rights and we still need local organizations to tell us what is going on in the country, to feed us back on the effective implementation of the new laws for example. I believe as well that these economic activities should be considered as complementary to ongoing civic actions and not as replacing them. I think one good indicator of the independence of NGOs in the future, or even now, rest in their capacity to say no as well.

**Flavio Mongelli**

ARCI, MILANO

A discussion on the regional cooperation between the NGO Sector and the European Union or, more precisely, on the international integration processes necessitates certain preliminary considerations for the purpose of better understanding of the general context of our



work as NGOs. At the same time, we will thus provide the first contribution to this subject.

- 1) The first consideration refers to a current ambiguous use of Europe as the term both in politics and not only in politics either.

For NATO's soldiers who are required to use geographical terms precisely, you live in a

country of the *South East Europe*. In the military language, Italy, a European and Mediterranean country is, at the same time, a member of the *North Atlantic Alliance* and the Southeast border of the *North Atlantic System* whose centre of gravity is outside of Europe and Mediterranean.

The ambiguity becomes even more striking when the political language is considered. With the aim to give importance to the advance of Europe during the last 50 years, a prominent representative of the European Union has stressed that there have been no wars in Europe after the Second World War, which is true indeed, and that wars have been waged only beyond the European boundaries.

Thus, the *South Eastern Europe* (the Balkans) were situated outside of Europe.

egoistic defences, of confining within one's own fences and miniature securities. Moreover, it generates the sense of being lost, as well as many forms of localism and petty nationalism. This is actually substantiated by the phenomenon of parties like Heidegger's or the League for the North of Italy.

The global society calls for democratic headquarters, i.e. supranational centers of government that would not be authorized to represent the power or, even worse, international forces.

- 3) The third consideration refers to the role of an organized civil society, the subject of the third sector and the NGO system.

Here is the most significant ambiguity: to identify Europe, large Europe as defined by the political geography, with the European Union – the economic and political union of certain European countries. If we were to bring this ambiguity to the extreme, it would mean that the *Central European Prague* were not in Europe.

- 2) The second consideration:

The integration processes at the economic, cultural and information planes have been rather intensively accelerated both in Europe and the world in the course of recent decades and they are expressed through the power of an unbiased necessity.

The destiny of both the European and world nations are being increasingly interwoven, while the forces with international influence are ever more determining our day-to-day living and they are reaching us within our ever weaker national boundaries, substantially more than we may perceive it.

The society is inevitably becoming more global, while our performance is going on within ever-broader horizons whose lines seem to us ever farther although interrupted by walls and obstacles.

The supranational forces determine the processes, which objectively affect unprotected citizens. The reaction to the globalization of society gives rise to various mechanisms of

We are to have and foster the full awareness that they (NGOs, the third sector) represent an indispensable function of the society, i.e. its functional articulation, in fact they are citizens who get self-organized and who pursue the collective, public interests. NGOs are citizens' unions within a larger union of the state, a necessary retraction, an exponent of interests, needs and intentions that are to be able to interact with the political decision-making system, as well as with the public and the state.

A society cannot be conceived either without that tissue of active participation and democracy, or without such a capacity of citizens to reunite, to share mutually and pursue common objectives.



The substantiating evidence thereto is the fact that this need of a society cannot be fully restrained even in the autocratic regimes and that it always detects its ways to get itself identified.

A society is deemed to be democratic on the basis of certain values and conditions we all are aware of, but its rate or index of democracy is not an absolute measure when it once emerges. This rate or index may be measured on the grounds of variety of parameters. I will state only some of them: equal women rights, recognizing of the equal rights to various minority groups, processes of social and civic exclusion, and so forth.

Nowadays, the conditions are mature enough to add to these parameters the one of recognizing the role of the third sector, of its accepting as a partner and interlocutor at the time of making decisions on, planning and carrying out the policies of a town, a city and a state at all the stratification levels. This process is being determined both in Europe and the European Union where the civic dialogue is on the agendas.

This recognition in democratic countries has been achieved in a form and dimensions other than economic advocacy of citizens (labour unions, associations of companies, etc.). Nowadays, the circumstances are finally matured to extend the recognition to other categories of citizens' representatives, to other organized subjects of the civic society, i.e. to the entire system of the third sector. Of course, there is a lot of resistance and all of it is attributed to obstructions of the ability to recognize also to others the right to advocate collective interests provided various prerogatives and responsibilities be respected.

These are three considerations that provide a framework, a context in which the cooperation of NGO Europe, entire Europe including the European Union is to be built in and situated.

- The first field of our mutual work is to expose the ambiguity I have spoken of in the beginning: in our everyday language and acts, we have to endeavour that the term of Europe as the common European horizons

is not identified with or defined as the European Union, the Union of certain European countries that have mutually and obviously shared among themselves the significant common processes. I often hear the question when a certain country, rather the Czech Republic than Hungary, will join Europe. One country will join the European Union when the definite conditions, precise parameters particularly those of the economic nature are provided on the basis of the accommodated course of development. However, that country is already in Europe, it already belongs to Europe with its entire historical and cultural contribution. It has been already enriching Europe with its specific characteristics. Besides, it may inspire and is to inspire the common destiny of Europe even before and irrespectively of its joining to and formal integration in the European Union.

The first joint undertaking is to support the awareness of belonging to a historical and cultural area of the common civilization and to clarify to men and women in the area that they are also governed by the international authority through processes that are increasingly supranational (whether they want it or not).

- The processes of international economic, social and cultural integration are occurring in reality, thus prompting the necessity that all people establish their democratic governments to direct them both towards the high-standard objectives and to individual and collective goodness in order for them to eliminate the causes of excluding in addition to fully respecting the citizenship rights. In Europe, within the common area where we live and belong to, these processes are dynamic and require us in the world of European NGOs to broaden horizons of our own work.

We are to become protagonists and it is our second common assignment. We are to urge a debate and, together with it, the proposals on Europe we want and Europe of the full citizenship status. This is the debate in which all people will take part since it concerns all of us, either those who are in small Europe (the European Union) or those who are outside of it, but who both experience



and share big Europe.

That debate, that capacity to draw attention to the topic of citizenry of our future community, should run parallel with the process of progressive and positive integration in the European Union as a common house, particularly if wish that process not to divert chiefly to economy and economic parameters, but to encompass also the social, political and civil ones and if we wish to have the community that will not be determined only by the market and merchants. We, therefore, suggest the common course with the aim to resume the path taken at the citizens' parliament in Helsinki for the first time and at the time of the big wall that used to divide Europe. Thus, we would continue the dialogue, comparison and cooperation for affirming both the civic rights and any other rights in Europe with the aim to prevent any invisible walls to keep on dividing us.

- The European NGOs, out of entire Europe – both those inside and outside the European Union – have a decisive role in the context we have discussed so far. That role is identical to the one they are playing in various societies and in various countries. NGOs are able to perform it since they represent a manifestation of the active citizenry; because they are open to dialogue and ready to work at the international plane since they are attached to the universality of rights; because they are above all close to and sensitive for citizens' needs and because they are fighting for the respect of rights, protection of the environment, as well as the higher living and housing standards.

In that domain, fields of the cooperation are numerous, specific and close in time:

- To promote exchanging of the experience among NGOs and take part when they meet for the purpose of expressing their viewpoints and requests as regards the globalization process, as in case of the past World Forum of a Civil Society in Porto Alegre and as the case will be at the meeting – manifestation to be held in Genova next July at the occasion of the G 8 meeting.
- To have both yourselves and other expo-

nents of the European third sector included in the debate that has been finally started in the European Union on the civic dialogue, as well as on relations and partnership between public institutions and the non-profit sector. Although the debate still lacks a sufficient elaboration, it nevertheless represents the common interest and the challenge that has finally matured in all the countries.

- To extend the discussion in the same way and compare experiences as regards reforms of the social protection, welfare and valorization systems in addition to reinforcing the role and the contribution that the third sector system itself might have in and provide to the discussion.
- To provide greater participation in confronting that has been started in respect to the issue of the European Association's statute in which the CEDAG (European Committee of General Associations) – of which the ARCI is a member, as well – takes part as an accredited interlocutor.
- To request from the European Union to allow a greater number of programs to be available to third countries in respect to the cooperation among NGOs inside and outside of the European Union, particularly in the fields of education, exchange of competencies, transfer of good experiences of non-profit operations in a wide range of fields.
- To promote the dialogue among citizens and various factors of the Yugoslav and the Balkan regions within the European framework, but not in accordance with the regional dimension and logic; the central topic of the dialogue would be common interests, common areas of confrontation, exchange and cooperation which might bring, at the same time, French, Yugoslav, Italian, English and Bosnian factors to the table thus giving precedence to the subject matter of the dialogue and not to the geographical or national background.
- The following topic on the cooperation within Europe that we are particularly attached to, emerges from our past and from our memories because we are maybe lovers of



Belgrade of 1970s and 1980s and of the time of the non-allied countries, *The Praxis* review and cosmopolitan Belgrade.

The cosmopolitanism in Europe has not been standing on its own feet any longer since it is endangered by two fronts – the one that concerns the confirmation, the cultural uniformity and the other one that concerns local and national confines. If we wish fully to comprehend the challenge of present times and to offer our youth the future richer in opportunities and incentives, we must work together to propagate open and cosmopolitan cultures based on varieties, on the capacity to distinguish them and to create new ones through encounters.

One is not a cosmopolite by birth, but he/she becomes a cosmopolite. We may offer that opportunity to the youth of Europe if we enable them to travel, meet and work together; if we tear down small barriers that are yields of the small power logic; if we break up both prejudices and local and stereotyped confines; if we knowingly work together to build up the pluralistic identity that is made up of various layers in which, apart from our own roots that we must be able to identify and love, we will know how to attach to and integrate other influences and contributions only if we know how to define and recognize ourselves as Italians, Europeans and Mediterranean, for example.

The cultural initiative through organizing cultural events and workshops in which artists of various backgrounds participate and which may be held in a number of countries represents an essential element of supporting this process. Europe is predetermined to be multiethnic. It will be multicultural if it respects varieties and if it is able to integrate them, which depends on us, on our initiatives and on our joint work for broadening the cultural horizons of our cities through actual exchanging initiatives and getting acquaintances; it also depends on our work for fitting into the cultural forms and expressions that come from other experiences or that have originated on the basis of the mutual and specific contamination.

- After a long and difficult stage of the transi-

tion, your country is creating its own democracy, its own democratic system owing to the decisive contribution of the entire non-profit sector. For all these years, this sector has had the capacities to promote democratic values, to maintain the open dialogue with the rest of Europe and to terminate the isolation of your country. The creation of your democracy and the democratic course you have taken, represent both your immense contribution to the common European universe and your actual and crucial cooperation in the process of creating the common destiny of all people in Europe, not only because your involvement is tearing down a wall or a border, but because it is pulling down the alibi for your isolation, too.

We are very interested in cooperation with you as regards that process with the aim to support the role which the third sector members may have in it and also to reinforce the actual capacity of your Forum and local forums to join to and take that course.

That is why we are here as the conference of a city – to discuss with you and your partners the preparation of a project on the institutional building, the project meant to assist the democratic development and that is targeted at municipal governments, small- and medium-scale enterprises and the third sector in general. In June, the project is to be presented to our Minister of Foreign Affairs who we have already contacted to in that respect.

As you might see, many of the topics I have referred to, are the subject matter of work of this Forum, as well as of specific detailed studies and workshops. Like in Italy and other European countries, we will deal here with the issues that have been raised as urgent by our societies and not due to our own desires. These issues are on the agendas all over Europe. The common future of Europe, expansion of democracy, creation of a new and fully developed citizenry partially depends on our capacity to positively resolve and find progressive solutions to them, as well as on the capacity to face and resolve problems arising in modern society, in which colossal processes of the transformation and integration are taking place. These days, your debate, therefore, is to have the purpose of talking to Europe, helping



Europe out.

### *Garett Tankosic Kelly*

UNDP

I think you have been an exceptionally patient audience and I'm going to make three points about confidence building, but before I make those three points I would like to say that I think this language of confidence building is one of the diseases of the donor community. If the donor community can't give you money to

build something, than photograph this and send that photograph home to their own governments so they don't feel like they're doing anything. I think it's very important that we treat the language of confidence as something that grows, so it be confidence nourishment or confidence growth and I think that's very important because confidence is all about relationships and all relationships start on personal basis and there are three things that I would like to say about my experience in Ireland where I worked for 8 years and Africa and Bosnia.

The first thing I would like to say about the language of this confidence building is to do with the fact that I would prefer if people did not say tolerance. I don't think it's enough just to tolerate other people. You must have mutual respect for them. So I think that is very important that you change the language from using the language of tolerance to one of mutual respect and that is the first point that I wanted to make, and I think I made it in under a minute, so we're doing quite well.

The second thing I'd like to say is that relation-

from them. You are different from them because they define you as different from them. I always remember when I worked in South Africa, before the first free elections there, when Nelson Mandela was elected, and I was sent to work in Sowetto. After three months with an Irish man who had spent ten years fighting in an anti-apartheid movement in Ireland, he had been arrested by the Irish police for protesting, he had traveled to South

ships with people that distrust you, whether is your wife, friend, someone in your neighborhood or in another town, or in another ethnic group, are difficult to start and they require an outreach. We worked in 20 towns in Bosnia and I could tell you these stories even if it was from Srebrenica or from Druvar, or from Stolac, or from Zivinica, it doesn't matter who the ethnic group was, it was always the same story: We would arrive in the town and we would talk to the mayor and say that we would like to work with the local kids; and then they would say: "I'd love to help you, but we don't have the money, we don't have the space, if you could give me 10.000 dollars I'm sure we could do something for you". Then you go to the schoolteacher and they'd say: "I'd love to help you, we'd love to give you a room, but you know, the kids are on holiday now and if you pay us to open up the school and have a cleaner and give us some money for the food, then we'd be able to help you"; and it got to stage in each community where people went stopping us from working, but they distrusted us. In many ways they were right to distrust us, they didn't know us. So, we were looking for the one key person in that community who we could form a relationship with that would allow us to start our work. I think that's very, very important, that it doesn't matter whether it's in your own town, or in a different country. You must find the right partner to begin with and you must make extra efforts to get beyond their distrust. It's an absolutely essential part of confidence building. Judging by the nodding of your heads, I think I'm doing what my friend here told me – I'm teaching my grandmother how to suck eggs, which is teaching how to do something you already know how to do.

My final point is about sensibility. When you go into town and other places you are different

Africa illegally and he had been working in South Africa for the cause. So we arrived in Sowetto to work. We worked with them for three months, when this friend of mine left to go back to Ireland and all the Africans I was working with turned around to me and said: "Your friend is a racist"; and I said: "What you mean – he's a racist?" and I told them all the things he had done, but they said: "No, he's a racist!" On the first day that we were in the car,



we had opened a bottle of water and one of the Africans had drunk from the bottle of water handed him the bottle of water and he wiped the top of the bottle before he put it in his mouth. And he spent three months working with them and they thought all the time he was racist, because of one simple thing he did. If you want to build confidence, must be mutual respect no tolerance, that is my opinion. That it must have an outreach capacity, you must be prepared for people who not want to work with you in the beginning and you must be very sensitive to how they will look at you and how they will see you as being different, and things that might be perfectly normal at home might make them think that you really don't understand their community.

**Sonja Liht**

FUND FOR AN OPEN SOCIETY

As regards the new tasks, the new framework wherein NGOs are working and, in truth, a new environment, that is, an environment that is on its way to becoming new; it is still difficult to talk about a completely new environment, as with each new day, it is hopefully turning into the kind of environment we would like it to be, though it will never be ideal. I think it is important to stress one fact that has been fully evident these last three days, which demonstrates our Balkan disorganization in a specific way. Namely, three conferences are being held this weekend, all three organized by the NGO sector, and all three much more than a conference. In my opinion, these are indeed exceptionally important events in the development of precisely that new democratic environment. Why all three at the same time? Because we are a little disorganized, we do not inform each other sufficiently, and to be honest, there are already not enough hotels in Belgrade, and not enough space that can be used. I think the fact that people from the very top of both the Federal and the Republic Governments, have participated in all three of the meetings organized by the people of the NGO sector and that we had Mr. Radosavljevic from the Executive Council of the Autonomous Province with us here yesterday, actually proves that things have changed. There have been many comments at lunch today, after

seeing the Prime Minister at the Forum, that people will now finally realize that the NGOs are a good thing, and that they should be paid attention to. Unfortunately, that is so. The political culture in this country is still rather low, all of you are well aware of that, many, quite many people are still asking themselves why on earth they should be engaged in something at all. The term engagement itself, not to say activism, seems to be suspicious to many of them. Unfortunately, we are still subjects to a great extent, who expect someone else to make certain decisions on our behalf, and finally, in our interest as well. Naturally, that attitude is completely alien to the NGO sector, that is why we are what we are, but I believe, we will still have a lot, a lot of work to do for creating a new consciousness, in an attempt to make people understand that they will only be able to discuss responsibility in a serious way when they engage themselves as well.

First, I would like to say a few words about responsibility and then about making decisions. I think that another name for a civil society is in fact – civil responsibility, the responsibility of each citizen. Of course, to speak of responsibility in the society we lived in – semi-totalitarian, and towards the end, completely totalitarian, without regulations, without the rule of law, without the basic elements of democracy – was very difficult. But it was possible even then to say – some people were slightly more responsible than others were, some were prepared to take slightly greater risks than others were. In a normal environment, we hope that risk will no longer be something we have to talk about especially. In a normal civil, civic environment, we will need people who are hard working, responsible, and not those who are brave. I believe that we are living at the time when we will be able to slowly forget the term “brave,” and that is good. Otherwise, I value brave people very much and consider courage to be a superb virtue, a virtue that deserves to be respected. However, we all have obviously been working in order to reach a point where courage is no longer indispensable. A citizen who wants to live better, a citizen who wants to live in a decent society, a citizen who wants to ensure



## PLENARY SESSION V

### NGO MANAGEMENT IN NEW ENVIRONMENT

*Transparency requirements in the management of NGOs*

*Decision making in NGOs*

*Representing social groups and identifying social needs*

*Responsibility of NGOs in a democratic society*

*NGOs and Public Relations management*

*Competition and ethics in the third sector*

*Fund raising in new environment and cooperation with private sector*

that society is also better, is above all a citizen responsible towards himself and his environment. I believe this is somehow the essential message from us of the NGO sector to our fellow citizens. Well, it is very complicated, hard; it takes a great deal of inventiveness to devise new methods of drawing citizens to activism. Precisely, I consider this to be very important for mutual discussions, for devising new methods. Why do we increasingly talk of campaigning, why do we increasingly talk of how to organize publicity for our work? Because it is certain that the citizens we live with, the citizens who are worn out, who are very frequently disappointed, cannot, in fact, find sufficient motivation to set into action. And without that civic action, we will not succeed in creating a democratic environment. The problem is that if the citizens themselves do not engage, if we do not engage ourselves sufficiently, then we really have no basis for criticism. Therefore, I think it is of special importance for us to think about how to actually get the largest possible number of citizens to engage themselves in our activities, for each one of us to carefully make a small survey in his or her environment so that we could see what the problems are, what these issues actually are that we do not deal with sufficiently, or do not deal with at all. In this respect, I would like to say something that you might not usually hear from someone who, like it or not, is above all regarded as a donor. Do not allow the donors to push you in the direction they would like you to go! Do not let the donors tell you what to do, there will be more and more of that. That is what the World Bank and various international monetary organizations will try to do at the state level, which is what the donors will try to do at the NGO level. I believe we should absolutely resist this. Donors do not know what is indispensable to us; we know our own needs a lot better. We have to appear before them with extremely seri-

ous argumentation about the needs of the environment we live in, what the priorities are and to discuss them with the donors in that way. When people speak of the necessity to professionalize the activities of NGOs, I believe that they above all imply the ability to appear before the donors, whether foreign or domestic, with serious argumentation, with serious data. The following day, there could be a meeting with the Government and the ministers of the Government, at which, I am sure, a large number of you will participate in the months to come. We have to possess very serious argumentation about why we are doing something, or else, why we are not doing something. In that context, it is very important to first establish the cooperation among NGOs, and second, to work much harder for developing the cooperation with other structures, from labour unions to local and other governmental levels.

Again, I will reconsider donors. Donors are all more or less in accord as regards one point – they will be more and more reluctant to support individual actions. I have to say that I am on the side of the donors here. In order for this difficult transition, aggravating, accelerated transition to succeed, and I believe they are right, at least some of them and those who are smart enough and ready enough to help this country, the donors consider that it is, in fact, absolutely necessary for the NGOs to cooperate with various structures; not even to get integrated, but to be an integral part of what is a wider integrated effort. It is up to you, up to all of us not to lose our individuality, but we will not be able to keep our individuality by working from our little ghetto. The work within one's little ghetto can satisfy perhaps three or five people, perhaps a little more, but it will not be able to bring about true changes. After all, changes are absolutely necessary to us, because without





them our transformation or transition cannot have chance of success.

It is rather difficult to fight for democratic relationships when our inner life is essentially organized on undemocratic principles. I do not intend, at all, to claim that this is so, but I am aware that we are sometimes very small. We are aware that being NGOs after all – we must constantly bear it in mind, I believe – we are handicapped in a way, nobody has elected us. We may think whatever we will of municipal assemblies, of parliaments, but these people have been elected. The basic principle of democracy is the right to elect and to be elected. Consequently, since we have not been elected, since we are self-organized in order to do a job, I consider that it is extremely important that we use the principles of democratic decision-making as much as possible in these organizations. But in order for us to be able to use these decision-making ways, I think that is very important for us to pay as much attention as possible to the expanding of our membership. Because precisely this point – expanding of membership, the participation of as many citizens as possible – makes us, who are self-elected, more credible in our environments. We know that there are many excellent organizations made up of only a few people. I fear that this will be a serious handicap in future.

I believe that it is extremely important for transparency that this democratic life within organizations is developed, it is extremely important to rejuvenate the organizations. My objection at almost all of NGOs' meetings is that unfortunately, I see too many people of my generation and not enough young people. I think that this is a sector that needs serious rejuvenation, which will not only enable us to create a bridge among generations (although that is very important, too), but to make sure that the civil society we have been building up, is really an idea, the project with a future.

**Miljenko Dereta**

CIVIC INITIATIVES, BELGRADE

I am not aware of who has requested the transparency, but it is, in fact, an essential need and it would be ideal if we lived in a society that were transparent in all its segments. Namely, the issue of transparency is being constantly

raised primarily by donors who wish NGOs to be transparent, not only in terms of finances, as most often understood by us, but in terms of programs and internal organizational structure. Consequently, the NGOs' internal structure is to be fully open for its members, the decision-making processes are to be precisely defined and accessible to all. In order to accomplish all these, primarily the financial transparency, it requires much more than a wish and a need. It requires a wider range of social conditions to enable it; it implies the existence of distinct financial system, bookkeeping system and banking system that would guarantee both to the NGOs and to any other organizations that the transparency would not affect their work.

During the previous period, all of us have avoided to be transparent, especially in financial terms, because it was dangerous, on one hand, and, on the other hand, people have tried – I believe justifiably – to evade payment of taxes to the former regime. The transparency implies the payment of taxes, among other things. It also means certain know-how, certain restructuring of organizations, it means hiring of a book-keeper, keeping of very systematic records of business transactions, carrying out of business operation through either banks or payment operation services, I still use the phrase "social bookkeeping." In order to accomplish all that, it demands, however, that all social segments join

up the process of introducing transparency into their operations, primarily the authorities, the government, and the state. Yesterday, we were given a rather hard duty, in fact, we were invited to control all decision-making levels in the state. In order for us to be able to control it, the state must be transparent at all of its decision-making levels. It is not transparent. Unless the state becomes transparent, I do not know in what way we will be able to control it. Nowadays, you have the problem how to obtain the basic data. How could we get the data on how many policemen there are actually in our country? It is still a secret that the organizations involved in protection of the human rights, for example, cannot obtain, although the state Budget is estimated on the basis of that – it is allocated a certain unit rate for the police maintenance, and so on. As a matter of fact, one does not have any



opportunities to control, in an appropriate manner, if the funds of our taxes are spent appropriately. Consequently, the basic prerequisite for our sector to become transparent is that all the other sectors become transparent, as well.

I am going to mention a data we have found on the web. Among others, one of the most frequent requirements of NGOs in the world is that, on one hand, all government segments become transparent. On the other hand, the UN has published a document on the required

the ministries and certain public services. I believe that we are on the befitting road to become those who will provide a good example, not because all of us may wish to do so, but because it is rather complicated and dull – to maintain the bookkeeping has not brought us together in the NGO sector. Nevertheless, it is indeed our responsibility and one of the things in which we are to be cooperative with donors. It is them who require the financial transparency and we have maintained it to certain extent thus far, as well, but it will have to be even better. They have had a better understanding of our circumstances so far than they will have in future.

Naturally, we are not to be led by donors, I am absolutely against it, however, an ever-increasing number of donors force us to cooperate with the government in this or that way and the proportion of such cooperation is to be determined in advance. The NGOs are founded because of citizens' needs and they perform their activities in those areas where the state fails to perform or where its performance is poor. Consequently, we are to cooperate in the fields where the state fails to perform or where it performs poorly, endeavouring to make the state improve its services. However, I think that such an extent of cooperation with the state is either to be performed carefully or to be abated due to a simple reason – because we are friends with the current government. But, we may expect that after the next elections somebody else come to power. Where will we be then? Are we going to be again, so to speak, in a sector against the government? Are we going to be in a sector that is an enemy to the government or not? I recall a sentence that a wise man has told to the Slovenians: "I keep reiterat-

criteria for the transparency of NGOs' work. We will be transparent as much as all of you are transparent and thus, we might achieve a kind of the ideal which implies that all of the NGO sector's activities and a major portion of the government's activities would be transparent, namely accessible to the public. The public must have an insight in what your mission is; what your activities are; how much money you have been allocated to for such activities and what you have spent these funds for. However, the same must be valid for the government, for

ing, you have been used to work in the circumstances when you are against someone, against an enemy; do not make new enemies in order for you to be able to go on working." We are to establish a contact with the government that is, so to speak, the contact of a respectable distance and respectable cooperation. We are not to become those who would be an executive of this government, an organization that would carry out everything that the government is not able or willing to do. The next issue that arises and due to which I have said all this, is our finding out – on two occasions already – that the government is non-transparent in as much as it has been offered certain funds provided it cooperate with the NGOs. The officials of those ministries registered their own NGOs overnight. They have been doing that together with the Government. Accordingly, we must, I reiterate, be rather strict in our requests that both the Government and the authorities should be transparent.

I have to refer to one thing more that Ms. Sonja Liht has mentioned, that is why we are here, I suppose. Namely, I have nothing against the idea that three persons constitute a group, that they work in a small ghetto. As you know, there is an ecological society involved in protection of whitehead vultures. It might be only a minor group in a small ghetto and such groups are to exist, such small initiatives are to exist, too; however, restructuring of the sector at this other level is also to exist – at the level that is in charge of substantially greater and wider tasks and where the cooperation with the government must take place at a different level. Should we fail to have, however, small organizations in a small ghetto, we would not have the NGO sector either. We are going to face the situation



similar to that in Bosnia in which, after an immense wave of the non-transparent financing, a substantial area has been left completely abandoned – when a certain tsunami withdrew from Bosnia, ruins of the sector have been beyond any repairs whatsoever. I would not like at all that our sector experiences anything alike. It has just proved an amazing capacity to operate through small ghettos being connected by rather strong common interests. It has also proved to be able to come into view as a united front with both a fairly precisely defined value system and objectives. I believe that such objectives are still valid regardless of formal changes to the government, they are still in force, and consequently, they affirm the wish to be transparent, the wish to communicate and the wish to provide citizens the right to actively participate in making decisions on their own lives.

**Sanja Nikolin**

NGO POLICY GROUP, BELGRADE

We of the NGO Policy Group have got a picture now and it is somehow clear, more substantiated, and probably, all of us here feel that the non-governmental organizations have also been starting transition owing to this overall transition process. As the NGO Policy Group, we have tried to make the picture of the situation, primarily focusing on the period after the democratic changes, which means on the period as of the elections by the end of April. We have known immediately that it is partly a wild-goose chase, since it does not, maybe, account enough for the occurrences that have already been taking place. However, it is a rather significant job, because it might help us in the process of establishing and reinforcing the sector on the basis of what it is to occur in compliance with the decisions made by individual organizations. It is, I think, the point that Ms. Sonja Liht has made – the sector cannot live only on the account of small organizations, and the point that Mr. Dereta has also discussed – it is necessary for the organizations to be autonomous. I would like to say just a few words on the NGO Policy Group and what type of organization it actually is. It is a very small team that, nevertheless, includes all of you; namely, it has included at least the majority of you. In fact, once the political changes occurred, packs of experts, consultants, people in charge of strategic planning, and alike, began coming. Thus unprepared, we attended

an immense number of meetings, where people used to ask us: what was going to come next, which NGOs were good? They did not mention therewith anything about being good for what or when. One was then embarrassed and should say something about those things he did not actually have any information on. We all have had some experience in the cooperation, we know some fine organizations, but it is not advisable to accept the role of judges and then we would say – well, let us prove two things. There are some trends. If they do exist, let us check the fact and then let us prove that a small team with comparatively small funds, is able to do a lot for the sector. We have not been registered; all of us are from various organizations. Ms. Natasa Vuckovic, Mr. Zarko Paunovic, Mr. Refik Secibovic, Ph.D. and myself

are there as a core of the group. Ms. Branka Petrovic and Mr. Zoran Markovic, Ms. Jasmina Kijevcanin and many others have helped us a lot, as well as all the hosts of regional meetings. We simply said – let us complete one job and dissolve the group then. We did not want to get institutionalized and you see that we cannot be found in the Directory that has been published now. Consequently, the NGO Policy Group is of the temporary character whose aim is to assist in collecting the substantiated data that Ms. Liht has spoken of. Look, these are the data, I am sorry that they have not been sorted out, but we have got the first results not until last night. These results have been prepared on the basis of the six regional meetings that were a preparatory stage for the research. Roughly, two hundred representatives of, I think, one hundred and seventeen organizations took part in the regional meetings, and you have the information thereon in *The Non-Profit Sector Bulletin*. More regional meetings are planned for Belgrade since all the NGOs there have not been covered yet, while one third of the sector, with the specific characteristics, is located there. That is why we have rushed to cover primarily the regions other than Belgrade. We have succeeded in including six hundred twenty-five organizations. It represents a reliable sample, though not good enough and we hoped we would include more of them; in June, we are going to cover additional one hundred fifty organizations of Belgrade. It is obvious



that the non-governmental sector is aware of the fact that things are going to be changed, which is very good. It is obvious that there are no final solutions, but there is willingness to get accommodated. We have observed a great number of instances when the non-governmental organizations got registered in the past ten or twelve years. I will state those that are the most obvious and significant: impeding of the transition in 1989; disintegration of the former SFR Yugoslavia; imposing of sanctions; war in the former Republics; hyperinflation in 1992 and 1993; rapid impoverishment of both the economy and citizens; autocratic regime; persecution of the democracy-oriented forces; taking University over by the state; sacking of reform-oriented people; NATO bombing and so on. I am saying all this in order to affirm that NGOs have been rather reactive in the course of that period. They seemed to be a kind of consequence of what the state was doing. Today, we are saying that NGOs will keep on organizing and determining their identities at the vertical scale ranging from citizens to the state. Thus, some of them will be closer to citizens in future, while some of them will be closer to the state. That is why there is, in fact, a fake conflict. All of the NGOs cannot carry out all kinds of activities, nor will all of them be expert groups nor will they be interested in frequent cooperation with the state. Simply, relationships are necessarily being changed. A prominent characteristic is that the number of activists has been rapidly increased in the pre-elections campaign. Consequently, we have proved the capacity to bring together a substantial number of citizens for a short-term period and owing to a convincing goal. In that period, the number of inhabitants per an activist amounted to 124 and 90 of them per a volunteer. It is a fascinating information. However, out of the total number of interviewed, two hundred and fifty-one organizations or a bit higher than 36%, did not engage any activists. Consequently, there have been only few organizations like CeSiD, then Otpor (Resistance) and G 17 Plus that engaged a huge number of activists, while and in fact, all of us succeeded in involving the citizens for the pre-elections campaign. However, these data indicate that we never include more of them in day-to-day activities – as per other data, 50% of the organizations include from one up to ten activists and not more than 50 volunteers.

The fascinating phenomenon in the NGO sector that has been often revealed at our regional meetings as well, is our sense that we know better, that we have better-quality personnel, better structure, and these data are really impressive. In the NGO sector, as much as 58% of activists have the university education degrees, 5% of them are masters of sciences/arts, and 4% have doctorates, which is higher than in any other sector and much higher than ten times if compared to the population structure. What does it actually indicate? It indicates that the NGOs are indeed meritorious or responsible – which depends on the relevant point of view – for a kind of intellectualism, elite, namely for certain distancing from the local community. How does it provide the room for future work? If only three percent and one percent of activists have elementary school education and incomplete elementary school education, respectively, it represents an immense capacity for the recruitment of new entrants, volunteers, if we wish to cooperate either with labour unions or with citizens. We, as the sector, have paid very little attention thereto, consequently, we have attracted only those who can easily understand our pursuits, or those who have come forward voluntarily, namely, those who have wished to act freely and it is them who have begun the whole thing. When we mention the NGOs' seminars, it is again evident that they have had seminars of set purposes only. Out of 695 interviewed organizations, 348 of them organized seminars by themselves. The topics of these seminars mainly concerned the development of civil society and human rights – 21%; operation of NGOs, that is, their own improvement – 20%; the ecology and others. The topics of seminars organized by certain NGOs and attended by others, mainly concerned the issues on civil society, human rights, non-violent communication, and so forth. Those NGOs that are flexible, that quickly understand needs and messages of the new environment, now want seminars on the issues of their growth and activities. Consequently, they now want practical skills, to get to know how they can themselves perform researches, how to carry out diagnostic analyses (thus to rely less on macro-data, instead of their own observations), how to grow up, how to become more democratic than they have been thus far. Then, we examined the sex-wise structure of activists. When I say activists, we



have endeavoured a lot not to give rise to any confusion, since the concept has not been clarified yet. At the beginning, the interviewers used to explain, in respect of the first question only – where the categories have been clearly broken down – that activists were just activists and not employees. Further questions referred to those who participated in the NGO's operations on regular basis, regardless of whether they were employed or not. Since we have made this distinction in the first question, it has been found out that more than a half of activists (I will find the exact number somewhere) are employed with the state institutions. It means that such type of bounding up the sector with free time, with an additional engagement, must be altered perhaps. The professionalization and more favourable legal environment might encourage people to get professional employment with the NGO sector, provided they were offered the appropriate conditions to do so. Most probably, many of them would like that, but the project culture simply does not allow such an approach. Consequently, there is a balance between men and women in case of volunteers; more or less, there is a balance in case of activists, but majority of the members of boards of directors are men. The majority of both activists and members of boards of directors are from thirty to fifty years old. Volunteers are a bit younger. A comparatively small number of retirees are included, while high school and university students are most often volunteers. Percentage-wise, 96.4% of NGOs have the boards of directors. The boards of directors are mandatory, they are obligatory for NGOs; however, the boards of directors do not perform the duties traditionally discharged by such boards in other countries. They mainly resolve the issue of confused roles, and in general, the issue of confused roles and multiplied identities is a permanent tendency. This is a sort of regrouping or recurring stratification and we would be probably facing both the personnel ebb and the altering structure to some extent due to the influx of people with the lower education degree and going away of those with the highest education degrees to some institutions, where it has been impossible for them to go earlier. Boards of directors of the NGOs' most often deal with a wide range of issues: strategy, fund raising, day-to-day activities, planning, project monitoring, daily, weekly and monthly meetings... Rarely are they the proper boards of

directors and NGOs themselves maintain that they feel necessary that their boards of directors should be further developed.

Another obstacle to an enhanced openness and better communication, which NGOs themselves recognize as necessary, is the issue of the equipment and the availability of technical devices. Although the largest Belgrade NGOs have not been interviewed, as I said – which would change this figure to some extent – as much as 48% of all the interviewed NGOs do not have even a single computer; 52% of them do not have a printer and 56% of them do not have a modem. Some organizations, however, have as many as 80 computers. That makes it difficult to average out the NGO sector, but it is quite evident that the technical equipment is still needed. A large number of NGOs have now agreed to announce their budgets. These are mainly minor organizations, although we positively know, on the basis of the experience, that there are many large organizations in all respects and, consequently, in respect of the budgets they are handling. Pursuant to the data obtained on the basis of the research, one quarter of all the NGOs had annual budgets of 1,000 up to 5,000 DEM in 2000; 21.8% of them had budgets totalling to 1,000 DEM, while 14% of them had budgets of 5,000 up to 10,000 DEM. Other NGOs had budgets ranging from 20,000 up to 800,000 DEM.

Consequently, we are not ready yet to talk about it. This is an interesting information, but it is not exact and I quote it just as a beginning of something that will probably be quite normal in future. I would like also to refer to some, it seems, interesting quotations that have come from you at the regional meetings. When we asked you if you had the sense that you could represent your local community, if you knew what it was necessary for you to know better than the government – since in the discussion in principle, it was mostly maintained that NGOs knew better and had the precedence owing to their presence in the field, then an NGO's representative of Nis said that the identification of needs was a very complex issue and that we were just commencing to identify and understand the needs, which we most often did intuitively, most often by enforcing both needs and solutions and that, in future, we would have to be more unselfish. We must shift



to local fund sources. Somebody said and it was then reiterated as a thesis at the regional meetings, that the fund raising was a contemporary method of begging. It is obvious that the NGOs are inclined to enable the long-term commitment to a certain problem and they therefore consider that local fund sources are the opportunity to accomplish that end, but that some skills and know-how are needed, which we presently do not have as the sector.

An activist of Vranje says – the NGOs have been founded for the purpose of dealing with certain problems, it is not our job to identify and understand all the problems. Another activist of Nis says – there are not enough comparatively new assessments on needs, which we have an access to. An activist of Leskovac – we are identifying only those problems that we are able to resolve. An activist of Vucje – NGOs must mobilize citizens, they must force them to act, that is, in order for the citizens to participate in solving problems. It means that citizens should participate in problem solving. The yesterday's workshop has also proved that the NGOs consider both the citizens' better understanding of their work and their own better understanding of citizens' needs to be essential, and that their work will be necessarily modified in view of increasing types of projects – maybe, they are now developmental, longer-term projects. The scope of available funds will be also increased, and of course, the public will pressure on the NGOs to be responsible for the allocated funds; we are not responsible for the identified needs, but for the solutions that we are able to define in cooperation with all – all the other institutions. The NGO Policy Group's objective is to try to facilitate hard work ahead of all of us as the sector and to prepare a kind of initial strategy of the sector. Such a strategy will never be as detailed as to cover all interests, nor will it be accorded to that extent to fully reflect all interests and wishes of the non-governmental sector. It is necessary though to take a stand somehow. One of the problems we have faced as an uninvited group of people who considered themselves to be well intentional, was the problem of where to confirm the legitimacy if we did not intend to work in future, if we believed that our good service was to be for the public benefit in a form of a research, useful for the sector, in which we asked the NGOs whether they wished to have something like that proceeded. We must do our

best to have our voice heard as an articulate voice, as it is difficult to cooperate with thousands of organizations when, of course, those larger ones located in Belgrade are given the preference over minor ones, though they often have a lot to say – but they cannot reach a governmental representative.

I would like to note that NGOs have stressed the confidence building as one of the essential components of the strategy; that citizens believe that they are yet insufficiently aware of what the NGOs actually are, though they are now less afraid of NGOs and have less aversion to them; that the long-term commitment will, therefore, modify the perspective of the world and that researches are needed. One of such researches which is carried out by the Handicap International and the Center for Policy Analyses, is aimed at the disabled, the handicapped persons. Such high-standard researches may assist us in formulating the strategy, if they are related to the work we perform. We intend to put out the research results, both in Serbian and English, on the Internet by the end of June. We also intend to forward – to all those who have participated at the regional meetings – copies of the detailed report on specific issues discussed in those regions, and maybe, if we get your support, to organize a neutral, promoting campaign with the aim to clarify what NGOs actually are. I think that the task of the NGO Policy Group, assembled like this, will be terminated then, while the model of the NGO Policy Group should be kept by the sector, if acceptable. We have accomplished a lot owing to our focusing on the action, because we have not been an organization with substantial interests in all that, since there is not any organization. We have succeeded in being allowed to attend all the meetings prior to the Donors' Conference, together with the ICVA being present on behalf of the international NGOs; we have succeeded both in collecting a pile of beneficial information and in attracting the government's attention to cooperate with us. The occurrence that has taken place and in which we will be successful on the basis of instinctive initiatives at a later date, is the government's addressing us and saying – well, we want to cooperate with you, we have already been cooperating with a number of NGOs, but help us to cooperate with you, tell us where these models of yours are. If you have



got the money to prepare what would happen later, if you have assisted such an occurrence to be effected, please help now by taking your stand, by being informed on us, by defining your position toward either a small or an opposing model, irrespective of which one is in question – but, be specific. You say you want to cooperate with us. We invite you.

*Velimir Curguz Kazimir*

FUND FOR AN OPEN SOCIETY

When we discuss the public relations of the NGO sector, we cannot draw the parallel such we have in relation to the political or business marketing, where the public relations have a completely different standard and where it is always spoken of how something is to be packed. Of course, we also pack something but such packing is always, so to speak, of a different essence. When you want to perform something, from the very beginning, you consider how to reach people and who you will be working with. Then, you are not really talking of something that is the classical American PR, but of the point when much more things must be taken into consideration than just packing – selection of topics, the political, economic or social contexts and who you will be counting and relying on. A small organization, the Society for the Protection of Whitehead Vultures, has been mentioned a little while ago and it seems to be a good starting point for my story.

I will use now that small organization to tell you what I know about that. It is necessarily a small organization because whitehead vultures do not live all over Serbia; they are concentrated in certain regions and it is therefore obvious that people from those regions will take care of them, possibly together with some ornithologists and experts who now live and work for some institutions in Belgrade. At the same time, in England, there is one of the largest NGOs, the most comprehensive, that deals with the observation of birds. It is the organization that has several hundred thousand members. Not only do they observe birds, but they also perform rather serious and clearly profiled campaigns for the protection of the environment that affects and endangers some bird species. Moreover, they have individual associations; I know that two of them are the most popular - one for the protection of nightingales and another for the protec-

tion of owls. They provide special locations, take care of the food for birds, band them, etc. The state provides certain financial resources through the Fund for the Nature and Environment Protection. However, this huge association is primarily financed owing to its membership and publications; they prepare and issue a lot of publications and earn from some tourist agencies and companies that have

special excursions organized for observing birds at the selected locations. However, I would like to say that the Society for the Protection of Whitehead Vultures, no matter how small, is not isolated. It has been a natural constituent of something that is called a wider national organization for fight for the protection of nature, or for some specific ecological projects, and so on. In this respect, I perceive no danger of ghettoizing of the people who deal with the protection of whitehead vultures or anything else, if they, of course, understand that they are a part of a much wider movement, which wants to protect not only whitehead vultures, but the entire chain of life that surrounds us. In order to attain such awareness, it seems that the people within the NGO sector must start recognizing one other in view of various interests. It often occurs that both donors and people from the NGO sector come with some projects having been started several years earlier, either implemented simultaneously or having been already completed, though they have had neither any data nor any experiences available. Of course, it is becoming a real issue, as there are donors (we are all aware of that) who support the things, the projects in trend although they have not got any information from the NGOs in that sector what it has been already done. Instead of pooling the organizations' resources and some experiences, they start doing things from the very beginning and it is inevitable that mistakes are both made and repeated. It may seem to you that I have missed the point; I am really anxious of being at the limit of missing the point whenever I talk about public relations. It seems to me however that the internal organizational structure of the NGO sector is also a part of this I am talking about. What the relation is between the local and national dimensions of the NGOs' activities, of those, for example, whitehead vultures and larger organi-



zations – it becomes rather clear to us. However, there are some topics and problems, so to speak, that are inevitably, no matter whether we concede it or not, of a greater importance and I will mention some of them. Firstly, through facing the past – a conference titled In Search of the Truth and Responsibility Towards the Democratic Future organized by Radio B92, is simultaneously starting today, and where the main topic is actually that issue. As you are aware, the Committee for Truth and Confidence has been established here. I assume that it is really of general interest and the question is whether the NGO sector is able to get organized in such a manner to launch a campaign, each at his local level and at the nation-wide plane, in the way all of us have led together the nation-wide pre-elections battle for effecting the political changes in the country. We have a number of other topics: what about the abuse of children and women, or what the relation between the Church and the state is. It may arise the next day, as a matter of fact, we have been already discussing at length the issue if the religious education is to be introduced in schools or not. It is not only an issue that concerns the state, but it concerns the citizens, as well. I assume and hope that NGO sector is also considering it. Consequently, both certain communication and strategies are to be established which deal with considering and understanding of the NGO sector's mission with us. It is, of course, closely related to the issue of public relations. One of the classical problems of public relations is the language we use in our communication with people. It often occurs that the language we use, has become, in a way, a dedicated language of people who are dedicated to something and who have got a secret code, the so-called language of a project. We also have to look for our own terminology and our language, at least for the occasion when we address the citizens of this country. In order for us to accomplish that, we must become aware somehow that the NGOs and all they work have its tradition and roots in the past, no matter how contemporary it may sound. I do not see anyone who might initiate a more significant and intelligent debate on the issue of foundations – how to organize them, what about the tradition, what were they like in the past and what will they be like in future? It is an entire field of activities and I do not believe that there is anyone else who could do it better than the NGO sector. Finally, I think that we

should have to use and initiate public opinion polls to a much greater extent; polls do not serve only the purpose of finding out what people think, but they provide us a significant, important argument for negotiations with donors. Many decisions made by them are the outcomes of impressions and prejudices and I believe that public opinion polls are the strongest argument we might offer both to the public and donors.

To conclude, as the fund raising has been mentioned here as a contemporary form of begging – I believe that begging is a rather hard and serious job – I would not, however, agree that the fund raising is begging. I think that it is a very important job and that funds can be raised, but these people must be taught somehow not to beg, because the role of the one who begs, is – as per the definition – that he depends on charity. I believe we are now in a normal position to request something both from the state – which does not have money in excess, as all of us are aware – and from something that is business. I think that funds can be raised for many of the activities we are talking about; I do not believe that funds for nation-wide campaigns can be raised, but for individual ones, for the protection of whitehead vultures and alike, they can be raised.

At the Workshop, we tried to review the concept of "Organization – what is it?" and of what elements an organization is made up. We also discussed the speed of changes taking place in our environment and what we should undertake, how to adjust ourselves to those changes, namely, in which way to participate in creating such changes, both from the organization and the management standpoints. We have got down to visions, missions within organizations, and a new role of the organization management (for which the available resources are particularly significant), administration and what it means in fact; what the valid structures of an organization are; how we develop procedures, or specific mechanisms. We discussed teams, strategies and objectives. The point actually was to highlight the human resources.

Namely, assignments and their discharging have not been the only aspects that the attention was paid to in last ten years or so. It has been realized – not because someone wants to be good to people – that human resources are, in fact,





the greatest value of any organization and that if relationships among people are not sound, results simply start missing. All of us are aware of the concept of exceptional organizations, excellent teams and admirable results. We, therefore, wondered what the new requirements are that have been set to organizations. These requirements are not insignificant. We have established that coping with and holding out in the market require creativity, inventiveness, genuineness and we are in the market, no matter how strange it might seem from the point of view of the non-profit sector. I believe it is not necessary to keep on, since it is not easy to be either innovative, creative, or flexible and all the rest. We then discussed an offer, that is, an offer of a certain solution presented to organizations. What might we be like? Where should we start out? We considered for awhile the theory on the so-called Learning Organizations; this is, in fact, the theory that was presented publicly in the USA in the course of 1990s and it is interesting that major world corporations accepted it first.

Such an organization is, in fact, presumed to annul the hierarchy in its classical, traditional sense, which means that the so-called levelled organizations are proposed, in which, naturally, there is a structure, agreed responsibilities, since they have to exist in future, but all the stretches from one to another hierarchy step are to be annulled. Consequently, an information is available to everyone, to all members of an organization, while the availability of information, their use and accessibility are also integrated into the concept of the intelligent organization. We have discussed then what it means. After-

wards, we have cited a little what people, what the organization – that is, what the management theoreticians think of what the intelligent organization is like. It has been said that it is actually the organizational intelligence, the capacity of an organization to process, interpret, decode, handle and access information purposefully and in the manner aimed at achieving a certain goal, in order for an organization to magnify its potentials of accommodating to the environment in which it operates. Organizations are networks of the participation and the key to the successful performance of employees is to establish enthusiasm and dedication; consequently, the corporate exchange of an emotionally intelligent organization determines the degree at which the intellectual capital of an organization is accomplished. Consequently, we have mentioned the objectives of new contemporary organizations. To maximize the corporate emotional intelligence is almost a primary objective. The participation of an organization offers five disciplines of which we have considered each a bit. Unfortunately, we were short of time to elaborate each discipline individually. It was a kind of the gauntlet thrown down to the Workshop participants in order to meditate if anything was acceptable or if there was anything that we might consider. The theory of learning organizations suggests all of us to proceed from ourselves. That is why the first discipline is the *personal improvement*, which means that each one is to perceive clearly his reality; to establish a personal vision, that is, to primarily determine an individual objective; to decide where we are now and where we would like to be in order for us to being able to define a common vision in teams or organizations at a later date. The com-



## PLENARY SESSION VI

### REPORTS ON WORKSHOPS B:

#### ■ Workshop 1

#### DECISION-MAKING IN NGOs AND TRANSPARENCY RULES AND GOOD PRACTICES IN NGO MANAGEMENT

Facilitator and Rapporteur: *Marija Raos, NIT, Croatia*

mon vision that is woven from all our individual visions, that we believe in, that we are devoted to, that we can do our best for, and thus we may wish to accomplish the common results. The following discipline of the learning organizations is therefore the *creating of a common vision*.

The third discipline is the *recognizing of mental models, i.e. mental structures*. What does it actually mean? All of us function in a certain way that produces our specific viewpoints of the world. You have certainly heard something like this: this man always wears pink glasses and he sees everything to be pink. Another man always sees, in fact, everything to be black. I am only trying to illustrate what I mean. It is the result of the environment we come from, of the upbringing we have had, of our method of work, of the relationships prevailing in the society, in which we work and live. However, each mental model contains an error and the idea of learning organizations is to make us understand mental models that include, so to speak, defensive reasoning, defensive behaviour that arise due to insufficiently open communication among people, due to the lack of confidence. Consequently, it gives us an idea in what ways we can work on ourselves within teams in order to rectify errors.

The fourth discipline is the *team learning* as distinguished from the *team building* you have certainly heard of, attended an immense number of workshops thereon and which is, in fact, the prerequisite for the team learning. Consequently, we can learn together only when a team has been already assembled; when the relationships within the team have been already settled; when we have enough confidence in each other and when we have already established certain mechanisms, procedures within the team. The joint learning is rather demanding as each member is expected never to stop, namely, that the process will continue for the rest of one's life. It means that if I

possess an information, I will share it with other team members. However, it also means that we go beyond the team boundaries to within the organization and beyond the organization boundaries, beyond our immediate environment and also share such an information with our environment. Namely, that has proved to be a primary goal of all successful contemporary organizations. I point out that I am primarily speaking from the point of view of non-profit organizations and I even believe that a greater priority of the non-profit organizations than of the profit ones is – to have information available. Consequently, it means both to possess the business intelligence and to manage the knowledge. The knowledge bases have been mentioned then. What is it? It resounds terrifying when you say the “knowledge base,” though each of us essentially possesses such a knowledge base, but the question is to what extent it is accessible. Consequently, all our files, whether printed, on diskettes, or in computer databases – are pieces of information, though not accessible yet to all organization members or some other associates of ours. Organizations are as strong as much information they have and if they are available to all, then there is no overlapping, no wasting of time for the same assignments. Consequently, we have to renounce the famous principle: I have a piece of information, I, therefore, have the power. The power is built upon different principles, because each of us has a need to effect the power, but the question is whether one wishes to control people or circumstances and in which manner: whether by using knowledge or the authority arising from his/her office rank. Thus, we have actually touched on the issue of the management role, namely the leadership of managers or the leadership within an organization.

I would like actually to conclude with the fifth discipline that is the basis of the whole story. Although referring to the previous disciplines as



first, second, third and fourth, it does not mean that we have determined their sequence, but that they are equally important. They are united by the fifth discipline called the *systematic thinking*. It demonstrates us that if we fail to see a "big picture," if we do not respect the primacy of an entirety, or if we do not know where our tiny "puzzle" belongs to, we will not be able then to devote to an assignment and we will not know why we are actually doing it. The systematic thinking refers us to the fact that there are not any quick solutions.

We perceive a problem, respond to it and behave reactively. However, the point is to perceive causes, to try to resolve those deep causes and to effect true changes that may yield longstanding results. We indeed lived through the period when we all conducted like firemen. We have had to respond to a kind of war against transition, numerous painful occurrences in our societies, but we believe that this is the right moment to start thinking in a different, systematic, long-ranging way and when actually some long-term, permanent solutions and satisfactory for all of us, are to be contrived. The theory of the learning organizations is spreading further. If we ourselves become like that within own organizations, if we do so with local communities, we actually create learning communities, we create the learning society. It is only the knowledge that may enable us to make that jump! We have to expedite our joining up the competition with the world. That race may be won if we learn together and share our knowledge. As regards the management, the contemporary theoreticians have concluded that we used to have excessive managing and too little leadership. Personally, we like to discuss the leadership, the guidance in our organization. We consider that each of us is able to be a leader. Naturally, the statute forces us to have certain organizational structures. However, relationships of equality prevail within a team and the characteristics of each individual in an organization are fostered. Because the traditional assumption that the leadership is to provide any solution at any time, is absurd. We have been used to believe that if we do not know something, then we will lose the authority, that is why we do not ever concede it. No, there is not a person who knows everything! No one is good enough for whatever task, in other words, the role of all of us in our organizations is to detect if we have the right capacities required for a cer-

tain task, to determine if we are stronger than others and then we are to take the initiative and to lead and to become leaders for a specific term, or forever. The theory of the born leaders used to prevail, but it has been disputed, since one might learn to be a leader. It just depends to what extent we are carried away, to what extent we do believe in something, how many like-minded persons we can bring together.

I would like to add a few comments on new roles of the leadership, namely the management. Those traditional roles of supervising this or that, are to be left aside for a moment. They are still to be performed though, but not in terms of the supervision in a traditional way – in order for us to discipline someone, to make sure that someone does work, but to find out if we have accomplished the assignments and if we have not – for what reasons. The new role implies that a leader is someone who is an attendant to the mission, or, let me say, a guardian, or someone who takes care that the organization's objectives are accomplished, someone who takes care of the conditions required in an organization to enable each member to feel well, who is aware of everything concerning each member: if he/she has got the conditions to learn, to improve, to develop personally and to be satisfied. Only a complacent member of the organization is able to provide his contribution to the full extent. The subsequent leaders' role is to be designers. In what way are they designers? They are to be architects of systems. Consequently, they are to provide certain structures, to establish mechanisms, to define some rules of the team conduct and to take care of the entire system operation. And the subsequent and maybe the most significant leaders' role is that they are to be teachers. In other words, they are to transfer both their own knowledge and feedback to others, to share such information, to work with each member individually, if required, and actually to be invisible. A distinguished quality of good leaders is that they are not in the foreground, that it is important to them to offer other people an opportunity to be in the foreground. No conclusions have been made at the Workshop. We were short of time to consider the new role of a leader in more details. The experience of us in Croatia is that at this point of leading, the theory of learning organizations is most hardly acceded to. Why? Due to our



mental models – once being on top of a pyramid, it is hard for me to step down. We worked as Workshop 3 and there were fifteen of us approximately. The group dynamics grew as we were specifying the social needs and the social needs were being multiplied as we were observing them. Shortly, I would say that we were mostly discussing various types and extent of the poverty, as well as the methods of its resolving. We spoke of the unemployed and of manners how to resolve the unemployment, such as various forms of the self-employment, micro-loans, and the conditions required to meet the conditions of these opportunities. We also referred to the poverty feminization, on the vulnerability of incomplete families, of single mothers, as well as on needs to provide education, counselling and employment to this category of the population. In addition, we referred to minority groups, to Romas and their vulnerability. We also mentioned changes occurring in the poverty, since it has been increasingly turning into the poverty of the life circle when the poverty is being transferred from one generation to another through the systems of upbringing and socialization. We discussed then the problems arising due to the effects of the chronic poverty – such as family violence, children abuse, and so on, as well as the opportunities of the non-governmental organizations to resolve these problems through various programs, counselling, and daily centers. We also talked about the problems of adolescents, delinquency, drug abuse and opportunities of civil voluntary organizations to participate in resolving of such problems through proper training, monitoring and alike, since these phenomena have been increasingly spread and intensified. Further, various vulnerable and risk groups were discussed, such as primarily the disabled, chronic patients, etc., as well as the opportunities of involving the third sector to participate in alleviating the problems of these groups were considered. We talked about the children with special needs, as we put it, and then about migrations and the youth leaving underdeveloped regions. We also reviewed the programs adequate to enable the youth to remain in those environments that needed them. The education and training opportunities through the third sector's programs were also considered. Namely, it has been observed that a lot of young people miss or leave school, thus failing to acquire any vocational training, which has been a rather serious problem for the market economy that we are awaiting. We

extensively considered the programs meant for the elderly, prospects of resolving their problems and causes of such a phenomenon. Moreover, we have examined the reasons why the programs for the elderly are increasingly coming in focus and how to act in future; how to organize the aid to the elderly in a local community; how to animate volunteers, and how to organize the visiting nurse service or daily assistance to the elderly. This and other risk groups, such as the mentally disordered, psychiatric patients have been discussed in details, as well as all other social issues that the third sector should cover and make up for the state involvement, since the state programs are becoming excessively restricted and insufficient to include all the socially vulnerable groups. The third sector is not only to make up for the state involvement, but in some instances, it is to offer both higher standards and better forms of the protection, particularly in cases of providing the necessary assistance in a local community, to a family, and whenever a better organized animation of citizens is required by the third sector.

Finally, we have concluded that it will be required and important for organizations of the third sector to regularly monitor and survey the social situation. That is why it is necessary for them to collect statistical data, although these data are often out-of-date, and so on. Moreover, they have to collect research data and expert opinions, to analyze typical cases, to follow up press articles and, in various manners, to create a special mosaic of the social picture of an area, a municipality or a region where they work. This activity is particularly important in order for us not to apply ready-made models, those that have been prepared in other social environments, and afterwards being enforced by donors. We are responsible, however, to perform monitoring by ourselves and to present needs of the authentic social environment, otherwise, we will be questioned and demanded to prove the existing needs and to demonstrate how to resolve them.

There is one basic conclusion – the private sector, which also comprises the profit portion, should be quite a natural partner of the private sector within the non-profit portion. We are founded in the same manner, by our own free will and on the basis of own decisions.

However, the fact that the Workshop has been attended by a small number of participants and the lack of contacts between these two sectors



## ■ Workshop 2

### IDENTIFICATION OF SOCIAL NEEDS

Facilitator and Rapporteur: *Marija Kolin, Group for Research of Voluntary Sector, Belgrade*

thus far, demonstrate our failure to recognize one another as natural partners. Our starting point has been a short analysis of what the new environment is. The novelty is what has been brought about by political changes – new opportunities of the cooperation between non-governmental organizations and the government, consequently, just offered opportunities, a potentially new autonomy of the private sector from various centers of power that represents a worthwhile innovation in the new environment. It implies both better legal conditions for the operation of non-governmental organizations and the reality of obtaining international donations as regards the non-governmental organizations and this sector, which will be of the short-term and turbulent character. Consequently, apart from the objective of sustainability, we are to ensure both the self-sustainability at a later date and to establish necessary cooperation with the profit portion of our sector. In this respect, we, the non-governmental organizations, are expecting a new law and our due position in that law, while the private sector, namely, the profit portion is expecting a package of laws on the so-called business ambient concerning credits, banks, taxation, etc. It is rather significant and we have gone to that although there are just fine examples of the profit sector's cooperation and organizing within itself, as well as of its cooperation with the non-governmental organizations in certain local communities and in certain fields – these two groups are basically separated, they do not recognize yet one another and each is invisible to the other one. After a discussion what interests these two groups might have in the new environment in order to cooperate, we have then focused to see what benefit the profit sector might have of its participation in the non-governmental organization financing. One of the recognized models is the one-time financing of non-governmental organizations, which has its own advertising, the classical publicity purpose, consequently, a private company is to support an action. We have examined if it is possible and how people who could, thus far, support folk music concerts, for example, and who could pride them on spending large

amounts of money thereon – is it money laundering, has it also been advertising – whether it is possible that they now direct the money to us since they obviously have it. We have concluded that it would be more advantageous if the funding, the financial cooperation between these two sectors – apart from the program-wise cooperation – should be resolved on the long-term basis through investing in the non-governmental organizations' activities. Likewise, the non-governmental organizations may improve business conditions; they could contribute owing to their know-how, organizational capacities, skills and the existing networks and alike, that is, human resources, in fact. Consequently, the non-governmental organizations have their own interests and resources to offer to the private sector – these are know-how, organizational structure and the rest. It is necessary to have a broad campaign launched out in order to inform the private sector on the purpose and objectives of its associating as non-governmental organizations, as regards both their getting associated among themselves and their organizing of civil activities through the non-governmental and non-profit organizations. The joint approach of the non-governmental, both non-profit and profit organizations to the government, particularly to local governments, is rather interesting and essential. It means a coordinated approach in terms of cooperation with the government. We are positive that amassing of funds, fund raising for or financing of the non-profit portion of the sector will be made both sustainable on the long-term basis and efficient if domestic, local foundations are established. It would guarantee to both parties that an individual donation objective is going to be accomplished and that any abuses of the donation as a concept are going to be prevented. It is particularly important because it might prevent compromising of the work of non-governmental organizations before the general public, which is regularly the case when associating of the two sectors is in infancy. An additional, a rather significant conclusion refers to a legal framework of the operation of non-governmental organizations. It must include a precise definition of what it is profitable and what it is



## ■ Workshop 3

### ANIMATION OF THE PRIVATE SECTOR FOR COOPERATION WITH NGOS

Facilitator and Rapporteur: *Branko Komadina, „Distriht 0230“, Kikinda*

non-profitable, what it is commercial since it is not clear to many of us either. Consequently, it must be strictly stipulated by the law, in order to enable the non-governmental organizations to perform certain business activities by themselves, particularly in the field of services. Naturally, the earned profit is either to be returned to these newly founded donations or to be invested in their basic operations, as the case is all over the world.

Workshop 4, *NGOs and PR Management*, was attended by 21 participants. They tried primarily to precisely define the so-far position of PR discipline in the non-profit sector. Consequently, they tried to determine its role thus far, no matter whether successful or not, as well as opportunities and perspectives offered in the new environment that we have just commenced to work in. Our starting point has been that the PR as organization's practices of the two-way communication with those important to it, namely, with various groups of public in its immediate environment, is now gaining new opportunities. Owing to the management of communication processes, non-governmental organizations are not communicating now only with other non-governmental organizations, but also with media, donors, activists, volunteers and citizens as the case has been thus far. Consequently, we do face challenges. Why are they challenges? As the results of recent public-opinion polls indicate, our public is in general and essentially unaware either of the non-governmental organizations' work or of its scope. A substantial number of citizens, or a little over 30%, do not know anything of the non-governmental sector; a smaller percentage of them, approximately 26%, have heard something, consequently, they know that there is something; a certain number of citizens – roughly 29%, understand and know what the non-governmental organizations are; while as little as 11% of citizens actively participates in the sector's activities. The researches offer an absolutely different picture only when the citizens have been directly asked what they know of the organizations such as Otpor (Resistance) and G 17 Plus, which, in fact, substantiates the thesis of the NGOs' underdeveloped

relations with the public, while they are coherent, of course, to the exquisite performance of the PR strategy applied by Otpor and G 17 Plus in addition to their financially supported actions.

In order for each non-governmental organization to achieve its own capacity of the communication persuasiveness in the new environment with the aim to accomplish more comprehensive social objectives, the prerequisites for its gaining such a support are definitely its credibility, scope of activities and its being included. The subsequent issue to be resolved by all of us, is the issue of how to cover the distance between the normative theory and day-to-day practices. Since in addition to the broader public unawareness of it, the sector has been surprised, at the time of changes, by its negative public image created by the former regime; by its own ignorance of the PR as a discipline; by the lack of professionalism in approaching this field, as well as by the lack of knowledge on the non-profit sector by professionals in other fields – for example, in media.

The fact is that in this much-disintegrated social milieu in which our non-governmental organizations perform their activities and where the interest zones of various social groups are entirely entangled, an information has not been enough for a long time yet. That is why PR communication techniques (that all of us have yet to learn about a lot) as a type of dialogue with the personal dimension, represent a method for non-governmental organizations to attract the attention, to clarify the values they have already achieved and to make people just be concerned, or take care. What have we actually gained owing to the new political and social environment? We have gained only new conditions of work as compared to the earlier period. First of all, there are open media, as well as requirements for the transparency of the non-governmental organizations' work. The conclusion as regards each aspect of what we are to do in future, is education, education and nothing but education. Naturally, each PR strategy successfully carried out has been supported by



the people's knowledge, a little of financial resources and primarily ideas. Consequently, the basic requirement is – to be creative!

Finally, we have concluded that the society's democratization advances the market development that will require the quality in all respects and on the side of both profit and non-profit sectors. The competence in commercial sector's market will necessitate high standards of the public relation performance in the non-profit

sector, too. At that moment, we will be offered a truly wide range of opportunities of partnership relations between the non-governmental organizations and the commercial sector through, for example, the so-called united advertising or "advocacy advertising." The non-governmental organizations will be able to offer their image and credibility to a specific partner of the commercial sector and in turn, they will be provided particular financial support by him as a sponsor. Naturally, such a method of operation is

## ■ Workshop 4

### NGOs AND PR MANAGEMENT

Facilitator and Rapporteur: *Maja Djordjevic, Fond Centar za demokratiju, Beograd*

likely to drive us to a rather slippery ground where we will have to establish numerous professional and ethical codices and we will have to particularly understand that public relations are an instrument of the organization's long-term and permanent building-up of good relationships and a good image that both may yield the proper and expected results only after the longstanding performance.

#### *Dragoljub Micunovic*

SPEAKER OF THE CHAMBER OF CITIZENS, FEDERAL PARLIAMENT

I am going to refer to a few issues I consider significant and that have been already mentioned here and, if you allow me, I am also going to say a few words on how I see the future strategy of the non-governmental organizations' work.

I would begin with what we have heard here on conditions of the human rights in Kosovo. We, the Yugoslav non-governmental organizations from all the regions of Serbia and Montenegro, have passed an exam of conscience when, in quite a repressive regime that was trampling on the human rights, it was needed to raise a voice and to defend everyone regardless of one's nationality. No one can possibly deny it to us. At present, we, however, seem to be dragged by a kind of inertia and then ashamed of looking realistically on what it has been happening in Kosovo. We cannot accept anything less than those conclusions, which the Council of Europe and the OSCE have been arriving at. There are dozens of reports made by *ad hoc* groups, but also by the most relevant institutions, such as the United Nations, the OSCE and the Council of

Europe, that proclaim that the status of the human rights – and let us not relativize – primarily of Serbs and other non-Albanian ethnic population, is below whatever standard. It is the issue of their being endangered physically, of want of elementary human rights since a man must never leave his house, even a hundred meters away, in order for him not to be killed. We also see that when the Albanians, who formerly used to be subjected to repression, are majority, they are even worse in trampling on the human rights. We should say this straightforwardly, without any inhibition, since we have not been the major ethnic group in Kosovo any longer, we have not been trampling upon or oppressing anyone, while we, as the non-governmental organizations, did raise our voice when it happened to others.

I made quite substantial efforts, as a matter of fact, I did my best that Azem Vlasi should be released from prison and that the political process – made up by Milosevic fifteen years ago – should be exposed. Many Yugoslav non-governmental organizations have published many volumes on violating the human rights of Albanians in Kosovo. Nowadays, unfortunately – I have to say it openly – it seems as if their mouths were frozen. German, French and English organizations, as well as the Amnesty International and all other official organizations in the world are exposing the truth very loudly, while we seem to be embarrassed to tell it. We are to tell it loudly since we have the moral right to do so, because we have also defended others. We must defend the people in Kosovo who nowadays live in a system of the total deprivation, repression and chaos and I believe that it, which is being developed as an order in Kosovo, does not have any elements of the legal order. This is an enormous political issue now.



We cannot help a lot in that respect. The international institutions and the international forces, as well as some other organizations can probably help much more than we who are not even allowed to go there, but anyway, we must be aware of it and say it loudly. We must be on the side of both law and justice, and against crimes, discrimination and repression, against subjugating.

The following issue that has been mentioned here is the request to pass urgently an act on non-governmental organizations. Sometimes, when it is meant to be best, it does not turn out best. Minister Momcilo Grubac who himself has been a member of the non-governmental sector for a long time – and indeed, it is not necessary either to present him at length or to speak about his loyalty both to human rights and to non-governmental organizations – wished to provide a broader discussion on the proposal and to consult as many factors as possible, in order for the act to be as of high standards as possible. It is not a problem to pass the act as soon as possible and there is neither reason nor intention of the Government or anyone else, to slow the act down. On the contrary, the problem has been only in our wish the act to be as good as possible. Once it comes to the Parliament, it will be

immediately included in the agenda. You may trust me as your colleague, that I will do it with the greatest pleasure and as soon as possible, too. However, let us not cause any unnecessary misunderstandings: we have wished for only the act to be as good as possible. Those have been the two political aspects we are talking about.

Now, I would like to say a few words on how I see the prospects of non-governmental organizations. The non-governmental organizations in nondemocratic regimes have one role. Those organizations are loaded with a certain democratic and political charge and that is why a majority of them is concerned over the human rights, the right to speech, the right of press, and so on. Rightfully, since such right to speech, right of association and others are freedoms, the civil freedoms of speech and association, which are some of the pre-conditions of a standard democratic society. It is quite natural that civic initiatives begin to progress into that direction. The situation is changed when such issues in a society are resolved in a legal, satisfactory manner in the sphere of respecting the human rights, the freedom of media, pluralism, the freedom of association. What can non-governmental organizations do then? As far as I could observe over the world, there are three possible courses. One of them is the cooperation with





## CONCLUDING DOCUMENT - PRESENTATION AND DISCUSSION

### THE PREAMBLE

*We, the non-governmental organizations — participants of the Third Forum of the Yugoslav Non-Governmental Organizations, are pleased that the peaceful and democratic change of the old regime took place by the end of 2000. We are proud because we contributed to the election victory with our pro-election campaigns that demonstrated full strength and maturity of the non-governmental sector.*

*Aware that the new political setting presents new tasks before us, we express our readiness to continue our work towards the democratization of society and actively join the process of transition after these democratic changes. Confident that the transition ahead of us may be successful if all democratic factors are included in solving social problems, we are ready to establish various forms of cooperation with the state, unions and other bearers of social changes, based upon the concrete and compatible programs. On the other hand, we should also maintain our independent position towards the authorities and preserve our critical stance inherent to non-governmental organizations.*

*Bearing in mind the high human potential of the non-governmental sector, we are resolute to direct our expertise towards solving the political, economic and social problems in our country, as well as to include an increased number of citizens in our work, in order to enable their participation in solving social problems.*

*This time again, the participants call for the respect and application of freedoms and rights of all citizens, and speak against persecution and terror conducted over the Serbian and non-Albanian citizens in Kosovo-Metohija.*

*Bearing in mind that the new political setting creates the need for a social dialogue, introduction of new forms of work and activity in the non-governmental sector and, primarily, the need for urgent action within the process of democratization and transition, we, at the Third Forum of the Yugoslav Non-Governmental Organizations, put forward the following*

### RECOMMENDATIONS

#### RECOMMENDATIONS TO THE STATE BODIES

Expressing our readiness to cooperate with the state bodies in the processes of democratization and transition, the organizations – participants of the Third Forum recommend the following to the state bodies:

- To urgently regulate the legal status of non-governmental organizations on the federal and republic levels by passing new laws and changing other legal regulations related to the development and work of non-governmental organizations, adjusted to the European standards and in consultation with NGOs;
- To establish and regularly maintain the communication and consultations with non-governmental organizations at all levels, with the goal of identifying the needs of citizens and including non-governmental organizations in solving social problems;
- To make available to NGOs, through open

competitions, the budget resources allocated for financing associations of citizens;

- State bodies in the local communities should prompt a firmer cooperation between the economic sector, state bodies and NGOs, in order to create local development coalitions;
- To make transparent the data necessary for carrying out the programs of non-governmental organizations.

#### RECOMMENDATIONS TO INTERNATIONAL ORGANIZATIONS AND DONORS

In order to continue the successful and fruitful cooperation with the non-governmental sector in the FR Yugoslavia, the organizations – participants of the Third Forum recommend the international organizations and donor organizations the following:

- To be guided - in the administration of their



programs of financing the non-governmental sector in the FR Yugoslavia - by the social needs identified by the domestic non-governmental organizations;

- To extend their activities to new areas that have not been sufficiently, or at all, encompassed by the donor programs, such as: poverty, culture, youth, science, environment protection, education;
- To announce their financial aid programs through open competitions in the public media;
- To continue the present programs and enlarge further programs of the development of the organizational and personnel potentials of the NGO sector (capacity building), especially from the perspective of making the work in the NGO sector more professional.

## **RECOMMENDATIONS TO NON-GOVERNMENTAL ORGANIZATIONS**

The non-governmental organizations – participants of the Third Forum recommend:

### **Recommendations for the cooperation with the state (public) sector**

- To initiate and develop - in the realization of their programs compatible with the state body programs - the appropriate forms of cooperation with the state bodies and institutions;
- To exert pressure on the state bodies to solve particular social problems and satisfy the needs of citizens;
- To insist upon the transparency of work of the state bodies.

### **Recommendations for the cooperation with the economic sector**

- To animate the economic sector for supporting their programs and activities;
- To develop joint programs of work, especially in the areas of professional re-training of the economic sector employees;
- The economic sector and non-governmental organizations should work towards establishing the local, domestic funds and foundations.

### **Recommendations for spreading the area of NGO work**

*Organizations —participants of the  
Third Forum of Yugoslav Non-Governmental Organizations*

*The Organizers of the Third Forum of the Yugoslav Non-Governmental Organizations:*

**Center for the Development of Non-Profit Sector  
Center for Democracy Foundation**

Realizing the necessity to continue our work in the areas of promoting and protecting human rights, promoting the values of civil society, multi-ethnic tolerance and inter-ethnic dialogue, civic education, humanitarian work, as well as helping the distressed social groups and prompting an active participation of women in the process of transition, we recommend to non-governmental organizations to extend, in line with the new political and social setting, their activities to the following new areas:

- Building the democratic institutions and democratic procedures;
- Developing social programs and programs against poverty;
- Working on the anti-corruption programs;
- Programs of support to the processes of European integration (contribution to the FR Yugoslavia joining the Council of Europe and European Union; cooperation with the OSCE; regional cooperation through the Stability Pact for South Eastern Europe; confidence-building programs for South Eastern Europe; regional security issues).

### **Recommendations for the Development of NGOs**

Aimed at increasing their social influence, the non-governmental organizations are recommended:

- To improve the professional aspects of their work and responsibility for transparently realizing programs and making decisions about organization and financial operation;
- To actively work towards increasing their membership and including citizens in their activities in order to increase the credibility of organizations and programs;
- To base their programs on identifying the needs of citizens in their local communities, and not on the donors' instructions;
- To cooperate with other organizations through joint projects, as well as to develop broader coalitions;
- To actively develop public relations;
- To work towards the regional networking and organizing the regional Fora of NGOs.

*Belgrade, May 19, 2001*



## CLOSING REMARKS

governments. I am immediately to say that governments are considerably shrewd. They employ the moral potentials of non-governmental organizations, their voluntarism, those voluntary impulses of the people involved in non-governmental organizations. And then, governments leave them off to resolve many problems, particularly those in the social sphere, or in the sphere of adult education, etc. It is much cheaper for a government. It does not pay for a complicated bureaucratic apparatus, which would otherwise have to do it. It gets such services for free; it simply exploits the noble sentiment of the people who wish to work voluntary. A state thus secures substantial savings. Neither do these people feel exploited, because they also fulfil their own need – the need to be noble, to express solidarity with other people. Along the road, each participant finds its own interests, and thus slowly, a state leaves off to non-governmental organizations more and more own functions in various fields – both in culture and the social care and in others, too. I believe that non-governmental organizations should accept it, but the state should be liable then to support them financially, to have budgets for that. It is an exceptionally important sector. In this way, we have an essential societal education provided – we are getting used to be both good citizens and good human beings. We are getting used to express solidarity with other people. This is a prerequisite for a good society, since there is not a good society without good citizens.

The second course is initiatives, consequently, the civic initiatives. They must not die down by any means; on the contrary, they are to be encouraged. The citizens are simply to experience their society, their ambient and their communities as the intervention field of their own initiatives and they are also to get rid of the habit that the state or a municipality will resolve all of their problems. They will not. A state is an utterly abstract and selfish institution and most often, it does not take notice of people either. That is why civic initiatives must be something that kindles the imagination of citizens that they resolve, by themselves, the greatest number of problems concerning both them and others.

There remains the third field of work, which must, I believe, be fostered and whose flame must never be extinguished. It is the field of checking any abuse of the human rights. It is the readiness of non-governmental organizations to keep a watchful eye upon anyone who is jeopardized, as well as to stand up for him/her and to shed light upon the case. The greatest terror or crimes or repression occur in the dark – somewhere at outskirts of the society, where they cannot be seen. It

is crucial to emphasize that people here are exposed to terror of local moguls in small towns, where many abuses occur. That is why committees for the protection of human rights are always to be provided; however, an ombudsman cannot be expected to do everything, that it now puts right every wrong in the world.

Consequently, there are those three possible strategic courses along which our non-governmental organizations may and must develop. Of course, a great deal of potentials of the social criticism, social resistance and democratic resources has been demonstrated by the non-governmental organizations. Formerly, we used to have some comparatively minor disputes on the political engagement in the country, ranging from kind of innocent endeavours that no one of the non-governmental organizations got soiled at any costs because of wading through political waters, on one hand, to looking down on the non-governmental organizations by the politics, on the other hand. The fact that a lot of the personnel of non-governmental organizations have taken part in politics, has been, I believe, both very much important and advantageous for the process itself that it might go on smoothly. Thus, I would say, the politics has got a moral injection, a kind of moral substratum since it is quite liable to corruption, deterioration of the morality, and so on. The political involvement of people of higher moral integrity, which is a characteristic of the non-governmental organizations, will alter moral images of some political parties in many respects; namely it will introduce both certain rules and a better transparency if compared to the period thus far. The relationships between non-governmental organizations and political parties are to be set upon a completely new basis in order for them to avoid arising of any former disputes in the country. Naturally, I have a pleasure to belong to the non-governmental sector, irrespective of the fact that I am doing now something else, a different job that I also consider to be quite significant. I wish to open the Parliament in terms of having initially pupils come, then citizens, civic initiatives and other requests, thus finally to have Parliament agendas which include bills proposed by citizens, and not only by the Government. .





**THE THIRD FORUM  
OF YUGOSLAV NON-GOVERNMENTAL ORGANIZATIONS**  
*Belgrade, May 17-19, 2001*

**Wednesday, May 16, 2001**

Arrival of participants  
Accommodation in "Jugoslavija" Hotel (Bul. Nikole Tesle 3, phone: 600-222)

**Thursday, May 17, 2001**

9.00-10.00 Registration of participants

10.00-11.00

**Opening of the Forum**  
**Introductory Remarks of the Organizers**

- Natasa Vuckovic, Center for Democracy Foundation
- Zarko Paunovic, Center for the Development of the Non-Profit Sector

**Welcome speech by**

- Zoran Djindjic, Prime Minister of the Republic of Serbia
- Frank O'Donnell, UNDP
- Sonja Liht, Fund for an Open Society

11.00-13.00

**Plenary Session I: The Third Sector and New Political Environment**  
**Introductory Statements:**

- Slobodan Jovanovic, Open Club, Nis
- Dusko Radosavljevic, Vice President, Executive Council, Autonomous Province of Vojvodina
- Nenad Konstantinovic, Otpor (Resistance), Belgrade
- Marija Raos, NIT, Croatia

**Topics:**

- The relationship between the public sector and the third sector
- The advantages and weaknesses of cooperation with the public sector and possible areas of cooperation
- The NGOs in the role of lobbyists and advocates
- Experience of other countries (CEE and EU)

**Facilitator:** *Slobodan Jovanovic*

13.00-14.30

Lunch

14.30-16.30

**Plenary Session II: New Areas of Work for NGOs**  
**Introductory Statements:**

- Ljiljana Lucic, Deputy Minister of Social Issues, Government of the Republic of Serbia
- Tinde Kovac-Cerovic, Deputy Minister of Education and Sport, Government of the Republic of Serbia
- Miroslav Brkic, Our Serbia, Belgrade
- Milan Nikolic, Center for Policy Analyses (CPA/CPS), Belgrade
- Aleksandar Popov, Center for Regionalism, Novi Sad
- Hans Peter Furrer, Council of Europe Representative

**Topics:**

- NGOs as promoters of social aid programs
- NGOs as independent research and policy making institutions



- Programs for regional cooperation
- NGOs and cultural programs
- Vocational Training and civil values

**Facilitator:** Milan Nikolic

16.30-17.00 Coffee break

17.00-19.00

**Series of Workshops A:**

**Workshop 1:** Cooperation with the public sector, NGOs and local government, Legal status of NGOs (issues of status)

**Facilitator:** Nevena Vuckovic Sahovic, Yugoslav Center for Children Rights

**Workshop 2:** NGOs and lobbying

**Facilitator:** Brankica Grupkovic, Women Political Network

**Workshop 3:** Regional cooperation of NGOs in FRY

**Facilitator:** Danica Stefanovic, Charity Association Panonija

**Workshop 4:** Humanitarian and social aid programs

**Facilitator:** Ljubomir Pejakovic, Yugoslav Center for Children Rights

**Workshop 5:** NGOs and research and policy development programs

**Facilitator:** Sanja Nikolin, NGO Policy Group

20.00-21.30 Reception on the occasion of the International Year of Volunteers

**Friday, May 18, 2001**

9.30-10.30

**Plenary Session III: Workshop Reports**

Workshop facilitators reporting in plenary

10.30-11.00

Coffee break

11.00-13.00

**Panel Session IV: International Integration Processes and NGOs**

**Introductory Statements:**

- Goran Svilanovic, Minister of Foreign Affairs, Federal Government
- Stefano Sannino, Ambassador, Head of Mission, OSCE Mission in FRY
- Milan Pajevic, National Coordinator of the Stability Pact for South Eastern Europe
- Herve Caiveau, EU Agency for Reconstruction
- Flavio Mongelli, ARCI, Milano, Italy
- Garrett Tankosic-Kelly, UNDP

**Topics:**

- Relevant initiatives and programs of the European Union for the third sector in FR Yugoslavia
- Regional processes in SEE and non-governmental organizations
- Regional cooperation of NGOs in the European Union (cooperation among regions)
- Other international programs and initiatives relevant for the Yugoslav third sector
- Confidence building measures in the region

**Facilitator:** Natasa Vuckovic

13.00-14.30

Lunch

14.30-16.30

**Plenary Session V: NGO Management in New Environment**

**Introductory Statements:**

- Sonja Liht, Director, Fund for an Open Society, Belgrade
- Miljenko Dereta, Civic Initiatives, Belgrade



- Sanja Nikolin, NGO Policy Group, Belgrade
- Velimir Curguz Kazimir, Fund for an Open Society, Belgrade
- Branko Komadina, 0230 Distriht, Kikinda

**Topics:**

- Transparency requirements in the management of NGOs
- Decision making in NGOs
- Representing social groups and identifying social needs
- Responsibility of NGOs in a democratic society
- NGOs and Public Relations management
- Competition and ethics in the third sector
- Fundraising in new environment and cooperation with private sector

**Facilitator:** Sanja Nikolin

16.30-17.00

Coffee break

17.00-19.00

**Series of Workshops B:**

**Workshop 1:** Decision making in NGOs and Transparency rules and good practices in NGO management

**Facilitator:** Marija Raos, NIT, Croatia

**Workshop 2:** Identification of social needs

**Facilitator:** Marija Kolin, Group for Research of Voluntary Sector, Belgrade

**Workshop 3:** Animation of the private sector for cooperation with NGOs

**Facilitator:** Branko Komadina, 0230 Distriht, Kikinda

**Workshop 4:** NGOs and PR Management

**Facilitator:** Maja Djordjevic, Center for Democracy Foundation, Belgrade

**Saturday, May 19, 2001**

9.30-10.30

**Plenary Session VI: Workshop Reports**

Workshop facilitators reporting in plenary

10.30-11.00

Coffee break

11.00-12.00

**Plenary Session VII:**

Final Document - presentation and discussion

**Closing statement by**

Dragoljub Micunovic, Speaker of the Chamber of Citizens, Federal Parliament

**Closing of the Third Forum by the Organizers**

12.30

Lunch

**Departure of Participants**

*THIRD FORUM OF YUGOSLAV NON-GOVERNMENTAL ORGANIZATIONS has been supported by  
United Nations Development Program (UNDP) in cooperation with the Government of the Netherlands  
Fund for an Open Society, Belgrade  
and  
Freedom House*



## LIST OF PARTICIPANTS

### LOCAL NON-GOVERNMENTAL ORGANIZATIONS

Name	Town
ABC - center for peace, security and tolerance	Vranje
Association for culture and social issues "Malesia"	Podgorica
Agency "Argument" - agency for applied sociological and political research	Belgrade
Association of admirers of river Djetinja "Rajski otoci"	Uzice
Association for accomplishment of cultural and humanitarian objectives "Ravangrad"	Sombor
Association for aid and support of marginal social groups - group "Margo"	Tivat
Association for democratic prosperity - ZID	Podgorica
Agra - rural communities development association	Belgrade
Association for urban culture and human rights "District 0230 "	Kikinda
Association of citizens "Pek"	Majdanpek
Association for prevention and promotion of mental health of children and youth	Nis
Alternative civic parliament	Paracin
Alter modus	Podgorica
Association of spiritual-intellectual initiatives "Smederevski istocnik"	Smederevo
Association of citizens open prospects	Subotica
Association for development of entrepreneurship - VALCOOP- vállalkozásfejlesztési központ	Subotica
Autonomous women 's center against sexual violence	Belgrade
Association of citizens "Alka"	Pozarevac
Belgrade open school	Belgrade
Belgrade center for human rights	Belgrade
Belgrade center for human rights	Belgrade
Belgrade center for human rights - Kraljevo office	Kraljevo
Civic initiatives - citizens' association for democracy and civil education	Belgrade
Cultural center "Damad"	Novi Pazar
Center for democracy development and research	Novi Sad
Constructive civil engagement	Paracin
Citizens' association "Self-supported single mothers"	Belgrade
Citizens' association "Noema"	Becej
Civic reading-room "Evropa"	Bor
Civic house cetinje	Cetinje
Center for development of democratic society	Kragujevac
Civic association "Millennium"	Kragujevac
Civic reading-room - "Lingva"	Kraljevo
Citizens' association "Entuzijasti Kuceva"	Kucevo
Civic alternative	Nis
Committee for civic initiative	Nis
Civil forum	Novi Pazar
Center for regionalism	Novi Sad
Civic reading-room "Pirgos"	Pirot
Citizens association "Fflores"	Sjenica
Citizens' association for civic initiative "Otvorena vrata"	Subotica
Civic association "Niti"	Trstenik
Civic reading-room "Libergraf"	Uzice
Center for development of civil society	Zrenjanin
Center for advancement of local selfgoverning	Zrenjanin
Center for advancement of legal studies - Law center	Belgrade
Committee for human rights	Bor
Committe for human rights	Bujanovac





Committee for human rights	Krusevac
Committee for human rights	Leskovac
Committee for human rights	Negotin
Center for human rights	Nis
Civil rights forum	Nis
Center for human rights "Homo - Homini"	Sabac
Committee for human rights	Valjevo
Committee for human rights	Vranje
Center for policy studies - CPS	Belgrade
CeSID	Belgrade
G17 and G17 plus	Belgrade
Center for liberal democratic studies	Smederevska Palanka
CeSID	Zajecar
Center for antiwar action	Belgrade
Center for civil - military relations	Belgrade
Center for antiwar action - Cacak office	Cacak
Citizens' association "Tera - creative women"	Belgrade
Center for development of nongovernmental organizations	Podgorica
Center for the development of NGOs	Podgorica
Citizens' association for care and development of Deguric	Valjevo
Creative youth of Novi Sad	Novi Sad
Committee for protection of Roma rights in FR Yugoslavia	Kragujevac
Destinicon	Sjenica
Demes association for developing democracy and ethnic relations	Prijepolje
ECO - urban workshop	Belgrade
Education center	Leskovac
Ecology society Dragacevo	Guca
Ecology movement "Justinijan"	Lebane
Ecology movement "Ruma"	Ruma
European movement in Smederevska Palanka	Smederevska Palanka
European movement	Kikinda
Fund for an open society	Belgrade
Fund for an open society	Novi Sad
Forum for education of youth	Lebane
Forum of civil action Pozega - FORCA	Pozega
Fund for development of political culture	Kragujevac
Green table	Belgrade
Green youth of Montenegro	Cetinje
Gyps fulvus foundation	Valjevo
Group 484	Belgrade
Group of experts for prosperity of Serbia - GEPS	Belgrade
Group for promotion of women's political rights	Belgrade
Humanitarian society "Panonia"	Novi Sad
Humanitarian organization "Vox humana"	Subotica
Humanitarian center "ABC"	Zrenjanin
Humanitarian law center	Belgrade
Helsinki committee for protection of rights and freedoms of Bulgarians in Yugoslavia	Dimitrovgrad
Helsinki committee for human rights in Sandzak	Novi Pazar
Illustra	Belgrade
Impuls	Tutin
Intermunicipal multiple sclerosis organization	Zajecar
Judges association of Montenegro	Podgorica
Kikinda club	Kikinda
Kvart	Kraljevo
Limes	Priboj
Local press association of local independent media	Kragujevac



League for protection of private property and human rights	Belgrade
League of experts - LEX	Belgrade
League of women voters in Montenegro	Niksic
Multiethnic center	Medvedja
Multiethnic parliament	Pirot
Multiculture center	Presevo
Natura Balkanika	Dimitrovgrad
Novi Sad school of journalism	Belgrade
Novi Sad humanitarian center	Novi Sad
NGO center	Sombor
NGO policy group	Belgrade
Our Serbia	Belgrade
Otpor	Belgrade
Otpor	Krusevac
Peace and crises management foundation	Belgrade
"Pan"	Nova Varos
Peace movement	Pancevo
Research station Petnica	Valjevo
Red cross of Serbia and FRY	Belgrade
Scientific, educational and humanitarian organization YUROM center	Niš
Socio-humanitarian association for protection of children "Duga"	Vrnjacka Banja
Serbian democratic youth	Kosovska Gracanica
Society for development of creativity	Aleksinac
Student's cultural center	Cetinje
Solidarity fund	Bujanovac
Sandzak committee for protection of human rights and freedoms	Novi Pazar
Society for tolerance	Backa Palanka
SOS hotline	Belgrade
SOS hotline for women and children victims of violence	Podgorica
Serbian democratic forum	Belgrade
Timok club	Knjazevac
Toplica center for democracy and human rights	Prokuplje
Urban center for creative development of children and youth	Kragujevac
Urban - in	Novi Pazar
Urban workshop	Vrsac
Uzice center for human rights and democracy	Uzice
Uzice child rights center	Uzice
Voluntary sector research group	Belgrade
Voice of Kosovo and Metohija	Belgrade
Village threshold 98	Sabac
Youth parliament of Montenegro	Cetinje
Youth culture club	Indija
Youth club "Morovic"	Morovic
Yugoslav child rights center	Belgrade
Yugoslav lawyers committee for human rights	Belgrade
Women in black	Belgrade
Women's political network	Indjija
Women's club	Knjazevac
Women's forum of Prijepolje	Prijepolje
Women in action	Velika Plana
Women's association "Cilim"	Pirot
Zajecar initiative	Zajecar



## GOVERNMENT REPRESENTATIVES

Name	Town
Agency for the Advancement of State Administration	Belgrade
The Republic Ministry of National and Ethnic Minorities	Belgrade
The Republic Ministry of Education and Sport	Belgrade
Federal Ministry of Justice	Belgrade
Federal Ministry of Foreign Affairs	Belgrade
The Government of the Republic of Serbia	Belgrade
The Assembly of the Municipality of Uzice	Uzice
The Assembly of the Municipality of Valjevo	Valjevo
The Assembly of the Municipality of Vrsac	Vrsac
The Ministry of Social Affairs of the Republic of Serbia	Belgrade
The Republic Assembly	Belgrade
The Republic Ministry for International Economic Relations	Belgrade
The Republic Ministry of Work and Employment	Belgrade
Federal Assembly	Belgrade
Federal Government - The Cabinet of the National Coordinators of the Stability	Belgrade
Pact for South Eastern Europe	Belgrade
Federal Ministry of Justice	Belgrade
The Assembly of the City of Belgrade	Belgrade
The Assembly of the Municipality of Indjija	Indjija
The Assembly of the Municipality of Lucani	Lucani
Executive Council of the AP Vojvodina	Novi Sad
Branicevo County	Požarevac
The Assembly of the Municipality of Zrenjanin	Zrenjanin

## MEDIA REPRESENTATIVES

Name	Town
BETA	Belgrade
BK TV	Belgrade
DANAS	Belgrade
GLAS AMERIKE	Belgrade
GLAS JAVNOST	Belgrade
HRONIKA	Belgrade
NIN	Belgrade
NVO GLASNIK	Belgrade
POLITIKA	Belgrade
PRAVI ODGOVOR	Belgrade
RADIO JUGOSLAVIJA	Belgrade
REPORTER	Belgrade
REPUBLIKA	Belgrade
RTS	Belgrade
RTV MARŠ	Valjevo
TANJUG	Belgrade
TV Pink	Belgrade
VESNIK	Gorazde
VREME	Belgrade



## REPRESENTATIVES OF THE DIPLOMATIC MISSION IN FRY

Name	Town
The Embassy of Bulgaria	Belgrade
The Embassy of the Czech Republic	Belgrade
The Embassy of the Netherlands	Belgrade
The Embassy of Canada	Belgrade
The Embassy of Hungary	Belgrade
The Embassy of the U.S.A.	Belgrade
The Embassy of Slovakia	Belgrade

## INTERNATIONAL ORGANIZATIONS, FOUNDATIONS AND NGOs IN FRY

Name	Town
America's development foundation	Belgrade
British embassy - Department for international development	Belgrade
Danish refugee council	Belgrade
Delegation of the European commission in Belgrade	Belgrade
East West Institute	Belgrade
European agency for reconstruction in Belgrade	Belgrade
Friedrich Naumann Stiftung	Belgrade
Konrad Adenauer Stiftung	Belgrade
Freedom House	Belgrade
G.V.C. civil volunteer group	Belgrade
Greek embassy - Office for humanitarian aid	Belgrade
Handicap international	Belgrade
European community humanitarian office	Belgrade
Italian consortium of solidarity / consorzio di solidarieta'	Belgrade
UNDP	Belgrade
UNLO	Belgrade
Catholic relief services	Belgrade
International organization for migration	Belgrade
International relief and development	Belgrade
International orthodox christian charities	Belgrade
International council of voluntary agencies	Belgrade
Norwegian people's aid	Belgrade
OSCE	Belgrade
Oxford committee for famine relief	Belgrade
Regional environmental center for Central and Eastern Europe	Belgrade
Council of Europe	Belgrade
Save the children fund / UK	Belgrade
United Nations - world food programme	Belgrade
UMCOR	Belgrade
United Nations office for project services	Belgrade
USAID	Belgrade
United Nations high commissioner for refugees	Belgrade
UN office of high commissioner for human rights	Belgrade
European perspective - development and education centre / Greece	Kragujevac

# THE THIRD FORUM OF YUGOSLAV NON-GOVERNMENTAL ORGANIZATIONS



*Opening of the Third Forum*



Nenad Konstantinovic  
Marija Raos  
Zarko Paunovic  
Dusko Radosavljevic



Tinde Kovac-Cerovic  
Milan Nikolic  
Ljiljana Lucic  
Miroslav Brkic  
Aleksandar Popov



Hans Peter Furrer (Council of Europe)  
*on the occasion of addressing Forum participants*



Goran Svilanovic  
Minister of Foreign Affairs



Velimir Ćurguz Kazimir  
Sonja Liht, Sanja Nikolin  
Miljenko Dereta and Branko Komadina





Dragoljub Micunovic, speaker of the Chamber of Citizens, Federal Parliament,  
*on the occasion of closing the Third Forum*





# THE THIRD FORUM OF YUGOSLAV NON-GOVERNMENTAL ORGANIZATIONS



## PRESS CLIPPING









*Proceedings of the Third Forum of Yugoslav NGOs contained in this Report reflect the opinion and views of the participants at the Forum and do not necessarily reflect the opinion and views of UNDP.*

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