ORGANIZATIONAL DEVELOPMENT FOR NGOs

- Toolkit -

NATIONAL DEMOCRATIC INSTITUTE
FOR INTERNATIONAL AFFAIRS

INTRODUCTION

Starting and running a non-governmental organization or a non-profit organization (NGO/NPO) can be a lengthy, time consuming process. The difficulties of the process can be, however, minimized by following a consistent series of steps and seeking advice when needed.

The Toolkit which you have before you provides an outline of the general steps needed for successful organizational development of a NGO/NPO. These are all presented on experiences of GONG - a Croatian NGO that succeeded in turning from a citizens' initiative into an organization that is well respected both in Croatia and abroad. This Toolkit was designed to be used as a guide for NGO representatives who already run NGOs but are struggling with a multitude of decisions and tasks - real-life issues like staffing, media outreach, budgeting and fundraising.

If you are one of them, then this is a perfect reading for you! The Toolkit will help you learn, on practical examples and in plain language, how to obtain and retain nonprofit status, recruit paid and unpaid staff, budget effectively and raise money and visibility.

Following the advices from this Toolkit, will help you register, not only with public authorities in your country but also, which is even more important, with your target community – in terms of ensuring acceptability, building trust, program and project effectiveness, and bringing about real change.

GONG wishes you all the luck and success!

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Guiding Principles

What do they mean?

Guiding Principles

An organization's guiding principles are the underlying beliefs and shared values that guide decision-making, program approaches, interactions with other groups, day-to-day management, and internal activities. These values may include the manner in which the organization's work will be carried out (e.g. transparently, accountable, responsible.). These values may also promote a greater degree of trust and confidence on the part of citizens, donors, and others. Every organization has its own unique set of principles that help promote cohesion and consistency within the organization. These principles clarify what to expect from an organization in terms of how it behaves.

Along with the mission and vision, the guiding principles help an organization answer the question: is this the right thing to do? In terms of the guiding principles, the question can
be asked more specifically: is the
organization's work consistent with its beliefs
and values? Guiding principles are only useful to an organization however, if they are applied. Principles that only appear on paper but not in practice are hollow and do not serve a practical purpose.

Characteristics of an NGO

- An organization is committed to more than self-interests.
- As organization is obedient to laws.
- An organization strives to go beyond the law.
- An organization is commitment to the public good
- An organization has respect for the worth and dignity of individuals
- As organization upholds tolerance, diversity, and social justice.
- An organization is accountable to the public
- An organization is open and honesty
- An organization has responsible stewardship of resources

By practicing accountability, transparency, and responsibility and organization is much more likely to gain the public trust, credibility, and legitimacy needed to become a sustainable force in public life.

In 1999, GONG established an explicit set of innovative, progressive, and democratic guiding principles. These principles are written down, and are consistently practiced. The principles are embedded in the organization's culture, and GONG is widely recognized for what it stands for and for the manner in which it conducts its work. Many people are attracted to GONG's guiding principles and, because of this, volunteer with the organization or apply to become employees.

Guiding Principles

How do they work?

GONG's Guiding Principles:

- GONG is nonpartisan

- GONG will not take money from partisan entities

- GONG works for the public good and acts responsibly

- GONG is not driven by profit

- GONG is transparent and accountable

- GONG believes in active citizenship

- GONG is results oriented

- GONG is committed to democracy, operationally and programmatically

- GONG is committed to continuous organizational development and

learning

- GONG respects the Rule of Law

- GONG believes in consistency in reporting, messaging, and program implementa-tion
- GONG believes organizations, citizens and the government of Croatia must take responsibility for their actions

Reflection

Where are Guiding Principles applied?

- GONG's by-laws

- GONG's statutes

- Croatian law

Questions for Reflection

1. What is the purpose of guiding principles?
2. What are your organization's guiding principles?
3. Are they written down?
4. How do they affect your organization?

Mission and Vision

What do they mean?

A **mission** statement explains why the organization exists. It describes the organization's purpose, and it concisely articulates the business of the organization and the goals it hopes to achieve. The mission should be derived from an identified specific need. It serves as a point of reference that an organization can refer to over and over again. It does not change all the time; instead, it remains constant and acts as a beacon for an organization. At the same time, a mission statement should be reviewed every few years to ensure it is still relative.

A **vision** is a description of what will be different if the organization succeeds in its work. It helps supporters, stakeholders and others understand the type of changes the organization intends to bring about. It can also be a description of how the organization will go about affecting change. For example, the organization might envision a nation-wide network of domestic election monitors as well as a legitimate and credible election process.

The activities an organization undertakes should all have the underlying purpose of working toward accomplishing the mission, which becomes the rallying point for employees, volunteers and other supporters. Taken together, a mission statement and a vision keep an organization focused and create agreed upon expectations. These guide the organization in its decision on when to act and on what actions to take.

> "Nonprofit Organizations are essential elements of vital communities. These organizations enrich the quality of life, epitomize the highest societal values, and strengthen democracy. Volunteers, board members, and employees of nonprofits become involved because of their organization's public benefit mission."

How do they work?

GONG came into existence in response to the Croatian political situation that existed in the 1990s. Elections were not free and fair and a semi-authoritarian president was in power. People did not have confidence in the election process and its results, which, along with political institutions, were viewed as weak. The institutions were closed and isolated, resulting in little communication between the people and government. Because of the democratic deficit that existed, GONG organized a mission to fulfill the strengthening of Croatia's emerging democracy.

Organizations advance their mission by strategically conducting projects. GONG implements numerous projects in pursuit of its mission. Since 1998, GONG has grown and taken on new programs, although the underlying mission statement remains unchanged. Every project that GONG undertakes helps the organization realize its vision. The staff continuously work to create the community as described in its vision.

Mission and Vision

GONG's Mission:

GONG is a nonpartisan citizens' organization founded in 1997 to encourage citizens to take active participation in political processes. GONG conducts nonpartisan monitoring of election process, educates citizens about their rights and duties, encourages mutual communication between citizens and their elected representatives, promotes transparency of work within public services, manages public advocacy campaigns, and encourages and helps citizens in self-organizing initiatives.

GONG's Vision:

- Croatia will be a transparent society.
- The Croatian Government will be responsive to citizens' needs.
- Croatian elections will be free, fair and transparent.
- Croatian citizens will be active and communicate with public officials.
- There will be a high level of participation in the political process by Croatian citizens.
- Croatian citizens will know their rights and responsibilities.

How do they work?

Examples of when GONG's Mission Statement is Considered

When reviewing funding opportunities, GONG's staff members ask whether the funding will help the organization accomplish its mission. If not, GONG is willing to forgo the financial support.

When writing project proposals, it asks if the activities will bring the organization closer to achieving its mission. Not only do the end results need to be consistent with and advance the mission, but the activities must as well.

When planning activities, the staff questions whether the project is non-partisan. By being nonpartisan, it will be seen as trying to promote change for the entire country not just one select group. Once the reputation of being non-partisan is ruined, it is difficult to regain that reputation.

When GONG is evaluating and assessing its programs, it examines if the programs have indeed advanced the mission. There are times when programs themselves might be well implemented, but actual results and their impact are limited or non-existent. Spending money and working hard does not necessarily advance the mission. It still needs to be the right program, at the right time, with the right objectives. In other words, GONG needs to be strategic.

Mission and Vision

Be true to your mission. Develop a concise mission statement that defines the purpose of your organization and select projects that correspond to it. Assess a project's goals to ensure they are in line with your mission. Do not accept donor funds blindly; be true to your mission**!**

Examples of when GONG's Mission Statement is Considered

When orienting staff; GONG ensures that its staff are familiar with the mission and the vision of the organization and know when to look to the mission statement and vision for guidance.

When marketing its programs; The staff creating messages and marketing materials for programs ensure that what they are conveying to the public is in agreement and promotes the mission statement and vision of GONG.

Fine tune programs based on your mission. Understand the needs of those your organization serves and design programs to fit your organizational philosophy.

Places where GONG's mission statement and vision are expressed or reflected

- Pamphlets
- Reports
- Manuals
- TV clips
- Survey results
- Statutes and regulating documents
- Web-site
- Past strategy papers
- Press clippings
- Reports written by others that reference GONG, including the Organizations for Security and Cooperation in Europe (OSCE), and the National Democratic Institute for International Affairs (NDI).

Mission and Vision

Reflection

Reasons to Forgo Funding

- The project is not critical to the organization's mission.
- The organization's integrity will be in question
- The organization does not have the current capacity to implement the project
- It will be hard to sustain the project, once stakeholder expectations are created

Questions for Reflection

1. Does your organization have a mission statement?
2. How did the mission come about?
3. What does your organization hope to change or accomplish?
4. Can all the members of the organization express the mission?
5. How well do the staff understand the mission and vision and how is it transferred to them?
6. When was the last time your organization reviewed its mission statement?
7. Are there examples of when your organization would turn down funding?

Overview of GONG's Programs

<u>Organizations advance their mission by strategically implementing projects. GONG implements numerous projects in pursuit of its mission.</u>

GONG encourages, organizes, and educates Croatian citizens to monitor elections as domestic, non-partisan observers in order to prevent and/or reveal election laws and regulations malpractice. It reports to the public and builds citizens' trust and confidence in election process. As a result, more than 13,500 Croatian citizens have monitored and contributed to transparent, free and fair elections in the country.

Civic Education Programs

Before an election, GONG routinely implements civic education campaigns on the electoral process, on voting rights and on the importance of the specific election that is being held. This is done in order to promote and encourage educated active citizenship and participation in the political process on the part of the Croatian citizen. To accomplish this, GONG regularly produces video and audio clips, handbooks, newsletters, posters, flyers and brochures and provides legal help and election expertise for citizens, candidates and institutions. An example of a civic education campaign was during 2002/3 when GONG organized five public discussions gathering leading legal and political experts to discuss election legislation, i.e., election law, law on political parties, the State Election Commission as a permanent body, election campaign financing and voters' lists, that were most important for Croatia's electoral legal framework.

"I Vote for the First Time" Project

As part of its mission to encourage more active citizen participation, GONG developed the "I Vote for the First Time" project. The project was designed to target and educate high school students on civics before they even reached voting age. The main activity of this country-wide project is to hold interactive, in-school workshops for high school students in the their final year on the topics of democracy, the political system, the right to vote, the election law and the election process. The workshops are one hour in length, held during regular school hours, and are facilitated by trained professionals in the students class room. The concept for the program was originally conceived during the campaign in 1999. A couple of regional offices noticed there was very little and poor civic and election education for high school students

Parliament Program

After the parliamentary elections of 2000, GONG began a Parliament Program to build a link between Croatian citizens with their parliament and elected officials. In cooperation with the parliament, GONG organizes educational tours and meetings with members of parliament (MPs) each Monday and Thursday for citizens. The main goals of this program are: increasing citizen's confidence in democratic institutions and elected representatives by informing citizens about their activities; encouraging responsiveness and communication between citizens and their elected representatives; and promoting transparency within public institutions. Since the beginning of this project 10,500 citizens and high school students have visited the Parliament.

Citizens' Hour

"Citizens' Hour" is another GONG program that connects citizens with their elected representatives on both the local and national levels by promoting and encouraging communication in a town hall forum. This format provides the opportunity for citizens to

have one-to-one discussions with their elected representatives on the issues that they are concerned about. By bridging the gap between citizens and elected officials, civic education progresses and improves. Since autumn 2000, GONG has organized approximately 450 Citizens' Hours throughout Croatia.

Parliamentary Internship Program

The "Parliamentary Internship Program" was designed by GONG to connect the youth to the Croatian political process and government. It introduces student volunteers and young professionals into state institutions. They work side by side with government officials and employees. By participating in this program, student volunteers and young professionals gain first-hand knowledge and experience of the legislative system.

The Sustainable Return of Refugees and Displaced Persons -
Civil Society Project

In November 2002, CARE International, GONG and ZaMirNet started a joint, year-long project: "The Sustainable Return of Refugees and Displaced Persons Civil Society Project," which is part of the European Union CARDS 2001 national program. This program aims to support the rehabilitation of the social structure and the strengthening of democratic standards. As an integral part of this project, GONG conducted a more intensive version of its "Open Parliament", "Citizens' Hour" and "I Vote for the First Time" programs in the towns and municipalities where the project was being implemented. In so doing, connections between citizens (particularly returning refugees and displaced persons) and the Croatian government were strengthened and active citizen participation is encouraged.

Other Programs

 GONG has participated in numerous international conferences, workshops and seminars related to elections, democracy, human rights, youth and the European Union. Additionally, it has hosted many international, governmental and non-governmental delegations visiting Croatia.

GONG was one of the founders of the European Network of Election Monitoring Organizations (ENEMO) and was the organizer of the Network's Constitutional Assembly in Opatija, Croatia, in 2001. It has trained and consulted many organizations from Albania, Belarus, Bosnia and Herzegovina, Kosovo, Macedonia, Serbia and Montenegro, Ukraine, Russia and Central Asian countries. GONG regularly provides training, consultations, study visits and experience sharing with the local and international community.

More Examples of when GONG Considers its Mission Statement

- After the Ministry of Finance decided to repeal the regulation on VAT exemption for NGOs in Croatia, GONG and a few other NGOs initiated an action to inform the public about the decision and to try to reverse it. During a meeting with the finance minister, he offered a bribe to the NGOs present at the meeting. All of the NGO representatives present rejected it. This outraged the minister and just a day after, inspectors arrived at GONG to examine the organization's financial records. This hindered the implementation of projects, but the damage would have been greater and irreversible if GONG accepted the minister's bribe.

- While giving a speech on the floor of parliament, a male MP said "women are only good for bed." in reference to a female MP. GONG sent a letter to the male MP and issued a press statement to the media condemning him for his comments. Keeping in mind the organization's mission and values, GONG staff felt that the comment necessitated a response.

- Before making a decision, GONG staff discusses when to comment on the government, Parliament and the actions of parliamentarians. During a session of parliament, GONG members were observing the proceedings in the citizens' gallery wearing bright orange shirts with message printed on it and were told by parliament security that the parliament speaker said if they did not change shirts they would have to leave the parliament. After much discussion, the staff members decided to protest — despite possible negative repercussions— because there are no regulations on what kind of clothes one can wear and the decision of the parliament speaker was arbitrary and if they didn't, they would impede GONG's mission.

How do you Know an Organization is Successful

What does it mean?

In the NGO sector, success is sometimes hard to quantify as there are no bottom-line numbers, such as profit margins, productivity numbers, or an increase in the stock price. However, it is possible to determine whether an NGO has been successful by assessing the progress of its projects/programs and the efficient use of its resources.

Success can be defined in two ways: achievement of desired results and progress toward achieving the mission; and organizational sustainability. For each, an organization should identify indicators that provide the evidence that a program is progressing as planned (or that adjustments are being made to address any problems) and that the organization as a whole is functioning in a healthy way.

Indicators of GONG's Success:

- Legislation is passed

- Schools and faculties request more workshops

- Web-site activity increases

- Number of volunteers increases

- Anticipated results are achieved

- Funding levels increase

- Other organizations request GONG's services and advice

- Other organizations replicate GONG's programs

So how do organizations know they are successful? How is it measured? On a regular basis GONG staff can measure its success by assessing the status of their projects to see if they are achieving their anticipated results. Results can be seen in staff e-mails, weekly meetings, monthly reports, the annual report, and press clippings. An increase in web-site hits demonstrates success. Increased membership signifies the community sees value in the programs being implemented and GONG has a positive image in the community – people want to be a part of well-recognized and respected groups. When people use GONG as a reference — either in a report, discussing the organizations activities — it shows that the organization is becoming a recognized leader in the community, meaning their activities are creating positive change.

Communities see the value in "Citizen Hours" and some of them continue holding them after GONG's initial meeting. This action — project continuation — is what GONG wants as it proves the value of the project and that the community has embraced it. It also shows that the elected officials find value in meeting with their constituents to discuss community

How do you Know an Organization is Successful

How does it work?

problems and finding solutions. The same holds true when schools request more "I Vote for the First Time" workshops. An increase in funding from donors and the community shows success as donors are not likely to fund organizations that do poor jobs of implementing projects.

The information above illustrates programmatic success, but it does not measure or demonstrate impact, which is the most critical aspect in the long term. Have the programs made a difference in society? If so, how?

GONG's activities are viewed as tools to achieve its mission statement and vision. The organization is not satisfied solely having a Citizens' Hour, but, as a direct result, for example, the electricity is turned on a night after the event. Generally, regional offices stay in touch with local communities after Citizens' Hours and monitor any changes in the community. Citizens also call GONG to inform the organization about results of the program (as was the case with electricity turned on in one municipality). By measuring success and critically reviewing their work, GONG is able to improve its programs and deliver the highest level of work to the community.

Examples of GONG's Impact:

- The internship program in parliament set a precedent of open government which was not there before. The government was previously very closed and non-transparent, now it allows citizens to visit sessions.
- There has been a measurable improvement in quality of elections. As a result of GONG monitoring national and local elections, the election process is now fair with less fraud.
- Five years ago, GONG was not allowed to attend any parliamentary sessions and were looked upon as the "opposition" because members of government were weary of NGOs. In 2003 GONG received the Golden Coat of Arms award from the Croatian Parliament for its achievements in strengthening democracy. GONG implements multiple programs with parliament and MPs, basically, GONG has opened parliament to citizens.
- In 1999 GONG could not even talk to the Ministry of Education or enter high schools. Now GONG's "I Vote for the First Time" program is recommended by the Ministry.
- Citizens' hours are regularized and are now requested by Croatian citizens. There has been increased participation from citizens and government officials as well, communication culture has improved. This is resulting in better dialogue between the government and citizens.
- After GONG implemented its parliamentary program for a few years, MPs started to meet with citizens in their electoral units on their own.

How do you Know an Organization is Successful

Reflection

Questions for Reflection

1. How does your organization measure success?
2. What methods of evaluating projects and activities does your   organization have?
3. Has your organization created a set of indicators for determining the relative success/ failure of projects or activities?
4. How does your organization collect and utilize constructive criticism from the outside? Inside?
5. What impact have your efforts to date had in achieving your objectives?

Employ simple evaluation methods. Evaluation methods should be cost-effective, user-friendly, and adaptable to meet the organization's needs and idiosyncrasies.

Statutes and Other Regulating Documents

What do they mean?

Statutes and regulating documents describe procedures and structures that regulate an organization's functioning. They are how the organizations functions and is run both internally and its external relations.

Most countries legally require NGOs to have by-laws, articles of incorporation, or statutes. These documents must include such information as the organization's name, the founder(s) name, organizational structure, responsibilities of the board, purpose of the organization, and the address of the main office. Some NGOs take the statutes further and outline the daily functioning of the organization, including hiring/firing procedures and operating hours.

In practical terms, the regulating documents have many uses. They help resolve management issues that may arise, because they explain how decisions get made, address and clarify who is responsible for what and to whom, as well as provide a platform for redress. Organizations run smoother and are more efficient, and effective because the statutes clarify roles and responsibilities for employees, members, and volunteers. When applied, statutes can prevent chaos by reducing uncertainty. They are a fundamental characteristic of a well-run organization.

Every organization needs structure. Structure is defined as the way in which NGO is organized to best achieve its mission, including it's hierarchy, division of labor, relationships and responsibilities. Without formal structure, there is confusion about who does what and how decisions get made and implemented, and day-to-day operations can be more challenging. Furthermore, it is more likely program implementation will be impeded and organizational growth hindered. As an organization grows or changes, its structure should reflect that change.

An organization's structure is born out of its mission and vision. First an organization must determine what it wants to accomplish and then identify the appropriate structure to enable it to achieve its mission. If you wanted to win a speed contest, you would not drive a bull-dozer; you would choose a race car and, on the other hand, if you want to move a mountain, you would choose the bull-dozer. This is the same with organizational structure; it should be based on the needs of the organization. Keeping it simple and understandable is also important.

GONG's regulating documents are rather extensive. The statutes include the organization's mission statement, activities, publicity guidelines, membership provisions, organization's bodies, job descriptions, election procedure during the General Assembly, and catalog and outlines regulations regarding the organization's property. GONG has a document with the adopted working rules and procedures for employment requirements; salaries, working hours, days off, and provisions if there are violations of these rules. Another document outlines the rules and procedures in regional offices, such as employees' duties, working hours, reporting, communication, financial regulations, volunteers, and media relations. The organization has procedures for determining salaries and each staff position has its own job description. These regulations have evolved and grown over time. GONG has added addendums.

Statutes and Other Regulating Documents

GONG's Regulating Documents Include:

- **Statutes**: outlines the organizational structure and contains rules on governance and hiring and firing of employees.
- **Rules and Procedures for Work**: describes working conditions, how and when staff report, and methods of communication.
- **Rules and Procedures for the Regional Offices**: outlines the methods and means for communication and the relationship between the regional offices and the central office.
- **Guidelines for Salaries**: defines the pay structure and scale based on experience and job descriptions.
- **Guidelines for Fundraising**: sets forth the system GONG uses to research, catalogue, approach, and maintain donors.
- **Job Descriptions**: descriptions which outlines responsibilities and duties.

During the first half of 1999, an organizational crisis emerged within GONG in terms of its future direction. Members of the organization wanted new leaders and an organization based on solid democratic values. The only way to do this was to follow the protocols in the statutes and replace the leaders democratically. Without set and democratic statute, GONG, as an organization, may not be as non-partisan and transparent as it is today.

Reflection

Questions for Reflection

1. Does your organization have statues? If so, how are they used?
2. What other regulatory documents does your organization have?
3. Are there regulatory documents that your organization needs?
4. Do your organization's members and employees abide by its statues?

Ethics and Accountability

Ethics: What does it mean?

Ethics are the principles of conduct governing any individual or organization. By upholding basic ethics; such as equality in the workplace, equal pay for equal work, and access for all to career advancements, NGOs will show their community that ethics are important and that they should to be employed. By having and following personnel policies that ensure these principles, organizations can guarantee these ethics are put into practice. Donors as well as the public will look favorably upon organizations that are ethical, avoid conflicts of interest, are nonpartisan and create an atmosphere that promotes idea sharing, trust, and openness.

Avoid conflicts of interest and abuse of power. Continually update and improve financial, personnel, and organization policies; develop appropriate checks and balances; and develop and enforce a conflict-of-interest policy for board, staff, and volunteers.

Using restricted moneys for unintended purposes. Stand true to your promises by allocating funds according to donor desires; also, spend no more than 25% of total revenue on fundraising and administration.

GONG does not ask employment candidates about their ethnicity, religious preferences, marital status, or any other personal characteristics. In an effort to promote good ethics in hiring, in the work environment, and in general, Croatia has national laws prohibiting discrimination and slander.

Examples of Ethical Practices

- GONG discloses conflicts of interest.
- GONG utilizes Competitive hiring processes.
- GONG's expenditures are consistent with its budget.
- Non-discriminatory program implementation
- GONG is nonpartisan
- GONG fully discloses all finances to its donors. This promotes trust and openness. If funds remain, GONG informs the donor to determine the best course of action, i.e., to return the funds or to reprogram funds to conduct additional activities.

The quickest way to lose the trust of stakeholders is to disregard their input.
The quickest way to lose the trust of a donor is to mismanage funds.

Ethics and Accountability

Accountability: What does it mean?

Accountability
Accountability is the acceptance of responsibility for any action your organization takes. There are several practical reasons why an organization should want to take account for its actions. For one, the level of trust that citizens, donors, and others have in an organization is a major determinant of sustainability. When an organization demonstrates its ability to use donor's funds responsibly and reports on its activities regularly, it demonstrates its ability to be accountable to the public. By continuing to be accountable and behaving ethically and in a manner consistent with its guiding principles, an organization gains the trust of the public (citizens, donors and others), and these factors can contribute to its sustainability.

This is especially important for organizations working to promote democracy. Such organizations should be models of good "democratic" behavior in order to avoid criticisms of corruption, representativeness, responsiveness and openness (the same criticisms that can be leveled against many undemocratic governments).

Organizations are ultimately responsible to the constituent and should be accountable to the community and their stakeholders in order to gain trust and to continue funding. A primary role of NGOs is to improve society – in some aspect – and without trust from the community, this will not happen. By being transparent, treating all individuals equally, and being ethical, organizations will build this trust

Regularly publish reports on your organization's performance. Providing regular updates on activities and outcomes is important both in terms of being accountable to your current funders and in terms of attracting new funders.

Building trust within the local, national, and international communities is extremely important for NGOs. Trust generates partnerships, funding, positive media, and more volunteers. In all parts of the world, civil society needs to build this trust and credibility. Measures need to be taken to ensure that organizations are transparent, ethical, and accountable. When followed, these principles enhance an organization's legitimacy and credibility, which in turn lead to a greater degree of trust on the part of constituent groups.

Transparency is an important and critical factor with donors and not just during fundraising, but all the time. Donors need to know where their money is going and what it has been spent on and by reporting on activities and being transparent, organizations are showing the donors how there money is being used. Accountability starts with GONG's Advisory and Managing Boards. Both consist of five individuals who are voted in by the General Assembly.

Ethics and Accountability

Accountability What does it mean?

The Advisory Board has a supervisory role and meets with GONG staff once every two months. Advisory Board members do not receive financial compensation.

The Managing Board is composed of five full-time employees…The Managing Board leads and directs the organization. Staying non-partisan is very important to GONG leadership, staff, and members. Therefore, members of Advisory and Managing Board cannot be members of a political party, and neither can election monitors. Legally, in Croatia, all financial accounts need to be up to date. This State-imposed accountability can work to the advantage of NGOs by forcing them to properly manage and maintain accounts in an observable way. GONG's accounting department employs two types of software to stay up to date. They use Quicken for their daily needs and another program embedded in apli@ GONG application, which was created by GONG's IT officer. There is a monthly budget for each GONG regional office. When there is a want or need for more money or resources, the office coordinator is required to send financial reports or receipts showing a need for the request. This creates a system of checks and balances to ensure money is being spent properly. This also ensures proper reporting. There is recognition that regional offices need to be equal in funding, though, at times there will be differences based on activities being implemented at a specific time.

GONG's decision making protocols are in place to ensure transparency and accountability. Accountability, however, goes beyond finances. The organization ensures accountability through program reporting and staff meetings

Avoid conflicts of interest and abuse of power. Continually update and improve financial, personnel, and organization policies; develop appropriate checks and balances; and develop and enforce a conflict-of-interest policy for board, staff, and volunteers.

Ethics and Accountability

Reflection

Questions for Reflection

1. How does your organization view accountability and ethics?
2. How is your organization accountable? If so, to whom?
3. How do others (donors, beneficiaries, other NGO's, etc.) perceive your organization?
1. Does your organization take the time to meet with members and citizens to hear their opinions and ideas?
1. What actions does your organization take to ensure transparency?
1. Does your organization disclose all financial information to donors?
1. Does your organization produce monthly, quarterly, and/or annual reports? Why or why not?
1. If reports are required by the donor, are they submitted in a timely manner?
1. Does your organization have a system for financially monitoring program expenses?

Some Examples of how GONG Practices Accountability

- GONG listens to its volunteers and members, as well as citizens
- Donors expect that the organization will carry out the activities prescribed in the proposals it submits. It if didn't carry them out, the donors would lose trust and faith
- It makes sure program activities and the budget match up
- It send reports on time. This portrays an image of responsibility, good management, organizational structure, and respect.
- It has a financial director, impartial accountant, and has audits performed by foundations and state institutions
- It follow international guidelines on implementing projects
- It has an extensive system for tracking employee hours
- It has an extensive reporting process

Human Resource Development and Human Resource Management

Human Resource Development: What does it mean?

The most important resource an NGO has is its staff and volunteers. Without human resources, it is not possible for an NGO to achieve its mission. Human resources — in other words, people — are the backbone of an organization. Individuals who work in NGOs do so because they are attracted to the mission of the organization. They do it for the passion because non-profit work is usually not very glamorous and for many, it is a job with long hours and low pay. Organizations may have difficulty recruiting the right individual for the job at the salary level or struggle to retain the best performing employees. Human resource development is the process of staffing organizations, retaining employees, and creating a positive work environment, which includes having in place policies and procedures, reporting protocols, accountability mechanisms, teamwork, delegation, motivation, and recognition. These are critical responsibilities that help foster a healthy work environment.

Increasingly, two distinct aspects of Human Resources are merging: job descriptions and performance evaluations. Job descriptions are used to attract new employees, but they are also used by management as a tool to evaluate employees' performance. Performance evaluations are a function of human resource development, but by evaluating a staff member's job performance and comparing it with the job description, managers are able to gauge how effective the employee is, where the employing is excelling, and where the employee may need to better develop their skills.

Understand that people are an organization's most valuable resource. The people who comprise an organization determine the manner in which a management system operates; the development, utilization, and retention of creative and innovative employees will determine the survival of an organization.

Organizations have different methods of handling human resource responsibilities. Some have a human resources department; in others the responsibility falls under the office manager; and in other organizations it may fall under the president, director, or another staff member.

Components of Human Resource Development:

- Hiring, retaining, and firing employees
- Job descriptions
- Employee salaries and benefits
- Professional development
- Performance review
- Personnel policies
- Orientation
- Volunteer recruitment

Human Resource Development and Human Resource Management

Human Resource Development: How does it work?

Elect board members because of both their needed skills and their interest in the organization, making sure that each board member is committed to the mission of the organization.

Ensure job descriptions are clear. Employees may be motivated and have the ability to perform well, but without clear expectations they will not know where to focus their efforts. Without detailed job descriptions and performance standards for staff, a

Hiring Employees

Locating new and talented employees is important to any organization and significant to its health, stability and sustainability. Every organization needs to have a strategy to ensure the best possible candidates are recruited. GONG's leadership prefers to promote from within, when possible. People are moved from regional offices and programs to the headquarter office in Zagreb. At the same time, GONG wants the most talented candidates and will conduct full-fledged recruiting processes.

To ensure the fairness and impartiality and to protect the integrity of the hiring process, GONG has established an internal employment commission for hiring and firing.

Considerations of Employee Compensation:

- Overtime and compensation time
- Salary ranges
- Positioning pay within a salary range
- Maintaining competitive salary information
- Reclassifying positions
- Salary review policy
- Promotional increases
- Withholding salary increase due to performance
- Withholding salary increase due to leave of absence

  -Management Assistance Program for Non-profits

Human Resource Development and Human Resource Management

Human Resource Development: How does it work?

Involve staff in decision making and implementation. In high-involvement organizations, employees must assume responsibility, authority, and accountability for understanding and ensuring the successful production of a whole aspect of work; the more employees involved in designing and controlling their work functions, the more productively and efficiently the organization will operate."

The employment commission is composed of one member of the Advisory board, one member of the Managing board, and one member of the head office staff. However, when new employees are interviewed for regional office assistant positions, a regional office coordinator sits on the commission instead of an advisory board member since the coordinator works directly with the regional office assistant. Upon public announcement of a job vacancy, the commission organizes interviews (there is a standardized process for hiring that includes a test on the area in which the person will be working and interviews) for those candidates who meet the necessary requirements. When hiring, the commission must make a unanimous decision.

Incentives

Retention of current employees and incentives for them to stay is extremely important to GONG. Too often NGO leaders have the attitude that the nature of the work and the gratification employees receive is enough incentive for the employee to stay with the organization. GONG, on the other hand, recognizes that employees need to be recognized for their efforts and rewarded in different ways. One type of reward is in the form of acknowledgement from the leadership that a staff member is doing a good job. GONG also provides other tangible incentives. There are differences in salaries according to years of service with the organization, experience, promotions, education etc. Every two years there is an increase in the number of personal days employees accrue.

Celebrate team successes. Acknowledge successes achieved by individuals and teams, especially as they overcome increasing barriers and pressures due to shrinking budgets and staff. Recognition or celebrations will provide a positive focus, boosting morale and shows that you value their contributions.

Human Resource Development and Human Resource Management

Human Resource Development: How does it work?

GONG's Personnel Policy Outlines the Following:

- Work hours
- Working days
- Sick days
- Vacation days
- Continuing Education policy

Job Creation and Descriptions

GONG's managing board creates the job descriptions. Periodically, individuals from various teams within the organization and with different levels of experience will meet to evaluate the staffing needs of GONG. This group will determine if new staff is needed and/or if the current staff structure should be re-organized. New jobs are also created when the organization wins new grants. If a new staff member is needed, the necessary job description will be created. The approach of assessing staff needs and developing job descriptions via committee grew out of awareness that individuals with different levels of experience and roles and responsibilities have different position in the organization based on the team they work on (i.e. programmatic, administrative, and ICT.) Every employee must go through a two-month probation period.

Salary Scale

Before 1999, GONG did not have an established salary scale. Under a new structure, a scale was developed salaries and raises are based on experience, skills, knowledge, level of responsibility, performance and location (regional or headquarters).

Benefits

According to the Croatian labor law, employees have the right to vacation time and sick and maternity leave. Croatia, like many other countries, has universal health coverage and pension insurance, therefore GONG does not have to provide this benefits to its employees. GONG is compliant with Croatian law, and, as stated earlier in this section, goes above and beyond these requirements.

Orientation

GONG takes orientation of new employees seriously. Orientation is necessary so that new employees understand expectations and the mission and values of GONG. GONG has two different methods of orientation that follow set agendas.

First, new employees of the organization shadow other employees. This allows the new hires to see first hand the daily operations, to understand what is expected of them, and what pitfalls they may face, how to react. Second, new hires in the regional offices and regional assistants that are promoted to regional coordinators take part in a "mini-exchange" program with the headquarters or another regional office, in which they spend a set amount of time learning GONG's procedures and becoming familiar with fellow team members.

Human Resource Development and Human Resource Management

Human Resource Development: How does it work?

Professional Development

GONG promotes professional development opportunities and ways that employees can increase their skills and knowledge in two different ways: internal and external seminars. First, headquarters staff design agendas and seminars for an audience, which is usually composed of staff members who aren't familiar with the project, ideas, and concept. This approach is also used as an orientation for new employees and trainers. Second, GONG employees have the opportunity to attend external seminars in their given area of work to build up skills and knowledge and to network with other professionals. There is also an open exchange of information and opportunities among staff members. Staff members continuously share ideas, approaches, and inform each other of new education and training opportunities.

Volunteer Recruitment

Gong's approach to volunteer recruitment is systematic and taken seriously. GONG staff created two documents addressing volunteer recruitment — "How to Manage Volunteers" and the "Volunteers' 'Bible'" — which points out the importance of volunteers in GONG's work and the way they should be treated.

Expand your list of potential volunteers to include more than your friends and current volunteers. Creating a diverse group that represents all segments of your membership is the first step in recruiting volunteer leaders and officers. For example, collect potential volunteers from interest surveys, project reports, and ask staff and board for recommendations.

Determine what knowledge, skills and tools the volunteer must already have and what training you will provide. Think about the needs of your project before hand, and if a volunteer lacks certain skills, be ready to provide the needed training.

Do not wait for members to volunteer — ask them. Recruit the best people for the job and do not wait for someone to offer — ASK!

Human Resource Development and Human Resource Management

Reflection

Lessons learned:

- More than one person is needed to do the firing because there are different sides to the story and different views people have depending on the situation. This way, fear from having an arbitrary decision is decreased.
- Seminars on are good mechanisms to educate staff and volunteers on programs and to orient them on the way the mission is taken into consideration when implementing programs, as well as to ensure team building.
- GONG should develop more specific performance evaluations as they are almost non-existent now.

Recognize the importance of job enrichment. Work designed to include a variety tasks, work with a beginning and identifiable end, work of significance, and work involving autonomy and feedback results in higher motivation, effectiveness, and productivity of staff.

Know who the organization's stakeholders are and what roles they play in the organization. Know your stakeholders, their interest in the organization, and the responsibilities that the organization has in fulfilling their needs. These needs should always be consistent with the mission of the organization.

Human Resource Management: What does it mean?

Staff and volunteers are the most valuable resources an organization has. However, even if an organization has the best personnel and volunteers, if they are not properly managed, the organization will not be able to function at its highest level. Human resource management refers to how employees and volunteers are supervised, communicate with each other and organizational leadership, and report.

Once again, there are aspects of Human Resources that encompass both development and management. Job descriptions are one. Salaries and incentives are another. Organizations want to have salaries and incentives that attract good candidates, but they are also used by managers to promote good work.

Human Resource Development and Human Resource Management

Human Resource Management: What does it mean?

Remember internal communications. While communicating with the public is important, do not forget to continuously improve internal communication. Having information and open staff communication is key to an organization's overall effectiveness.

Give program managers authority to manage their teams. When managers have the authority to manage their resources and staff within the guidelines set by the organization, they will accept the responsibility readily. To charge them with the responsibility without giving them any authority to obtain results will frustrate your managers and cause a decrease in overall morale and productivity.

GONG's national Headquarters is located in Zagreb and there are four regional offices, each covering three to eight counties. The staff in the headquarters is the president, a legal advisor, an IT manager, an administrative director, a director of finance, an office manager, and three program officers. The regional offices consist of one regional coordinator and one regional assistant. Apart from full-time employees, GONG's leadership works in cooperation with external trainers and expert groups on various projects.

Governance
The organization has an Advisory board whose members are voted in for a two-year. The Advisory board comprises five members – elected by the Assembly – who can not be GONG employees or receive any form of compensation from GONG. They advise and supervise the Managing board and the organization's work, as well as oversees the implementation of the Assembly's decisions. The Managing board comprises three-to-five members who are voted in for one-year terms. They manage the entire organization, adopt the plan of activities, and report to the assembly and advisory board. The elections for both of these boards take place at the General Assembly meeting held annually for all employees and members of GONG.

Effective human resources management is not just about finding and keeping people. It's about finding, keeping, and managing people in ways that will help the organization meet its goals.

Human Resource Development and Human Resource Management

Human Resource Management: How does it work?

Membership
GONG members come from throughout Croatia and are individuals who previously served as volunteers and worked 100 hours or observed elections and worked 50 hours.
They become members by paying a nominal annual membership fee. The organization has more than 5,000 volunteers throughout the country who assist with project implementation, office work, election monitoring, etc. and contribute over 91,500 hours. Volunteers receive membership cards and have voting rights at the General Assembly.

Volunteers
Volunteers are extremely important to ensure GONG's functioning as an organization. It's staff would not be able to carry out many of its projects if it was not for volunteers. Recognizing this, GONG leadership has set up a structured system for their coordination. Staff in regional offices is mainly responsible for recruitment, defining roles and responsibilities
including job descriptions, managing, holding weekly meetings, and report on their activities. Observers are required to sign a code of conduct which includes, among many other issues, that they are not political party
members. This demonstrates GONG's professionalism to the volunteers and to the organization while ensuring the volunteers understand the nature of the work, guiding principles and what is expected from them.

> ### GONG's three types of volunteers:
>
> **Observers (3000-5000)** are active before, during, and immediately following an election and are mainly responsible for observing and monitoring an election. They have limited activities during other times.
>
> **More active volunteers (200-300)** as the name suggests, help throughout the year and on a more frequent basis assisting with project implementation or general office help.
>
> **Members (50-100)** - Individuals can only become members after volunteering for a set number of hours. Once they reach this level, they pay a modest due and receive voting rights, membership cards, and recognition.

As discussed in the section on ICT GONG has a vast system of monitoring volunteers. This system keeps track of volunteer hours, skills, experience, trainings attended, what programs the volunteer has participated in, and their level of commitment. GONG staff shows its appreciation to its members and volunteers in various ways. Every member receives a birthday card from GONG, after each election GONG staff sends
volunteer observers a thank you letter and throws a
party for staff and volunteers. There is also an open door policy in the regional offices where volunteers and members can visit the offices at anytime to get updates on projects and news about the organization, use the computers for research, or to just talk politics and feel like they are a part of the organization. These actions not only show appreciation to the volunteers, but they also give the volunteers a feeling of inclusion and ownership.

Human Resource Development and Human Resource Management

Human Resource Management: How does it work?

Communication

Every organization needs to have good communication systems and procedures. This leads to idea sharing, greater collaboration, a lessening of confusion, and increased cohesion within the organization. Internal communication takes various forms; it includes reporting, informal and formal meetings, e-mails, and list serves. GONG has a defined set of guidelines on communication.

Every Tuesday GONG has a weekly meeting in the headquarters office for its full-time headquarter employees. GONG uses a program matrix as its agenda The matrix lists program activities on the vertical left column and the days of the week across the top horizontal (See next page for example). Each program officer gives an oral report of the past week and plans the upcoming week. The staff then discuss the overall timetable of activities and staffing needs for the upcoming week.

Reporting
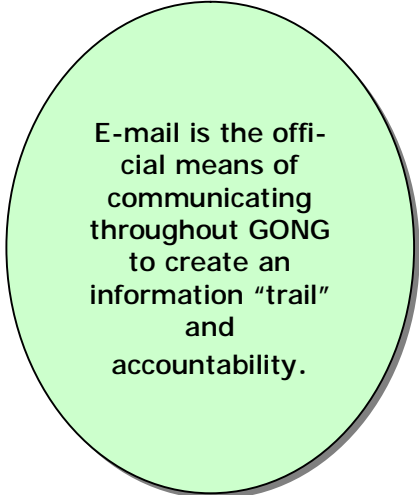
Reporting is an important tool for organizations. Reports are used for keeping track of programming and as a tool for management oversight. Programmatically, they are used to monitor the progress of programs. In terms of human resources management, reporting is a good means to monitor employee and volunteer performance.

At GONG, every employee writes a weekly report. These reports are standardized forms with customized, blank spaces to be completed, they are not long, and are mainly for internal use to monitor the progress of programs, to share information, and for quarterly and annual reports.

> E-mail is the official means of communicating throughout GONG to create an information "trail" and accountability.

They are detailed for each specific project, focusing on what the employee has done, where the project is, and what meetings they have attended (see addendum for examples).

Staff from the regional offices and headquarter send their reports to the HQ office manager who compiles all of the reports and distributes them to all staff members through an electronic mailing list. This creates a good exchange of ideas and experiences and allows each office to know what the other offices are doing. Another positive side affect is that it builds a sense of unity among all of the offices.

The reporting process allows employees to take a step back regularly and see what they have accomplished. It creates accountability and ensures that all information is processed. Employees use these reports as a way to reflect on lessons learned and, for some, it is a method of self-evaluation.

Human Resource Development and Human Resource Management

Human Resource Management: How does it work?

Each month, all programs submit programmatic reports, in English, to the administrative director via e-mail. The administrative director uses these reports to write the quarterly and annual reports. Per the requirements of GONG's grants, the quarterly reports are submitted to donors to provide them with an update on the projects.

GONG has developed and uses other methods, as well, to ensure good communication:

- After every meeting an employee attends, he/she sends a report or an e-mail to the rest of the organization with details of the meeting to keep everyone informed.
- GONG staff use established mailing lists internally and externally. Several lists are project specific.
- If a pertinent issue arises, there are ad-hoc staff meetings. An example of this would be when GONG leadership needed to decide how to react to the male MP who said that a female MP was good only for the bed. These meetings are a way to look at issues from a variety of viewpoints, develop a strategy, to exchange ideas, and to ensure a consistent message is being sent.
- Every few months there are meetings with regional offices
- Whenever necessary, there are informal meetings and parties.

Considerations When Making Decisions at Critical Times:

Who is involved in the process? Senior level management, program officers, the entire staff?

What information is needed to make the decision?

What is the time-frame for when has to decision to be made? Is it necessary to make the decision now or can it wait and if so, how long?

Human Resource Development and Human Resource Management

Human Resource Management: Reflection

Lessons learned:

- Over the years, it has become apparent to GONG's leadership that maintaining relations with volunteers is extremely important for its work. Volunteers are the muscles of the organization and without good relations with them, the organization can not exist.
- Volunteers are participating in democracy; they are working toward GONG's mission of citizen involvement, which is empowering.
- There needs to be a set, systemized salary review procedure and standards to ensure fairness.
- To recruit and to retain qualified staff, GONG must offer competitive salaries and review salaries periodically to ensure the are in line with other non-profit organizations.

Questions for Reflection

1. How are employee's duties and responsibilities determined?
2. What are the lines of communication within your organization?
3. How do staff members know if they are performing well?
4. Does your organization have job descriptions?
5. What is your organization's process for hiring new staff?
6. What is your organizations process for evaluating staff performance?
7. Are staffing needs regularly assessed? If so, by whom and how often?

Information and Communication (ICT) Systems

What does it mean?

As is the case with business and government, NGOs can benefit greatly from the appropriate use of information and communication technologies (ICTs). Even more than these other groups, NGOs are often drastically under resourced in the face of ambitious goals; it is in these circumstances that the multiplying power of technology is particularly useful. Technologies provide organizations with the ability to maximize resources, reach out to new audiences, and achieve results that were previously impossible.

The ability of technology to professionalize the work of an NGO often provides a number of spin-off benefits. More professional looking reports and presentations can lead to increased respect for the organization. In addition to providing information, a web-site may lead people to take the organization more seriously. Development of technical skills as one component of professional development may help to retain quality staff. In many circumstances, relatively simple applications of technology can introduce models of transparency, openness and responsiveness that serve as positive examples for the government actors and community leaders with which the organization interacts.

Common uses of technology in NGOs include databases to track member contact information and participation, e-mail and text messaging for internal communication, and web-sites to disseminate information to members, donors, the media, and the public. More advanced uses of technology include tracking systems to assist in budget and election monitoring exercises, targeting databases for "Get out the Vote" (GOTV) activities, and e-mail alerts and web-sites that provide citizens with timely information on legislative issues and mechanisms for contacting the relevant policymakers.

Introduction of technology alone is no guarantee of positive results. NGOs worldwide utilize technology in their work and the most successful often have taken a strategic approach to introducing new technologies. This approach ties the selection of appropriate technologies to organizational goals, addresses the needs that accompany modernizations such as staff skills training and organizational change, and makes provisions for the proper maintenance of hardware and software.

How does it work?

During the early years of GONG, most of the work was done on paper. The IT system evolved over time and grew out of the needs of the organization. The situation started to change in 1999 as the organization prepared for the 2000 Parliamentary elections. GONG began attracting young people with IT experience. Initially, each of the 13 regional offices was supplied with a computer, fax machine, telephone, and an e-mail address. Important documents, weekly reports, and announcements were distributed internally and externally using regular mail or fax machines. Each regional office kept on paper, records for volunteers. This made monitoring preparations somewhat difficult because many volunteers lived in different regions than where they were monitoring – students who studied in a different city than their home – and the different offices needed to share volunteer information. The offices relied on faxing, which was inefficient, slow, and expensive.

Information and Communication (ICT) Systems
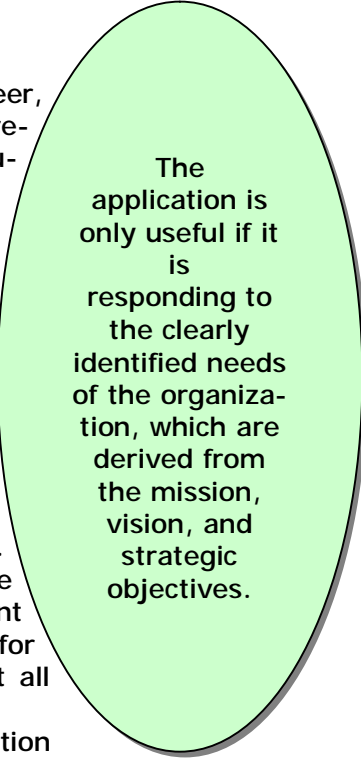
How does it work?

A break-through in GONG's organizational development happened in 2000 when it realized that it needed one person dedicated solely to maintaining its computers and equipment. GONG then hired an IT officer on a full-time basis. As mentioned earlier, the organization's leadership made a conscious effort to raise the IT capabilities of GONG. The organization's IT officer began the slow process of developing an ICT
system that would improve the efficiency and quality of staff member's daily work. This process also included educating staff members on the new technologies and changing the way their work was done.

Now, GONG staff has fully embraced technology and has created an organization-wide system that acts as a database for staff, volunteer, and trainer information; assists project managers; keeps financial records; corresponds with financial institutions; stores important documents; and handles many other applications.

After the presidential elections in 2000, there was an organizational need to have a more efficient way of tracking volunteer information. The organization's senior staff members had planning sessions to create an IT system and to decide what they wanted the system to do for them: track volunteer data; track training sessions and trainer data; maintain financial records; perform various accounting procedures; support program implementation; and keep track of employee hours. After these sessions, staff began to systematically plan, develop and implement an easy, efficient and transparent Information-Communication Technology (ICT) system. The organization began to build a local area network (LAN) in the headquarters and to develop its first applications for keeping relevant volunteer data. It also established its first agreed upon set of rules for internal communication. One of the most important rules was that all internal
official communication had to be done through e-mail, so all information sharing could be tracked, thereby establishing accountability. Further, all important information discussed in telephone conversations must be followed-up with an e-mail.

The application is only useful if it is responding to the clearly identified needs of the organization, which are derived from the mission, vision, and strategic objectives.

Now, approximately 90% of each employee's daily work is facilitated by using one of GONG's ICT systems. By applying various rules regarding workflow and different ICT systems in its daily work, GONG has become more transparent, easier to manage, unified and efficient.

Information and Communication (ICT) Systems

Reflection

The "apli @ GONG" ICT system helps to process and find data easily and makes GONG's work more transparent and less time consuming. The system has saved money and made the organization more cost efficient. Since 2000, GONG has invested considerable funds into its ICT system, but according to the organization's calculation, the money invested was likely in just one week during an election campaign or 6 months in daily work; the system created efficiency and allowed employees to focus on substantive work as opposed to tedious paper work as well as allowing for less-expensive modes of communication. With the user friendly design of the "apli @ GONG" system, users are abale to quickly learn it. If a person has basic PC skills, he/she will start using the application in less than five minutes. By using this system, employees have more time to do other tasks than finding paper in a pile or entering the same data numerous times on a different paper forms. GONG's formula for success is: efficient ICT + 50% more employees = 500% more organizational activities!

Questions for Reflection

1. What types of technology does your organization use?
2. Do members, employees, and volunteers have access to your organization's computers and internet, if it has them?
3. Does your organization utilize technology for keeping records, managing information, accounting, and publishing information?
4. Does your organization maintain databases?

Examples of the "Application" in Action

Volunteers and members management

Prior to implementation of the first application for managing volunteers and members, all information regarding these groups, such as contact information, trainings attended, hours donated, activities in which they participated, tended to be on paper. This was incredibly labor intensive and led to discrepancies and a backlog of information that needed to be recorded and aggregated.

In 2000, GONG developed its first electronic application for managing volunteer and member information. Copies of this application were installed in each regional office with the main database located in the headquarters. Data was synchronized once a week over the Internet. This method allowed volunteer data to be available in each regional office, as well as the headquarters. However, it had many disadvantages: the frequency of updates did not meet the needs for data accuracy; synchronization took a lot of time as a large amount

Examples of the "Application" in Action

of data was exchanged between the main server and the regional offices; and there was significant redundancy — the same data was transferred to and from each regional office, meaning that the same data was exchanged four times since there were four regional offices.

In 2002, GONG's headquarters secured a dedicated, leased line to connect to the Internet. This enabled GONG to start expanding its unique application over HTTP, which is accessible by authenticated users from anyplace an internet browser is accessible. This application is still in use under the name "apli @ GONG" and contains many different modules, including "Volunteers and Members." Data is secured by high-encryption protocol (SSL) which enables staff to transfer data safely. The application system is located on the main servers in the headquarters to ensure data integrity and general overall stability of the system. This model makes application data available in real-time anywhere in the world. This application architecture model also enables automatic data processing in the headquarters (sending birthday cards to members and reminders to pay membership fees).

<u>Application module for "I Vote for the First Time" project</u>

Because the "I Vote for the First Time" project has a short implementation period – two months out of a calendar year – and because it includes a lot of information management, GONG developed a distinct module for the "apli @ GONG" system that helps the project run more efficiently. During implementation, the module is used on a daily basis by a wide range of users. Four regional offices use the application for managing the schedule of the workshops, including information on the schools where the workshops will take place as well as information on the trainers. The project coordinator uses the application for monitoring activities and for making statistical reports on the activities. The accounting department uses the information to pay to the trainers' fees and travel expenses. This application module helps employees easily process data, report transparently, and work efficiently in much less time than before it existed.

<u>Sub-module of Finances – Work Contracts</u>

To meet Croatian legal regulations, GONG must to produce five different payment orders for every work contract. Each month the organization also has to produce three different reports for government agencies and ministries (e.g., pension and health insurance and a tax report for contracts). For this purpose, GONG developed a sub-module that automates these reports and processes payment orders for the bank. After entering the necessary information about the person involved in the contractual work and making a few clicks, the reports and orders are generated. Each calculation is done by the system, so human error is minimal. Preparation time is saved because the reports and payment orders are being automatically generated by the system instead of completing paper forms manually.

Technical aspects of the "Application"

The application system "apli @ GONG" was developed using the latest Microsoft technology. The database is on a MS SQL 2000 server. The user interface is situated on a web server running Microsoft IIS 6.0 and developed with .NET technology using MS Visual Basic. NET. The application utilizes a mail server. These servers are connected to the headquarters' LAN, called Core system, which is connected by a private leased line to the Internet. Regional offices use MS Internet Explorer to access and use "apli @ GONG" over standard ISDN dial-up to the Internet. Access to some modules is also possible with WAP-equipped mobile phones and other smart phone clients.

Modules currently included in "apli @ GONG" system:
- Status of ICT system
- Volunteers and members
- I vote/choose for the first time
- Incoming/outgoing memo registry
- Employees registry
- Envelope printing
- Finances
    - o Registration of incoming invoices
    - o Payment orders
    - o Membership
    - o Contracts
    - o Inventory list
- Internet usage statistics
- Manuals
- Administration
    - o User access level registry
    - o WEB site administration
    - o Log files of entire IT system

Access to different modules is based on user and group level clearance. For instance, employees of regional offices have been granted access only to certain modules ("Volunteers and members" and a part of the "I vote/choose for the first time" module). Access to participation modules is granted when a staff member or regional office needs them, but since not every individual uses all the modules, GONG restricts access in order to ensure data integrity and security.

Marketing: Messaging, Media, and Fundraising

Marketing: What does it mean?

Marketing refers to the systematic planning and implementation of various activities to promote the organization for the ultimate purpose of achieving its mission. Marketing is a process and it can involve advertising, research, media planning, public relations, and community involvement. How the public and donors view an NGO is extremely important for numerous reasons. First, people will not volunteer for an organization that has a poor image in the community. Second, people will not want to participate in workshops, training sessions, or events if the host organization is not respected. Third, donors are more likely to fund organizations that have dynamic marketing and public relations.

Some organizations spend a large amount of time considering how to market themselves and what message and image they want to relay.

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Steps NGOs Can Take to Market their Organizations:

1. Determine the desired outcome of the organization's marketing efforts.
2. Define target audience(s).
3. Develop brochures, leaflets, or other materials that describe the services, benefits, volunteer opportunities, contact information, and mission and values of the organization and a plan for their distribution.
4. Develop a public relations strategy and determine, for example, if free air time is available for public service announcements related to the cause the organization is supporting.
5. Develop and maintain a web-site to provide useful information and updates on activities, to list volunteer opportunities, and to recruit members.
6. Develop materials that showcase the organization's results and a plan to promote the achievements to donors and stakeholders.
7. Consider working with other organizations, local businesses, and government offices in projects.

</div>

Marketing: How does it work?

As part of its marketing strategy, GONG chose bright orange as "its color". Almost everything the organization create is in this color. There are t-shirts, umbrellas, bags, posters, name tag holders, etc all in orange. People in Croatia know if it is bright orange, it must be GONG!

GONG has a marketing strategy that portrays the organization as progressive, young at heart, non-partisan, enthusiastic, serious, realistic, professional, inclusive, innovative, and creative. Its materials and messages are evaluated against this criteria. This is not by accident; GONG spent a significant amount of time developing its organizational strategy, approaches, and their marketing. From experience, GONG realized that to be effective there needs to be a process for communicating the good work of the organization and creating a positive public profile.

Marketing: Messaging, Media, and Fundraising

GONG's marketing strategy portrays them as:

- Progressive
- Young at heart
- Non-partisan
- Enthusiastic
- Serious
- Realistic
- Professional
- Inclusive
- Innovative
- A creative organization

Messaging: What does it mean?

Messaging is the reflection of your organization's mission, vision, goals and opinions on the programs that it implements and specific issues and events that occur in your country. It is the advertisement that an organization presents to the public, donors and community members through use of media and other marketing tools. Developing an individual message for each program and activity is just as important as developing an organization's mission and vision. The type, clarity and quality of an organization's message can have a huge impact on the effect a program will have on its target audience and their subsequent participation or non-participation.

Create a logo. Create a simple unique logo with good sized print and minimal copy. Your logo should be your brand and included on all communications to create awareness among the public about your organization.

Be clear and strategic. Your communications and media activities should work first and foremost to advance the overall goals of your organization.

Know your target audience. Analyze related research, including public opinion polls that relate to the age, income, demographics, and interests of those you are trying to reach with your message.

Marketing: Messaging, Media, and Fundraising

Messaging: How does it work?

Each of GONG's project and activities has a message on which all of the marketing materials and actions are based. Before a new project or campaign starts, GONG holds a brainstorming session where staff identify the target audience and the campaign topic and come up with different thoughts, concepts, and approaches. They like to use new and creative concepts as well as recognizable images. Consistent with their organizational philosophy, the process is open and includes a wide range of staff members, and all ideas are considered. For instance, one year the cover of the organization's annual report had a box of Macedonian laundry detergent that had the name GONG on it, playing on the humor of a soap and GONG's principle of clean government; the following year, GONG wrote its annual report in the format of a newspaper, which showed those reading it that the organization was creative and innovative.

Once and idea is chosen, GONG works with a designer who tweaks and modifies it. The designer then brings back different versions of the concept from which GONG staff makes the final selection. Staff then test the message with friends and family members to see if it will achieve the desired results.

Media: What does it mean?

The media are any form of news source - newspapers, television, magazines or radio - that processes and distributes information to the public. They are in the business of knowing what's going on everywhere all the time and can be the key difference between a successful or unsuccessful campaign.

The media is oftentimes an organization's link to the public, and developing a good relationship with them can help ensure the success of an organization and its programs and activities. Developing a media campaign and good relations with the media is important as these relations can be used to get the word out about a particular issue or program.

Most NGOs want to create news, positive or negative. Therefore, knowing how and when to interact with the media is just as crucial as the message itself. The media are not only a news distributor, but also valid and good sources of information, as well as, important links to other sectors of the community that concern an organization.

There are a variety of ways to develop relations with the media. Inviting them to events hosted by your organization is a good way to meet and get to know those journalists who focus on your specific subject area. Press releases and letters to the editor about particular issues that concern your organization illustrates your organization's commitment to the community. Finally, if you don't want something to be reported or written about, do not write it or say it.

Marketing: Messaging, Media, and Fundraising

Make sure staff and board members are ready for the media. Train staff and board members on media readiness and message points; they should be able to easily recite the organization's mission, vision, goals, and values.

Follow-up on press releases. Contact specific writers or section editors relating to your cause or organization shortly after you send your news

The way in which an organization is portrayed in the media — either negatively or positively — and the amount of coverage it gets affects the public's and donor's opinions of the organization. It also can influence the level of community support, the number of volunteers, and the amount of funding the organization receives. The better the image, the more support and contributions an organization is likely to receive. Creating this image takes considerable work and effort on the part of an NGO and includes developing and implementing a comprehensive marketing strategy and maintaining good relations with media outlets.   It starts with having a meaningful reason for existing and with the ability to conduct effective programs.

GONG's Guidelines for Managing Media Communications:

- Each campaign has a media coordinator who tracks press coverage and sends out press releases.
- To show that GONG is not just one person but an entire organization, different staff speak and appear in the media, depending on their field of work.
- GONG values building good relations with media and specific journalists. These relationships are significant for various reasons, but most importantly having journalists you can trust is always helpful. To assist with this, they have created a media database.
- To ensure consistency, GONG created templates for press releases and manual for media relations, and conducts internal trainings on media relations.
- Every month all press clippings that mention GONG are gathered and put into a report. Included in this report is the number of times GONG is mentioned on television, radio, and on the internet.
- The regional offices are responsible for building media relations and reporting on GONG's inclusion in the local media. This function is included in the head of the regional office's job description.

As a result of its purpose and programs, GONG has developed a positive public image and has become well know in Croatia and the region. There are instances when media outlets contacted GONG and offered to air announcements for free.

Unfortunately, there are times when organizations receive negative attention from the media. GONG, as with many other highly visible groups, has been a victim of negative coverage and has therefore come up with ways to avoid negative press.

Marketing: Messaging, Media, and Fundraising

Media: How does it work?

GONG's Methods for Decreasing Negative Publicity:

- GONG provides the media, the community, and their donors as much information as possible.
- By creating a transparent organization, many of the negative press dealing with finances can be avoided.
- Before giving an interview, GONG tries to anticipate what the questions may be and practices possible responses.
- When discussing issues or occurrences, GONG relies on facts, which are hard to dispute. This also portrays an image that the GONG representative knows what he/she is talking about.

Be mission-driven. The organization's mission and vision statements should be the cornerstone of its communications plan, driving the overall direction of its media activities.

Be proactive with the media. Plan a minimum number of press events, press releases, and interviews with reporters to support your overall communications goal.

Marketing: Messaging, Media, and Fundraising

Fundraising: What does it mean?

NGOs are mission driven and typically exist for educational or purposes. They are not businesses selling goods or services in order to make a profit. Therefore, fundraising is critical to support their programs and operational costs. Sources of funding for NGOs include grants, in-kind contributions, and donations. The main challenges organizations face in terms of fundraising are locating and identifying appropriate donors (both individual and grant-making organizations), developing winning proposals to secure grants, and maintaining relationships with donors and the community so that funding will continue.

The first step in the fundraising process is to develop a strategy for the organization. An organization should assess its programmatic and operational needs and determine required levels of funding. The needs can then be matched with potential sources of funding, and specific costs — core operations, programs, marketing, etc.—can be allocated accordingly. The strategy should also outline the time frame and mechanism for each potential funding source, i.e. grant proposals, letter to corporations requesting donations, door-to-door canvassing, and sponsorships. The strategy should serve as a blue print for the work to be done, but also acts as a baseline for monitoring progress on funding.

By being transparent, trustworthy, and accountable in its approach, donors recognize that GONG is a serious, dedicated NGO that is not a risk, but a proven leading organization. This creates sustainability for the organization as donors will continue to fund it and prospective donors will look at its track record and will be more willing to contribute.

Just as all politics is local, all fundraising is personal. Donors, as a rule, do not so much give money to organizations as they give money to people — to people whom they know, trust and respect — which means that who does the asking is at least as important as the cause for which the funds are being raised.

Marketing: Messaging, Media, and Fundraising

Fundraising: What does it mean?

Match Your Needs to Donors' Interests

| Most donors have clear interests about what they want to fund. | ⬌ | Most NGOs have specific projects that would be enhanced by increased funding. |

NGOs can compare their specific needs to the specific interests of donors.
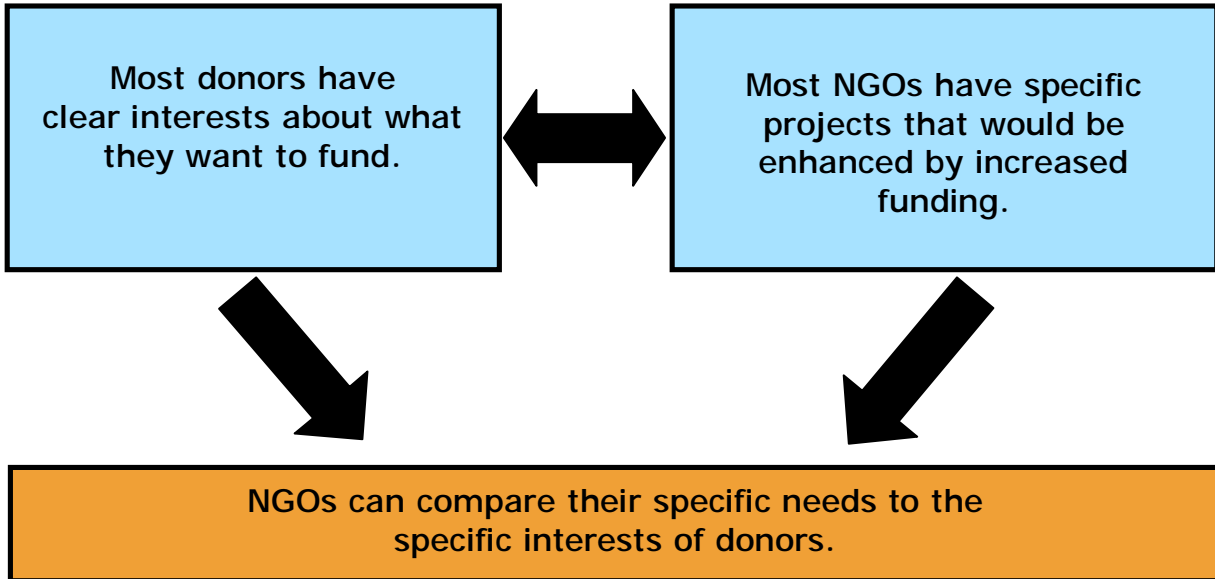
GONG's Donor Matrix

Need	Donor	Mechanism	Time-Frame

Marketing: Messaging, Media, and Fundraising

Fundraising: How does it work?

The fundraising process at GONG starts with the development of its program strategy. There are briefings, planning sessions, and meetings to discuss programmatic and funding needs and potential donors. Staff participation in these sessions varies; sometimes it is the entire head quarters office staff, while other times it is just the administrative director, president and financial director. However, during the entire process, from strategy development to proposal writing to receipt of funds, the entire team is kept in the loop. The decisions as to what the strategy will be are based on needs, relationships with donors, and, in-large part, on the donor mapping that the organization has undertaken — decisions are not based per se on the mapping — the mapping is a tool to facilitate decision making.

Before writing a proposal to a donor, GONG assesses the needs and identifies the objectives of its program. It ensures the project is consistent with its mission and that the objectives are realistic and can be achieved in the timeframe. GONG then designs activities to meet the objectives, specifying the target audience and the location and frequency of the activities. Once funded, GONG uses proposals are viewed as a management tool and used to monitor the progress of the program, make sure the objectives are being achieved, the budget is on track, and the activities are being implemented in-line with the work plan.

> **GONG's Donor Mapping**
> GONG maintains a donor mapping table. This matrix contains information on the donor, its proposal process, areas of interest, funding cycle, levels of funding and requirements. This information is important to track when developing and implementing a fundraising strategy, as the organization should match needs with donor interest and funding levels. GONG employs various methods for researching information on donors. It references donor websites, participates on list serves, references mailings, inquires in during meetings with current donors, and shares information in discussions with other NGOs. While the administrative director and president have the ultimate responsibility for fundraising, all staff members are responsible for sharing information on potential sources of funding. The fundraising process is continuous as new opportunities are always sought.

In terms of donations, many organizations, local businesses, governments, civic groups, and citizens may not be willing to give money, but they will consider providing in-kind contributions. Examples of in-kind contributions received by GONG include office materials, furniture, computer equipment, food and beverages, copying and translating services, office space, and discounted transportation and accommodation. Free or discounted media airtime has also been donated.

Marketing: Messaging, Media, and Fundraising

Fundraising: How does it work?

GONG's Steps for Receiving In-Kind Contributions:

- Staff conducts an assessment to determine the organization needs and to identify potential donors.
- Once the needs are identified and possible donors are identified, GONG sends a letter to possible contributors outlining what it needs, why it needs it, and how the donor will benefit.
- Interested donors respond.
- GONG follows-up with donors who have not responded to letter to determine interest levels.
- Discussions then follow and, hopefully, a contribution is made.
- A record of all in-kind donations each year are kept; the value and the donors are recognized in GONG's fundraising material and in its annual report.

GONG's Fundraising Tips:

- Be trustworthy and accountable to donors.
- Conduct programs that will assist the organization in achieving its mission.
- In addition to required reports, provide regular, informal updates on the progress of the project as a means to build a relationship with the donor.
- Share experiences with other NGOs.
- Thank and acknowledge all donors in your annual report.
- Follow the terms of the grant agreement.
- Do not exaggerate when reporting.
- Be willing to say "no" to projects that do not fit within the organization's mission.

Reflection

Lessons learned:

- **Messaging based on current events is generally successful**. One of GONG's most successful campaigns centered on scandals in the Miss Croatia contest and Croatia's football championship. There were many reports that the woman crowned Miss Croatia paid off the judges and the football championship was tarnished because it was found that referees were paid. The posters, brochures and clips showed an image of the tarnished contestant and questionable but crucial offside and asked the question "What if GONG had been there?" The message was successful in showing that GONG works towards enforcing fair elections and judgment.

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Marketing: Messaging, Media, and Fundraising

- **Use humor.** The most successful campaign the organization has run — to encourage voting — was a series of commercials that had a well known news anchor in the role of a salesman. The commercials were based on commercials for cheap products and were very funny; the whole country fell in love with them. At the end of each of the first four episodes, the news anchor would say "and that's not all." The fifth and last episode had a different ending. The phrase "and that's not all" became a part of the pop culture with everyone saying it.
- **Ask!** Tell people what you need; they will not know your needs unless you tell them.
- **Organizations need to write quality and realistic proposals if they want to win a grant.** The proposal needs to clearly state the rationale for the project, objectives, activities, and a plan to evaluate the project
- **Proposals help manage programs and donor relations by acting as blue prints that the organization can follow to make sure that everything is on track.**
- **Donors recognize professional work and approaches.**

Regularly publish reports on your organization's performance. Providing regular updates on activities and outcomes is important both in terms of being accountable to your current funders, and in terms of attracting new funders.

Places where Marketing : Messaging, Media, and Fundraising can be found

- Press release templates
- Manual for media relations,
- Journalist database
- Press clipping database
- Monthly press clipping book,
- Fundraising plan,
- Letter soliciting in-kind contribution,
- Records of all donations (including in-kind)
- Donor lists

Marketing: Messaging, Media, and Fundraising

Reflection

Questions for Reflection

1. What steps has your organization taken to develop its marketing strategy?
2. How does your organization communicate its successes?
3. How do citizens know that you are accountable and legitimate?
4. How does your organization determine when comments or media coverage are necessary or unnecessary?
5. What methods does your organization have for preparing members for interviews?
6. How does your organization ensure that its activities are covered by local media?
7. How does your organization determine funding needs?
8. How does your organization locate funding opportunities?
9. How would citizens characterize your organization? Why?
10. How would donors characterize your organization? Why?
11. What types of funding does your organization receive?
12. Who is involved in the fundraising process?
13. How does your organization maintain relationships with its donors and the community?
14. How does your organization seek in-kind contributions?

GONG's Steps for Receiving In-Kind Contributions:

- Staff conducts an assessment to determine the organization needs and to identify potential donors.
- Once the needs are identified and possible donors are identified, GONG sends a letter to possible contributors outlining what it needs, why it needs it, and how the donor will benefit.
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- When discussing issues or occurrences, GONG relies on facts, which are hard to dispute. This also portrays an image that the GONG representative knows what he/she is talking about.

Steps NGOs Can Take to Market their Organizations:

1. Determine the desired outcome of the organization's marketing efforts.
2. Define target audience(s).
3. Develop brochures, leaflets, or other materials that describe the services, benefits, volunteer opportunities, contact information, and mission and values of the organization and a plan for their distribution.
4. Develop a public relations strategy and determine, for example, if free air time is available for public service announcements related to the cause the organization is supporting.
5. Develop and maintain a web-site to provide useful information and updates on activities, to list volunteer opportunities, and to recruit members.
6. Develop materials that showcase the organization's results and a plan to to promote the achievements to donors and stakeholders.
7. Consider working with other organizations, local businesses, and government offices in projects.

Program Planning and Management

What does it mean?

Program development is a complex and involved process; it involves community assessment, program conception, proposal development, creation of a work-plan, and program assessment. Before embarking on a new project, an organization should assess the needs of its community in relation to its mission. Without assessment, the organization may not be addressing a pertinent need. Also, conducting a needs assessment, there is a greater chance of developing community stakeholders. A project can also grow organically, from the community asking for it.

In developing a program, it is important to involve everyone in the process, including donors, board members and members from the community, and ensure that everyone's roles are clearly defined. After brainstorming and a concise plan is developed, the next step is to develop a framework that outlines the program's desired outcomes, goals and strategies with clear definitions of each one that are understandable to all involved. This will ensure a more smooth development process and lead to the creation of a solid program that meets the needs of an organization's target audience.

Programs are not possible without funding, and accessing funding is not possible without the development and submittal of a proposal, which includes, among other things, the program description and objectives and an outline of how the program will be carried out. The proposal is a planning document, as much as it is a funding document.

Five Components of Program Planning

1. Needs assessment
2. Program conception
3. Proposal development
4. Creation of work-plan
5. Program assessment

Program Planning and Management

What does it mean?

```
   Inform  ⟶  Plan
      ↑           ↓
  Reflection ⟵  Act
```
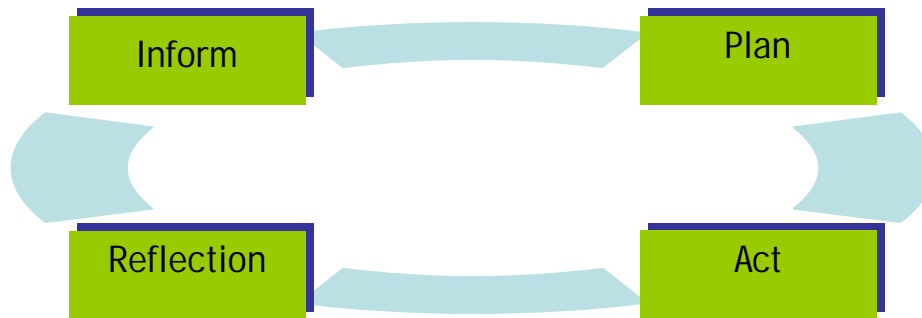
Active Learning Model

Organizations should consider an active learning approach to programming as it a method to keep ideas fresh and constantly improve programming. Active learning is a process that many organizations utilize to keep their projects fresh, relevant, and up-to-date. The first step is gathering the information on the community, what is needed, what resources are available, etc. The organization then decides on methodology it wants to use for implementation, creates lessons to share information with community members, and devises work plans for the project. The third step is putting in place the human and other resources needed for implementation and carrying out the plan created. After acting on the plan, the organization takes time to reflect on the process, the plan, what worked, and what did not work. The process never stops and is continuous.

Since September, 2004, GONG has conducted 2,904 workshops, reaching approximately 82,000 students in 215 schools—approximately 75% of all the schools in the country.

Dissecting the "I VOTE FOR THE FIRST TIME" Program

GONG's "I Vote for First Time" program targets high school students in all parts of the country. Its purpose is to provide civic and election education to students and it consists of interactive workshops on the political system, the rights and duties of citizens, election legislation, the election process and public advocacy. The locally held workshops are an hour in length, during regular school hours, and are facilitated by trained professionals.

The idea for the program was originally conceived during the campaign in 1999. GONG approached the Ministry of Education with the idea, but there was no interest. During the 2001 local elections, several GONG's regional offices noticed there was little civic and election education for high school students and recognized that GONG could fulfill this need by going

Program Planning and Management

How does it work?

into the schools and teaching students these concepts. At this time, legislation changed and decision making on education matters was decentralized to the local governments. GONG then sent information about the proposed project to various county administrators who distributed it to school principals. As a result, GONG received permission to conduct workshops. Coordinators from two of GONG's regional offices developed a curriculum and conducted the workshops. Interest from schools, regions, and trainers grew, as a result, GONG expanded the project.

During the summer of 2001, GONG took steps to develop a viable, long lasting program. It submitted a proposal to the National Endowment for Democracy (NED), http://www.ned.org for funding. Once the grant was awarded, one of the trainers was promoted to program coordinator for the project. GONG also realized that this program was a good tool for recruiting volunteers as the name of the organization was becoming better known throughout the country and it was being recognized for its other projects, not just monitoring elections.

While working on identifying funding the project, GONG spent a lot of time and effort developing the curriculum. This process involved reviewing previous work (lesson plans and curriculum used during earlier workshops), deciding on the topics to cover because the official school curriculum did not include civics, and developing lesson plans. The team involved in curriculum development was composed of the directors of the organization, the coordinator from the headquarters, and three high school teachers brought in as consultants. After developing the curriculum, the team tested it with GONG staff and incorporated their feedback.

GONG uses the active learning model discussed above for all of its programs, including "I Vote for the First Time," Every year program coordinators and staff members review the "I Vote for the First Time" program, as they believe there are always areas to improve. By analyzing the lesson plans, topics, work plan, and making necessary adjustments the project will continue to grow and get better. The 2004/5 school year is the fifth season for the project and there have been four revisions to the program since its inception. The budget is also analyzed and revised annually. An additional benefit of this process is that it feeds into the management of the program, by reviewing the structure, staff evaluations, etc.

Expect changes in the future. You can not expect to evaluate a program, make plans for future implementation, and not have the unexpected occur. Keep using lessons learned and consider it a process, not an event.

There is a dedicated project coordinator whose specific responsibility is the management of "I Vote for the First Time" program. The coordinator oversees four regional project assistants, one in each region, and all of the trainers. There are two trainers for 21 counties who are paid for each workshop conducted. Each of these positions has a written job description. The organization also gives general support, i.e. financial, IT, and management.

Program Planning and Management

How does it work?

Over time and based on need, a comprehensive system of reporting for this project was developed. Numerous reports are written by various staff members, including the program officer, field office representative, and trainer. A complete list of reports appears in the appendix, as well as examples.

Why Report?

- To monitor and record progress of the project
- To evaluate the level of effort of the staff
- To ensure costs are in line with the budget
- To keep track of outputs and results (e.g. number of students taught)
- To serve as a source of information for future projects and grants
- To ensure the highest quality of trainers performances,
- To create a system of checks and balances to ensure fairness, and
- To protect organizational integrity
- To provide the donor with an update on how its funds are being used
- To highlight achievements and to share lessons learned

The pupils are learning and sharing information learned with their family members. Here is one example of how this information sharing led to direct community activities and improvement: Students and teachers from the Economics and Trade High School in Dubrovnik designed an initiative to get the Dubrovnik city administration to provide a facility for youth. Teachers and parents organized parent meetings, circulate a petition, held meetings with town representatives and held a press conference. They also approached GONG and asked for legal advice. The organizers of the initiative based their plans on the Advocacy booklet — provided by GONG — that students received during the "I Vote for the First Time" workshops and followed all of the steps for advocacy as explained in the booklet. The result of the campaign was the creation of a youth center.
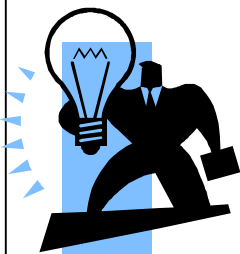
Include evaluation planning with program planning. Instead of waiting to start the evaluation after the program is planned or finished, make it part of the program's initial development and a process throughout the life of the program.

Design a work-plan for each project. More complex projects will have more detailed planning sheets. Features may include task descriptions, estimated completion time, risk levels, deadlines for completion and evaluation, and assigned volunteers.

Set measurable goals. Gauge your progress along the way. For example, if your goal is to recruit more members, state how you intend to attract them.

Program Planning and Management

Reflection

Questions for Reflection

1. How does your organization develop projects?
2. What is the process?
3. How involved are staff in defining the objectives?
4. How involved is the community in defining program objectives?
5. What type of teams does your organization assemble for project development?
6. What are the reporting requirements and guidelines for projects?
7. Who evaluates projects?
8. To whom are your organization's reports submitted?

"I Vote for the First Time" program reporting guidelines

1. Trainers report to regional representatives daily on the workshops they conducted. A standardized reporting form is completed that indicates the location of the workshop, the number and names of student participants and the topics covered. The purpose of the report is to track participants and locations as well as to provide input into the trainer database. The latter tracks the number and types of workshops conducted by the trainers, the system is also used to generate payment to the trainer.
2. Trainers complete travel reporting forms which are basically travel logs indicating locations, dates of travel, duration, type of transportation (vehicle, train, bus, etc.) and expenses. Trainers must complete the from in order to be reimbursed for travel expenses.
3. Teachers at the school where the workshop took place complete an evaluation form that trainers submit directly to the program coordinator in Zagreb. This is used for quality control to monitor the performance of the facilitators.
4. Students complete evaluation forms that the trainers send directly to the program coordinator in Zagreb on a monthly basis. This is used for quality control to monitor the performance of the trainers and to asses the students absorption of the material.
5. Trainers submit a record of the materials they used during the workshops to the program coordinator in order to get reimbursed for reproducing the materials.
6. Regional offices are responsible for updating the organization-wide application system. Information is gathered on locations of the workshops, participants (both trainers and students), dates of the workshops, and contact information for the school. This is to ensure GONG has the most up-to-date information for tracking purposes, proposals, reporting and funding.
7. Regional coordinators randomly call the schools after the workshops to get feedback from the teachers on the materials and trainers. This is another example of GONG's quality control efforts.

"I Vote for the First Time" program reporting guidelines

8. There are periodic, and sometimes surprise, visits by the program coordinator to the workshops. This is to evaluate the quality of the trainer as well as the reaction of the students to the material.
9. Regional offices submit weekly reports to the headquarters office and the first section is devoted to the "I Vote for the First Time" program.
10. The program coordinator submits weekly written reports and discusses the project at GONG's weekly staff meetings. The report includes contact information, topics covered, feedback, and student information. It is used fro internal information sharing and tracking purposes.
11. The program coordinator submits monthly reports to the administrative director on the status of the program.
12. The administrative director writes GONG's quarterly reports to its donors.
13. The administrative director, together with the program coordinator, writes reports to the donor.
14. The program coordinator also submits reports on the evaluations..

Building and Maintaining Relationships with Political Leaders and Public Officials

What does it mean?

It is important for politically active NGOs to develop and maintain relationships with public officials and political leaders. This can help them become a part of the policy decision making process. Organizations should understand the political playing field and should be able to reach out to different political actors quickly and effectively. Organizations have programs to carry out, causes to advocate for, and clients to serve and having relationships with key decision makers these processes become easier and the organization can achieve these activities more effectively. By creating linkages with government at the, local, regional, or national levels, NGOs can be more influential. Once doors are open, political and community leaders become partners, and organizations have a greater chance for their voices to be heard, legislation they support to be passed, for in-kind contributions, for greater access to information, and for higher visibility in the community.

NGOs should position themselves so they will be viewed as a part of the solution, not part of the problem. Officials need to know an NGO is working for the good of the community. These will allow the NGO to gain the trust and respect of the leaders as well as create legitimacy.

Political leaders and public officials can gain from relationships with NGOs. Such partnerships create linkages between the official and a cause. They can bring the official closer to the public, can help create an image of concern and can give the leader access to information and resources to help address pressing issues.

In each country, long lasting relationships with political leaders and public officials have been built, including members of parliament and their staff members, , ministers, countless local and regional leaders, and community organizations, as well as the president. These relationships didn't happen over night, they took a lot of hard work, and there were a lot of frustrations along the way. Frustrations continue, but the fruitful relationships far out way them. **BUILDING RELATIONS IS AN ON-GOING PROCESS.**

How does it work?

Organizations should keep abreast of what is happening in the political arena so that they can react to new legislature being passed or other decisions being made. If the government passes new laws or new legislation is introduced that affects the sector in which the NGO is working, the organization may need to take some sort of action.

With instances regarding the government, timing is critical. There was a case when GONG leadership was offered a bribe by Minister of Finance. GONG and a couple of other organizations would receive funding and access as long as they kept quiet on certain issues. By the time GONG was ready to react, after internally debating what type of action it should take, the political climate had changed and the bribe did not receive any attention in the press. Had they reacted immediately, there would have been a lot of press coverage, which the organization wanted.

Building and Maintaining Relationships with Political Leaders and Public Officials

Try not to meet an elected official for the first time when you need their help. It is much more difficult to garner support from an elected official in the first meeting rather than after having established a relationship of trust and mutual assistance.

GONG's Tips for Building Relationships:

- **The approach your organization takes depends on the situation and the person with whom it is dealing.** Sometimes GONG leadership should to be tough and vocal while sometimes a soft and light approach will work better. Organizations need to know who they are dealing with, their attitudes, and habits to better discuss its issue and what approaches to take.
- **An organization needs to be transparent in its work** to demonstrate it can be trusted and will not cheat or disparage the integrity of the leader or the organization.
- **An NGO should be non-partisan** in its approach. This gives the organization credibility.
- **An NGO should to be persistent.** Public officials get requests all the time from different groups. Their first reaction may be to say no so it is important to communicate clearly and concisely, to show the value of the organization's perspective and to demonstrate commitment to the cause.
- **An NGO should foster personal relationships with political and community leaders.** Personal relationships foster not only NGOs the ability to request information and resources but to be enable them to get in the door to make such a request.
- **An organization's approach needs to seek cooperation with the official, it cannot be one sided.** Offer help in a polite manner but maintain a tough attitude, don't be bullied or pushed around.
- **Be prepared for meetings and have real, concrete facts.** This shows that an organization is serious about the issue. Facts are hard to dispute. Also, recognize that the official may not have been informed about or educated on the issue before.
- **Demonstrate that it is in the leader's best interest to work with the NGO on a specific issue.** Most people, especially public officials, will work on or support an issue when they see value in it.
- **Understand the political landscape.** By knowing relationships, organizations can strategize the most effective way to create relationships as well as the best ways to champion their cause.
- **Building relationships is extremely important in order to achieve desired results**
- **Build relationships with all levels within a party, group, or government not just leaders.** Many times, the people "in the trenches" are the ones that will work the hardest for an organization or group.
- **Lobbying efforts can help as well.**
- **Building relationships can take a long time and can often be frustrating!**

Building and Maintaining Relationships with Political Leaders and Public Officials

Reflection

Lesson learned:

- **Determine who the organization's supporters and enemies are.** This will save time and headaches.
- **Do not enter into political deals**; it can be perceived as partisanship and alienate people.
- **Try to predict possible situations and potential situations.** This will help in preparing for meetings and help to establish credibility.
- **Learn to view the media as your friend**; it is a tool that can be used to create and promote a good image.
- **If the organization is not getting media coverage, create visibility in other ways**, such as using poster, flyers, the internet, and events materials.
- **Send important reports, such as annual reports, to influential people** so that they can see the good work being done.
- **Invite leaders and officials to participate in projects and activities.**
- **Always be PREPARED!** This creates credibility and demonstrates respect for the official's time.
- **Do research on what the official's position on issues, reputation, voting record, political views, etc.** This demonstrates credibility and shows respect for the official's time.

Questions for Reflection

1. How is your organization viewed by government representatives, political leaders, and public officials?
2. How does your organization view government representatives, political leaders, and public officials?
3. What steps does your organization take to build relationships with government representatives, political leaders, and public officials at the local, regional, and national levels?
4. Does your organization and its members, volunteers, and employees understand the political environment at all levels?

Where is Learning and Innovation Found in

What does it mean?

For organizations to grow, expand, stay competitive, better manage their projects, and function and become sustainable, there needs to be continual learning and an influx of new ideas. Learning and professional development opportunities take the form of training sessions, seminars, workshops, and other forums that teach new skills, methodology, and introduce new and different fields of work. Innovations are new ways and ideas to present information, to implement projects and to transfer skills. Learning institutions — organizations that promote and encourage its staff to grow professionally — apply the active learning model to the organization. It will constantly evaluate itself, learn from its experiences, and continuously improve.

Most people, especially public officials, don't engage in community activities or projects without seeing value in it.

Challenge the performance of staff. Success within an organization occurs when individuals move beyond self-imposed limitations about their capabilities to perform. The greatest challenge employers face in expanding their performance is not in learning about what they should or should not be required to do, but in what they need to learn and change for the organization to be more successful.

How does it work?

GONG considers itself a learning institution. It is constantly evaluating it's programs, employees, relationships, and its approaches to all of these components. GONG holds team meetings, studies reports, and listens to feedback from staff and volunteers to investigate where it can improve and where it is performing well. In order to improve, the organization needs to know what is working and what is not. This active learning mentality is part of the culture of GONG, is one of its guiding principles, and is one of the characteristics the new hire committee looks for in prospective employees.

Where is Learning and Innovation Found in

How does it work?

Encourage self-motivated continuous learning. Continuous learning is a necessity to staff and can add greatly to their value within the organization. This learning can range from participation in formal seminars and courses to informal inquiries relating to the organization's programs.

Encourage expanded staff activity. If staff meet or exceed present job expectations, challenge them to describe a project or area of activity that they would enjoy .

Facilitate mentoring or coaching partnerships. A trusted mentor or coach can enhance an individuals ability to perform by providing advice.

GONG's Organic Approaches to Learning and Innovation:

- There is a firm belief in experiential learning and the staff takes every opportunity to learn by doing.

- **Mistakes and successes are shared among employees and volunteers.** This generates organizational memory that will continue to grow and will be passed on to others.

- **There is constant questioning and reviewing of projects** so that mistakes are not replicated and lessons can be learned.

- **GONG leaders spend time reviewing the strengths and weaknesses** of the organization and the staff to see what is working and what needs improvement.

- **Decisions are made group consensus.** This leads to idea sharing which creates innovation and learning among the different staff members.

- **Institutional memory is passed down to new staff.** There are stories of events, projects, actions, and reports, which have become institutional legends and are passed down. E-mails and reports exist that the organization refers to.

- **The staff observe others' work and use them as role models.**

- **Work is kept interesting by trying new techniques and tools.**

- **All employees and volunteers are encouraged to think of new ideas and innovations.**

Where is Learning and Innovation Found in

Reflection

Questions for Reflection

1. What systems are in place for learning and innovation?

2. How does your organization promote the development of new ideas, techniques, and technology?

LIST OF APPENDIXES

+ training material: media products, press clipping, media list, project material ("I Vote for the First Time"), posters, web site, general products…

- APPENDIX 1 -

LAW ON ASSOCIATIONS
(Official Gazette of the Republic of Croatia, No. 88 of October 11, 2001)

I. GENERAL PROVISIONS

Field of application

Article 1

This Law shall regulate the founding, organizing, legal order and dissolution of associations as well as the registration and termination of activities of foreign associations in the Republic of Croatia, unless otherwise regulated by a special law.
Provisions of this Law shall not apply to political parties, religious communities, unions and employers' associations.

Notion of association and legal personality

Article 2

An association for the purpose of this Law shall be any form of voluntary association of natural or legal persons which, in order to protect and promote issues of public or mutual interest, environmental, economic, humanitarian, informative, cultural, ethnic and national, educational, social, professional, sports, technical, health care, scientific and other interests and goals as well as their beliefs, and without the intention of gaining profit, submit themselves to the rules that regulate organizations and activities of that form of association.
An association acquires legal personality upon registration in registry book of associations.

Association without legal personality

Article 3.

The provisions on partnership shall apply to the forms of associations that are not legal entities.

Membership

Article 4

Any natural and legal person with capacity to act may, under the same conditions established by this Law and the statute of the association, become a member of an association.
Persons with or without limited capacity to act may become members of an association without decision-making power in the association's bodies. The manner in which they may participate in the work of the association's bodies shall be prescribed by the statute of the association.
An association shall keep a record of its members.

Activities of an association

Article 5

An association may from the moment of its establishment perform those activities that serve the realization of its statutory goals.
In addition to the activities mentioned in paragraph 1 of this Article an association may engage in activities for the

purpose of gaining profit, in accordance with law.

An association is independent in the realization of its statutory goals.

An association shall not perform activities described in Paragraphs 1 and 2 of this Article for the purpose of gaining profit for the association's members or a third person. If in performing its activities the association gains profit, such a profit shall be used exclusively for the performance and furtherance of the association's activities that serve the realization of its statutory goals.

Management of an association and bodies of the association

Article 6

Members govern their association directly or through their elected representatives in the association's bodies, in the manner prescribed by the statute.

The representative of the legal person, who is a member of the association, shall be appointed by the authorized representatives of the legal persons.

The internal rules of organization of the association shall be based on the principle of democratic representation and democratic expression of the will of its members.

An association shall have an assembly as its highest body. The statute may use a different name for the assembly as the highest body

Apart from bodies in par. 2, the statute of the association may design other bodies.

The Assembly shall designate one or more persons as authorized representatives of the association.

Umbrella organizations and branch offices of associations

Article 7

Two or more associations may form an umbrella organization and freely decide on the name of an umbrella organization. That umbrella organization may have a legal personality and the provisions of this Law shall adequately apply on it.

Associations may become members of international associations.

An association may have its organizational forms (offices, branches, clubs, etc.) in accordance with its statute. The organizational forms may have a legal personality and the provisions of this Law shall adequately apply on it.

Foreign associations

Article 8

A foreign association is, for the purpose of this Law, an association or other organizational form established without the intention of gaining profit, which fulfills the conditions prescribed by this Law, and which was established in accordance with the legal rules of the foreign state.

A foreign association may conduct its activity in the Republic of Croatia after it is entered into the registry book of foreign associations by the ministry competent for the field of general state administration.

In the Republic of Croatia a foreign association shall conduct its activity in accordance with this Law.

Publicity of the work

Article 9

The method of implementation of the publicity of work shall be determined in the association's statute.

The association shall inform the members of the activities of the association in accordance with the general act of the association.

II. FOUNDING OF ASSOCIATION

Founding of an association

Article 10

An association may be established by at least three founders.
Founders of an association, for the purpose of this Law, may be natural persons with the capacity to act or legal persons.

Statute of the association

Article 11

An association shall have a statute.
A statute is the basic general act of an association passed by the assembly. Other acts of an association, if there are any, must comply with the statute. An association may use a different name for a statute.
The statute of an association shall contain the provisions regulating:
name and the seat of the association,
representation,
aims,
activities for the realization of aims,
membership,
bodies of the association, method of their election, their powers, their quorum and voting rule, and duration or their mandate,
dissolution of the association
(4) The statute may contain the following provisions:
area of its activity,
property and acquiring and use of property,
modes of resolving disputes and conflicts of interest within the association,
disciplinary responsibility of members,
distribution of property after dissolution
the logo of the association,
other question of importance for the association.

Name of the association

Article 12

The name of an association shall be in Croatian language and in Latin letters.
The name of the non-governmental organization may contain certain words in a foreign language if those words represent a name of the international organization of which the association is a member of, if those words are commonly used in the Croatian language, if there are no equivalent words for them in the Croatian language, or if they are part of the language which is no longer in use.
An association whose aim is to protect and promote the interests of members of an ethnic or national community or minority may, together with its name in Croatian language and in Latin letters, have its name in the language and letters of the ethnic or national community or minority.
The name of an association, if it is so envisaged by the Statute, may be entered into the registry book in one or more foreign languages. The name in the official language shall be entered first.
Along with its full name, an association may also use an abbreviated name, which must include a characteristic part of the full name. The abbreviated name shall be entered into the registry book.
An association shall use its name and abbreviated name in the form and content entered into the registry book.
If the name or abbreviated name translated into a foreign language is entered in the registry book, along with the name and abbreviated name in the official language, an association may use its name or abbreviated name in the foreign language only together with the name or abbreviated name in the official language.

The registering authority shall reject the registration request if the name of association does not clearly distinguish itself, at least by the seat used in the name, from the name of an association already registered with the competent state administration authority.

If two or more associations submit a request for registration under the same name and seat used in the name, the request that has been submitted first shall be approved.

Use of name and symbols of the Republic of Croatia

Article 13

The word "Croatia" in any language, derived words, parts of the coat of arms and flag of the Republic of Croatia, the names of the other states or the municipalities or the regions, parts of their coat of arms and flag as well as the names of the international organizations and the names of the natural persons, may be in the association's name or logo in the manner that emphasizes their honor and dignity.

An association whose aim is to protect and promote the interests of members of a national minority may include the name of the national minority and its derived words.

III. REGISTRATION OF ASSOCIATIONS

Registration of associations

Article 14

Registration in the registry book is voluntary and shall be conducted upon the request of the founders of the association.

Associations are registered in the registry book of associations of the Republic of Croatia (hereinafter: registry book of associations).

Registration shall be conducted by the competent body of state administration in whose territory the seat of association is located.

The registry book of associations is kept by the counties' offices for general administration (hereafter: county office).

The registry book of associations is kept in electronic form, uniformly for all the associations in the Republic of Croatia.

The registry book of associations and the registry book of foreign associations are public books.

The Minister competent for general state administration shall issue regulations on the forms and manner of keeping the registry book of associations and the registry book of foreign associations, as well as application forms for registering into registry books and entering changes into the registry books of the associations and of the foreign associations.

Entry into registry book

Article 15.

Along with the application for entry into the registry book of associations, the following documents shall be enclosed:

minutes on the decisions of the founding assembly,

decision on initiating registration procedure,

statute,

list of founders,

names of persons empowered to represent the association,

copy of registration from court's or other registry book for legal person,

consent or approval of competent state administration body for conducting of certain activities, when prescribed by special laws as a condition for registration,

photocopy of identification card of founders and persons empowered to represent the association.

Application for entry into the registry book must be submitted within three months after the founding assembly. Application made after that period shall be rejected by an act against which there is a special appeal.

Application for entry into the registry book shall be submitted by the person empowered to represent the association.

Procedure upon the application for the registration

Article 16

The county office has a duty to make a decision on registration within 30 days from the date of application for the registration.

If the county office establishes that the statute of association is not in accordance with this Law, or if the required documents listed in Art. 15 par. 1 are not submitted, it shall notify the applicant by an act to that effect and shall set a period for compliance which cannot be shorter than 15 days nor longer than 30 days. There is no right to appeal against this act.

The decision on entry into the registry book of an association includes: name, seat and date of the entry, the registry number of the entry, basic aims of association's activities, statement that the association acquires its legal personality upon registration and the names of legal representatives of the association.

An appeal against a decision on entry into the registry book of associations shall not postpone the execution of the decision.

The county office has a duty to send a copy of the decision on registration to the association, to the other county body with competence over the stated aims of the association, to the ministry competent for general administration and to the state body competent for supervision of public revenues.

A copy of the statute certified by the county office shall be sent to the association.

Presumption of registration

Article 17

If the county office fails to bring the decision within 30 days of the submitting of a complete application, registration shall be considered complete on the first day following the expiration of this period.

Provision of par. 1 of this Article does not apply in case of Art. 16 par. 2 of this Law.

In the case of par. 1 of this Article, the county office shall, upon the association request, within 8 days, issue an act, which shall be by its content identical to the decision as regulated in Art. 16 par. 3 of this Law.

Rejection of registration

Article 18

Application for entry into registry book shall be rejected if the statutory goals and activities are prohibited in the Constitution or law or if the applicant does not comply with requirement formulated in Article 16 paragraph 2 of this Law.

Application for modification

Article 19

The person empowered to represent the association has a duty to submit to the county office an application for entry into registry book changes that relate to:
statute,
name,
address of the seat,
election of the persons empowered to represent association,
dissolution of association.

The application should enclose a record of the work of the bodies that have statutory competence for deciding the issue for which the change into the registry book has been sought, decision on changes and the new statute or its changes and additions as well as the copy of the ID card of the persons empowered to represent the association.

The registering body decides on the entry of changes into the registry book to which paragraphs 3 and 4 of Article 16 adequately applies.

Along with the decision from par. 4 of this Article, the association shall be sent a copy of the new statute or changes and additions to the statute, certified by the county office, if the application was made due to a change in the statute.

The association shall not act in legal transactions in accordance with the changes and shall not use the changed data from paragraph 1 of this Article before they are entered into the registry book of the associations.

Entry into registry book of foreign association

Article 20

Along with the application for entry into registry book of foreign associations, the following documents shall be enclosed:

copy from the registry book of the foreign country on whose territory the foreign association is seated and registered, not older than six months, showing who is empowered to represent the foreign association and which activities it may conduct,

decision on the establishment of the foreign associations certified with public notary, if under the laws of the country where the foreign association was established the registration in not required,

decision on appointment of the empowered representative of the foreign association in the Republic of Croatia,

certified translation into Croatian language and Latin letters of the statute or any other act which contains provisions on the activities of the foreign association,

certified translation into Croatian language and Latin letters of the documents from   subparagraph. 1, 2 and 3 of this Article,

photocopy of identity card of the person empowered to represent the association,

other proofs if a special law requires additional conditions for entry into registry book of foreign associations of the Republic of Croatia.

Application for entry into registry book of foreign associations shall submit the person empowered to represent foreign association.

Provisions of Article 16 paragraph 1 and 2, Article 17, Article 18 and Article 19 of this Law are adequately applicable to foreign associations.

The decision on entry into the registry book of foreign associations includes: name, seat and date of the entry of foreign association, the registry number of the entry, basic content of foreign association's activities, and the names of its legal representatives in the Republic of Croatia.

Right to appeal

Article 21

The ministry competent for general state administration decides on the appeal against decisions of county office.

There is no appeal against the decision of ministry according to par.1 of this Article, but a judicial review may be sought.

IV. PROPERTY AND RESPONSIBILITY OF ASSOCIATIONS FOR OBLIGATIONS

Property of an association

Article 22

The property of an association may include membership fees, voluntary contributions and gifts, revenue from its lawful activities, financial subsidies from state budget, local (regional) government units' budgets and funds, its tangible and intangible property, as well as other property rights.

Budgetary donations

Article 23

The Government of the Republic of Croatia, based on a contest**,** provides budgetary subsidies to the associations whose projects and programs are of the exceptional public interest in the Republic of Croatia.

The amount of state budgetary subsidies is determined every year. In accordance with the adopted Program of Co-operation between the Government of Republic of Croatia and the not-for-profit sector in Republic of Croatia, the Croatian Parliament based on proposal of the Government of the Republic of Croatia will enact a code of good practices, standards and measures for providing financial support to the programs and projects of the associations.

Only the associations that are entered in the registry book may apply for the subsidies from the state budget.

Provisions of this Article are adequately applicable to subsidies from local government units' budgets.

Responsibility for obligations

Article 24

(1) An association is responsible for its obligations concerning all of its property.
(2) Bankruptcy law applies to associations.

Financial records

Article 25

Associations have a duty to keep business books and to prepare financial reports in compliance with applicable laws that regulate financial management of nonprofit organizations

V. ADMINISTRATIVE AND INSPECTORATE SUPERVISION

Competent supervisory bodies

Article 26

Members of the association shall supervise the activities of the association. If a member of the association notices shortcomings in the association's complying with its statute he/she may inform the authorized body of the associations, or in case that the statute does not envisage such body, the Assembly of the association. If the information is not considered by the statutory body or the Assembly within 30 days from the moment it was received and the shortcomings remained, the members have a right to file a suite with the competent county court in order to protect his/hers membership rights.

Administrative supervision of the enforcement of this Law and regulations issued according to the Law shall be carried out by the ministry competent for general state administration.

Inspectorate supervision shall be carried out by the county.

Procedure of inspectorate supervision

Article 27

If state official empowered for inspectorate supervision over associations establishes that association has violated this Law or other laws, he may:

order the elimination of detected shortcomings and irregularities in specified time-limit,
instigate offence proceedings.

State official of county office shall immediately inform the body of state administration in whose jurisdiction fall statutory goals of association of the taken measures in accordance with paragraph 1. If the official of the competent state administrative takes measures from the competence of that body, or if it starts offence procedure, he has a duty to immediately inform the county office.

VI. DISSOLUTION OF ASSOCIATION

Decision on dissolution and removal from the registry book

Article 28

An association is dissolved:
1. if the competent body of association decided to dissolve it,
2. the association ceased to operate,
3. if the final court decision prohibits its activities,
4. in case of bankruptcy.

It shall be considered that the association has ceased to operate if the association has fewer members than number needed for the establishment or if the Assembly did not meet in twice as long as period as provided in the statute.

The facts from paragraphs 1 and 2 of this Article, upon the proposal of the competent body of the association, members of the association, other interested persons or on its own initiative, determines the county office by decision in *ex officio* procedure.

County office shall make decision on dissolution of the association from the reasons enumerated in paragraph 1 subparagraph. 1 and 2 of this Article and shall sent this decision to the competent court, in order to conduct the bankruptcy procedure.

On the basis of the final decision of the competent court by which the activity of the association is prohibited and the decision of the county office from paragraph 4 of this Article, the competent court shall start bankruptcy procedure *ex officio*, without prior procedure.

Liquidation of the association

Article 29.

The decision of the competent body of the association on dissolution of the association shall include:
the mode of liquidation,
the person empowered to conduct liquidation,
fee to be paid to the empowered person,
the mode of informing the competent body about the process of liquidation.

The liquidator shall submit 6 months reports to the competent body of the association and to the county office where the association has seat**.**

After the liquidation procedure is completed, the liquidator shall submit the final report to the competent body of the association and to the county office where the association has seat and shall also submit the proposal on distribution of the remaining property in accordance with Article 34, paragraphs 1, 2 and 3 of this Law.

After the process of distribution of the remaining property is over, the county office where the association has a seat shall enact decision on dissolution of the association and shall abolish it from the registry book of associations.

Article 30.

Before the release of the final report from Article 29 paragraph 3 of this Law the competent body of the association may decide to cease the procedure of liquidation. In that case county office where the association has seat shall enact the decision on cessation of the liquidation procedure.

Article 31.

The county office where the association has seat regulates by its decision to initiate the liquidation procedure the following issues:

the mode of liquidation,

the person empowered to conduct liquidation,

fee to be paid to the empowered person,

the mode of informing the competent body about the process of liquidation

(2) Empowered person shall conduct procedure and submit the final report to county office where the association has seat in accordance with Article 29, paragraphs 2 and 3 of this Law.

After the liquidation procedure is finished the empowered person shall submit the final report to the competent body of the association and to the county office where the association has seat and submits the proposal on distribution of the remaining property in accordance with Article 34, paragraphs 1, 2 and 3 of this Law.

After the process of distribution of the remaining property is over, the county office where the association has a seat shall enact decision on dissolution of the association and shall abolish it from the registry book of associations.

Article 32

The county office where the association has a seat shall without delay enact decision on initiation of liquidation procedure after receipt of the decision on prohibition of the association from Article 37.

Along with decision from paragraph 1 county office where the association has a seat regulates:

the mode of liquidation,

the person empowered to conduct liquidation,

fee to be paid to the empowered person.

The empowered person shall submit 6 months reports to the county office where the association has seat.

After the liquidation procedure is finished the empowered person shall submit the final report to the county office where the association has seat.

Empowered person shall comply with by the decision of the competent court on distribution of the remaining property.

After the distribution of the remaining property, the county office shall enact decision on dissolution of the association and abolishment from the registry book of the associations.

Article 33.

County office shall abolish the association from the registry book on the basis of the final report on liquidation procedure.

By abolishment from the register book the association ceases to exist.

Distribution of the association's property in case of dissolution

Article 34

After all its debts and court and administrative fees are settled, the remaining association's property shall be distributed in accordance with the provisions of its statute.

If the association received subsidies in accordance with Article 23 paragraphs 1 and 4, the remaining subsidies shall be returned to the original budget.

If the statute does not contain provisions on the distribution of the remaining property the property is transferred to the county, whose office registered the association.

If the association was prohibited the court may decide, if the reasons exist which justify it based on particular circumstances of the case, to transfer the property of the association to the particular institution, endowment, foundation or association that has similar goals and activities as prohibited association.

VII. PROHIBITION OF AN ASSOCIATION

Grounds for prohibition

Article 35

An association shall be prohibited:
if its activities violently endanger democratic constitutional order, independence, unity and territorial integrity of the Republic of Croatia,
if it conducts other activities that are prohibited by the Constitution and law,
if it conducts the activities different from those envisaged by the Statute (Article 5, par. 1),
if it is necessary for the protection of rights and freedoms of others,
if it is necessary for the protection of health and public morals.

Procedure before the court

Article 36

Everyone can apply to the competent public prosecutor, according to the association's seat, pointing out the reasons for prohibition of an association.
If the competent public prosecutor establishes that there are grounds listed in art. 35 of this Law, he shall start court proceedings before a competent court according to the association's seat.
The Law on Civil Procedure is applicable to the court proceedings for the prohibition of an association, unless otherwise regulated by this Law. Proceedings for the prohibition of an association are emergent.

Proceedings before the first instance court

Article 37

The court will immediately send the proposal for prohibition of an association, according to Article 36 paragraph 2. of this Law, to the person who was at the time when the proposal was submitted empowered to represent the association, or, if that person cannot receive the proposal or cannot regularly represent the association, to any other member of association's body. If the proposal cannot be delivered to any of the members of association's bodies, or they inform the court that they do not intend to represent the association, the court shall appoint a temporary representative.
Public proceeding for the prohibition of an association has to take place within 15 days after the association's representative, according to par. 1 of this article, has received the proposal. The court shall announce in daily newspapers the time and place at least 3 days before start of public proceedings.
Every member of the association has the right to interfere in the proceeding on the side of association. If more than two members express their intent to interfere, they have the duty to appoint their common representative. If they do not agree on the person who will represent them, the presiding judge will appoint them a representative from among lawyers working on the court's territory, on their expense.
Court may proceed and decide even if the duly summoned persons do not come to the public proceedings, and they are informed of that possibility in the summons.
On the basis of public proceedings the court decides to prohibit the association or to reject the proposal.
The court decides and publicly announces its decision immediately after the public proceedings.
The decision shall include reasons for prohibition.
The decision shall include provision on the property of the association.
The decision has to be made in written form and its certified copy has to be sent to the parties within three days after it has been brought.
The Decision shall be published in the "People's Gazzete".
The expenses of the procedure are covered by the court budget and shall be compensated through *ex officio* procedure from the property of the association if liquidation is ordered.

Appeal

Article 38

Public prosecutor, person empowered to represent the association, or the person who is substituting the legal representative, and every member of the association that interfered in the proceedings before the first instance court may appeal to the Supreme Court of the Republic of Croatia against the court's decision on the proposal of prohibition of the association within 8 days from the receipt of the decision.

The appeal does not suspend enforcement of the decision.

The appeal is sent for an answer. The time-limit for the answer is eight (8) days.

The court will send timely and admissible appeal to the Supreme Court of Croatia along with the whole file within three days after the receipt of answer to appeal or after the expiration of period for its submitting.

The Supreme Court of Croatia shall decide on the appeal within 8 days from the receipt of the appeal and court file.

VIII. PUNITIVE PROVISION

Offences

Article 39

(1) A fine of at least 1.000,00 but not exceeding 10.000,00 kunas shall be imposed on the association which:

does not keep record of its members (Article 4 paragraph 3),

performs activities that do not serve the realization of its statutory goals (Article 5 paragraph 1),

does not use its name and abbreviated name in the form and content entered into registry book (Article 12 paragraphs 6 and 7),

act in legal transactions in accordance with the changes and use the changed data before they have been entered into the register book of the associations (Article 19 paragraph 5).

A fine between 500.00 and 5.000.00 shall be imposed on the legal representative for the offences from paragraph 1 of this Article.

IX. TRANSITIONAL AND FINAL PROVISIONS

Application of this Law

Article 40

After the entry into force of this Law, associations continue to exist in compliance with their statute and this Law.

Ministry competent for general state administration shall within 30 days of entry into force of this Law transfer collections of associations' documents registered in registry book of the Republic of Croatia to the competent county offices.

Competent county office within 30 days after transfer of the collections of associations' documents shall *ex officio* enter these associations into the registry book.

By the day this Law comes into effect the competent ministry shall cease to keep the registry book of the associations of the Republic of Croatia in accordance with Article 15 paragraph 1, subparagraph. 2. Of the Law on associations ("Peoples' Gazette" No. 70/97, 106/97 and 20/00).

Regulations on the registry book

Article 41

Ministry competent for general state administration shall enact regulations from Article 14 paragraph 30 of this

Law within 30 days of entry into force of this Law.

Procedures that have not been completed

Article 42

Procedures started according to the Law on Associations ("People's Gazette" 70/97, 106/97 and 20/00) that have not been completed by the day this Law comes into effect, shall be completed in compliance with the provisions of this Law.

Social organizations and citizens' associations that have not been reregistered in compliance with the Law on Associations ("People's Gazette" 70/97, 106/97 and 20/00) by the day this Law comes into effect, shall be considered abolished from the registry book.

The foreign associations that have not been reregistered in compliance with the Law on Associations ("People's Gazette" 70/97, 106/97 and 20/00) by the day this Law comes into effect, shall be considered abolished from the registry book.

Article 43.

Property that the association has a right to use before the enactment of Law on Associations ("People's Gazette" 70/97, 106/97 and 20/00) except property of the trade union associations on which provisions of Article 38, paragraphs 3 and 4 of Law on associations applies, by the day this Law comes into effect become property of the associations which is its legal successor.

Property of the associations whish have ceased to exist and which have no legal successor, by the day this Law comes into effect become property of the municipality where the association had a seat.

On request of the interested municipalities, the decision on the property rights from paragraph 2 of this Article shall be made by the county office, which shall submit its decision to the public prosecutor as a basis for the submission of the request for transfer of the property to the municipalities.

Regulations that cease to be in force

Article 44

On the day this Law comes into effect, the Law on Associations ("People's Gazette" 70/97, 106/97 and 20/00) ceases to be in force.

Regulations that have been issued with the authorization of the Law on Associations ("People's Gazette" 70/97, 106/97 and 20/00) shall remain into force until the issuance of the regulations in accordance with art. 14 par. 4 of this Law.

Entry into force

Article 45

This Law shall come into effect on the eight day from the day of its publication in the "People's Gazette", and shall be applied as of January 1, 2002.

- APPENDIX 2 -

Pursuant to Article 11 of the Organizations Act (Official Gazette no. 88/01), the regular assembly passed a new

S T A T U T E

OF GONG ORGANIZATION

I. GENERAL PROVISIONS

Article 1.
This Statute determines the name, headquarters and symbols of the Organization, scope of action, representation, objectives and activities by which Organization's objectives are achieved, the manner of exercising the publicity of work, membership in the organization, internal structure, memberships in domestic and international organizations, organization bodies, organization assets, disposal of profits, termination of the organization and other issues in accordance with the law.

Article 2
The organization is nonpartisan and independent in its work.

Article 3
The name of the organization is ''GONG'' (hereinafter: the Organization).

Article 4.
The Organization acts on the territory of the Republic of Croatia.
Organization's headquarters are in Zagreb.
The Management Board shall make the decision on the change of address.

Article 5
The Organization has a symbol.
The symbol consists of a stylized gong symbol of rectangular shape and orange or black color, and the name ''GONG'' is written in black or orange printed letters.

Article 6
The Organization has a seal.
The seal is round, 40mm in diameter, containing the name of the Organization, symbol and headquarters.

Article 7
The President of the Organization and the Deputy President of the Organization represent and act on behalf of the Organization, and are responsible for the legitimacy of the Organization's work.

Article 8
The employees are the staff coordinating and implementing projects and professional staff administrating the Organization's work.

Article 9
The Organization has a Work Policy, prescribing rights and obligations of Organization employees in detail.
The Work Policy is confirmed by the Supervisory Board, at Management Board's proposal.

II. OBJECTIVES AND ACTIVITIES OF THE ORGANIZATION

Article 10
The objective of the Organization is to strengthen the citizens in order to build up their influence on social processes and, within the abovementioned, to contribute to:
a) Development of a democratic and civil society,
b) development of democratic institutions,
c) transparency of state institutions' work,
d) transparency of the election process and protection of voters' interests in the process,
e) citizens' participation in the election process,
f) promotion and protection of civil rights and freedoms,
g) development of volunteerism,
h) education of citizens,
i) development of citizens' cooperation with state authorities,
j) bringing the Republic of Croatia closer to European integrations,
k) application of information/communication technologies in accordance with program objectives.

Article 11
The Organization shall perform the following activities for the purpose of achieving the objectives prescribed by Article 10 of this Statute:
a) Monitoring the work of legislative power institutions and representative bodies at all levels,
b) impartial and nonpartisan following, monitoring and improvement of the election process,
c) answering citizens' inquiries within the scope of its work,
d) organizing and implementing educational campaigns, workshops, seminars and forums,
e) organizing round tables, radio broadcasts, press conferences, encounters and events,
f) performing publishing activities, in accordance with special regulations,
g) pubic opinion polling,
h) advocating, passing and applying legal regulations and bylaws,
i) developing information/communication solutions in accordance with other activities,
j) cooperation with related organizations, locally and abroad,
k) participation in domestic and international conventions and seminars.

The Organization's work is carried out through projects and programs implemented by the Organization, with direct help from the members.

III. PUBLICITY OF ORGANIZATION'S WORK

Article 12
The work of the Organization is public.
The Organization exercises publicity of work by publishing its own paper, promotional materials, and through means of pubic informing.
The Organization informs the members of its work at Assembly sessions, and by the Organization Paper between the meetings, by holding informative meetings, organizing workshops, etc.

IV. MEMBERSHIP

Article 13
Organization members may be regular and honorary.

Article 14
The Organization keeps a list of members and volunteers by systematically collecting and processing data about volunteer hours and fulfillment of membership requirements.
The list of members is kept by a person authorized by the Management Board.
The Supervisory Board reserves the right to monitor the list of members and volunteers.

Article 15
Only work-able citizens of the Republic of Croatia and foreigners interested in work in the Organization can be regular members of the Organization, provided they fulfill the following conditions:
    That they monitored domestic or foreign elections as Organizations' monitors or through the Organization at least once,
    that they volunteered at least 50 hours at the Organization over a period of one year or less,
    that they are not officials of any political party,
    that they paid their membership fee.
If a volunteer has not been able to monitor elections, the number of hours under item b) shall be doubled.
The amount of membership fee is determined by the Supervisory Board.

Article 16
General rights and obligations of all members are:
    a) To participate in Organization's work or provide help for the Organization,
    b) to contribute to Organization's reputation with their work,
    c) to provide opinions, proposals and suggestions,
    d) to comply with provisions of the law, Statute and other Organization acts,

Article 17
Beside the general rights and obligations of members from Article 16, additional rights of regular members are:
    To elect and be elected into Organization bodies in accordance with Articles 37 and 51,
    To pay annual membership fee.

Article 18
Membership in the Organization shall terminate:

    by resignation – as of the day the resignation statement is delivered,

    by non-fulfillment of the conditions of membership prescribed by Article 15.

    by nonpayment of membership fee for the current year, by deletion from member records,

    by dismissal, if a member harms the Organization's reputation by his/her work and declarations, as of the day the Supervisory Board confirms the decision.

A member shall personally submit the request under item a) to the President of the Organization.

At least 5 regular members of the Organization have to submit the request under item b) to the Supervisory Board.

The Supervisory shall consider all requests at the first regular session.

Article 19
A person that significantly contributed to the work and reputation of the Organization may become an honorary member of the Organization.

At least 5 members of the Organization may make a proposal for honorary membership, and the decision thereon shall be made by the Assembly.

V. ASSOCIATION AND STRUCTURE OF THE ORGANIZATION

Article 20
The Organization may enroll in domestic and international organizations and institutions.

The Supervisory Board makes the decision on enrollment of the Organization, at the proposal by the Management Board or 1/3 of Assembly members.

Article 21
The Organization may establish structure forms (branch offices), i.e. regional offices, which do not constitute legal entities.

Regional offices are established to facilitate the work of the Organization in the event that multiple programs are implemented in a certain area of the Republic of Croatia, or one very comprehensive.

The decision on establishing/terminating regional offices with respective headquarters are confirmed by the Supervisory Board, at Management Board's proposal.

Article 22
The internal structure, responsibility and other rights and obligations of regional offices are regulated by the Regional Office Work Policy.

The Regional Office Work Policy must be in accordance with the Statute, and it is confirmed by the Supervisory Board, at Management Board's proposal.

VI. MANAGEMENT OF THE ORGANIZATION AND ORGANIZATION BODIES

Article 23
Members of the Organization manage the Organization directly at the Assembly, or through elected representatives in other Organization bodies.

Article 24
Bodies of the Organization are:
    Organization Assembly (hereinafter: the Assembly)
    Organization Management Board (hereinafter; the Management Board)
    Organization Supervisory Board (hereinafter; the Supervisory Board)
    Organization President
    Organization Administrative Director (hereinafter; the Administrative Director)
    Employment Commission

1. ASSEMBLY

Article 25
Organization Assembly is the highest body of the Organization.
The Assembly consists of all regular members of the Organization fulfilling the membership conditions.

Article 26
The Assembly works in sessions.
Sessions can be regular or extraordinary.
Regular sessions of the Assembly are held in September of every year.
The sessions are public.
The public may be exceptionally excluded if an extraordinary session of the Organization is called.

Article 27
Assembly sessions are called and run by the President of the Supervisory Board, or his/her Deputy if the former is unable.
A session is called no later than 15 days prior to holding, by written and public notice to each member.
The invitation contains the proposed agenda, and a public invitation to members is made to present their candidacies for Management and Supervisory Boards and honorary membership.
The caller is obliged to establish the quorum, announce the agenda and provide all materials required for successful work of the Assembly.

Article 28
Minutes are kept about Assembly's work.
The Assembly shall elect from the present members a keeper of minutes, two certifiers of minutes and three members of the election committee for election of members into Organization bodies.

Article 29
An extraordinary Assembly session must be called if 1/3 of Organization members request so, or the Supervisory Board, at Management Board's proposal.
If the President of the Supervisory Board fails to call an extraordinary assembly within 30 days of the request submission date, 1/3 of members or the Management Board may call the Assembly themselves.
If the Assembly is called by 1/3 of the members, the person empowered on their behalf is obliged to enclose to the invitation a copy of a power of attorney and member cards of the members acting as callers.

Article 30
The Assembly may only validly decide if the majority of regular members are present.
The Assembly makes decisions by majority vote of the present members.
As an exception, the decision on termination of Organization's work is made by two-thirds majority vote of all regular members.

Article 31
Voting is public, and the Assembly may decide to have secret voting on certain issues.
Voting for members of Organization bodies is secret.

Article 32
At regular sessions, the Assembly:
    passes the Statute, and amendments thereto,
    elects and relives of duty members of Management and Supervisory Boards,
    adopts reports on the work of Management and Supervisory Boards,
    decides on termination of Organization's work,
    elects honorary Organization members,
    does other work provided by the Statute.

2. ORGANIZATION PRESIDENT

Article 33
President of the Management Board is the President of the Organization.
Organization President represents and acts on behalf of the Organization and is responsible for legitimacy of Organization's work.
Deputy President of the Management Board is the Deputy President of the Organization.
The Deputy replaces the President if he/she is prevented.
The President and the Deputy are elected by elected members of the Management Board after the election.
The President and the Deputy are elected for a period of one year.

Article 34
The President is responsible to the Supervisory Board and the Assembly for his/her work.
Within his/her scope of work, the President is obliged to comply with the Statute and other Organization acts, and regulations.

3. MANAGEMENT BOARD

Article 35
The Management Board manages the Organization's work and makes strategic decisions for the purpose of development and benefit of the Organization.
Members of the Management Board are elected by the Assembly for a period of one year.
Members of the Management Board do not receive financial compensation for their membership in the Management Board.

Article 36
The number of Management Board members depends on the number of persons permanently employed by the Organization.

For the purpose of the above, permanently employed person are the persons who have had an employment relationship at the Central Office or any regional office for at least 6 months without interruption on the day the Assembly is held.

The number of Management Board members is determined by the following method:

When up to 15 persons are employed by the Organization, the number of Management Board members shall be 3,

when more than 15 persons are employed by the Organization, the number of Management Board members shall be 5.

Article 37

The Management Board has an odd number of members.

The smallest number of Management Board members is three.

Article 38

If the number of Management Board members becomes less than three, an extraordinary session shall be called within 30 days of the day the Management Board ceased to function.

In the event that the extraordinary assembly should establish there are no conditions to elect the minimum number of members into the Management Board, they shall elect the President and Deputy President of the Organization pending fulfillment of conditions for election of new Management Board members.

Article 39

Candidates for Management Board members must fulfill the following conditions:

that they are employed in Organization's Central Office on candidacy date, but not as professional staff,

that they have had at least two years of working experience in the Organization,

that they have signed the statement saying they are not members of any political party.

Article 40

Candidacies for membership in the Management Board are submitted to the Supervisory Board no later than 72 hours prior to holding of the Assembly.

A candidacy contains the candidate's curriculum vitae, certificate of the education degree obtained, certificate of employment at the Organization, and a motivation letter.

Candidates are obliged to present themselves to the Assembly before the election.

Article 41

Elections for Management Board members are carried out by means of an election list, by encircling no more than the number of candidates elected into the Management Board.

The candidates winning the most votes are elected into the Management Board.

If the number of members elected into the Management Board is equal to the number of candidacies received, the candidates shall be deemed elected into the Management Board.

If the number of members elected into the Management Board is five, and the number of candidacies received is les than that number, three members of the Management Board shall be elected.

Article 42

In the event that two candidates for the last place on the Management Board receive the same number of votes, a second round of election shall be held.

If the same candidates get the same number of votes in the second round of election as well, both candidates shall be deemed elected into the Management Board, and they will perform

their duties under the rotation principle, whereby each of them shall be a member of the Management Board for no longer than 6 months.

Article 43

After the election, members of the Management Board elect the President of the Management Board, his/her Deputy, and a representative to the Employment Commission among themselves.

The President coordinates the work of the Management Board.

Article 44

The Management Board:
 Manages the Organization in accordance with the law, Statute and other Organization acts, and decisions of the Assembly and the Supervisory Board,
 establishes and implements the work program, handles Organization assets and fund raising and the manner of investing profits in improvement of Organization's activities,
 submits bimonthly reports on Organization's work to the Supervisory Board,
 reports to the Assembly about its work and Organization's financial operations,
 does other work provided by the Statute.

Article 45

The Management Board is responsible to the Assembly and the Supervisory Board for its work.

Members of the Management Board represent, improve the work of and promote the Organization locally and abroad on equal terms.

Article 46

Members of the Management Board are obliged to establish a work and development plan no later than 30 days upon election, taking into account previous activities, results and the degree of Organization's development.

The Management Board is obliged to present the work and development plan to the Supervisory Board and the employees immediately after its establishment.

Article 47

Members of the Management Board shall enter into Agreement on Performance of Management Board Member Duties with the Organization no later than 8 days after the election.

The Agreement prescribes Management Board members' rights and obligations in detail.

Violation of provisions of the Agreement from paragraph 1 constitutes grounds for recall of Management Board members.

Article 48

Management Board meetings are held as required, and each member of the Management Board is entitled to call a meeting.

The Management Board works closely with the Administrative Director, professional staff and other Organization employees, taking into account their opinion and ideas.

The Management Board makes decisions by majority vote of all members.

Article 49

Membership in the Management Board terminates:
    At own request,
    in case of inability to perform duties for more than three months,

if conditions for membership in the Management Board are no longer fulfilled, by recall.

Article 50
A Management Board member may be recalled due to:
Serious violations of provisions of the Statute and Work Policy,
abuse of position and harm done to Organization's reputation,
negligent and irresponsible performance of duty,

Members of the Management Board are recalled by the Supervisory Board, at request by the Management Board or at least 1/3 of Organization members.

Article 51
In the event of termination of membership in the Management Board, the candidate who won the next highest number of votes at the last assembly held shall join the Management Board.
If there is no such candidate, the Supervisory Board shall appoint an acting member of the Management Board.
If another person ceases to be a member of the Management Board, the acting Management Board member's function shall be terminated automatically.
In case it is impossible to appoint new members of the Management Board in the abovementioned manner, an extraordinary assembly shall be held within 30 days.

Article 52
In the event a member of the Management Board terminates his/her employment with the Organization, and the member expresses a wish to continue being a member of the Management Board until the next assembly, the member may exceptionally be permitted to continue his/her membership in the Management Board by a Supervisory Board's decision, upon prior consultation with the Management Board.

4. SUPERVISORY BOARD

Article 53.
The Supervisory Board consists of five members.
The Supervisory Board is elected by the Assembly.
Members of the Supervisory Board are elected for a period of two years.
Members of the Supervisory Board can be elected for no more than two terms.
Members of the Supervisory Board may not be employed by the Organization, nor have a work contract or receive any form of financial support from the Organization.

Article 54
At least 5 members of the Organization must nominate candidates for Supervisory Board members.
Names of candidates are nominated in writing, and delivered to the Supervisory Board at least 72 hours before the Assembly is held.
Elections for Supervisory Board members are carried out by means of an election list, by encircling the number of candidates elected into the Supervisory Board.
The candidates winning the most votes are elected.

Article 55

If the number of nominated candidates is the same as the number of posts available for Supervisory Board members, the candidates shall be deemed elected into the Supervisory Board.

If two candidates for the last place on the Supervisory Board receive the same number of votes, a second round of election shall be held.

In the event that two candidates win the same number of votes in the second round of election as well, they shall perform their membership in the Supervisory Board under the rotation principle, whereby each one of them shall be a member of the Supervisory Board for one year.

Article 56

The Supervisory Board is obliged to hold its constituent session no later than 8 days after the Assembly.

At constituent sessions, the Supervisory Board members elect the President, Deputy President and the representative to the Employment Commission among themselves.

The President of the Supervisory Board calls and runs the Supervisory Board sessions, represents the Supervisory Board before the Assembly and the Management Board and reports to the Assembly about Supervisory Board's work.

Article 57

The Supervisory Board holds regular sessions every two months, the last week of the month, and the first regular session is held in late October.

The Supervisory Board can decide validly if the majority of Supervisory Board members are present at the session.

Decisions are made by majority vote of all Supervisory Board members.

The Supervisory Board may establish its own work protocol.

Article 58

Supervisory Board:

Elects and relives of duty the President and Deputy President of the Supervisory Board,

supervises and advises the Management Board in managing the Organization and Organization assets, manner of implementing Organization's work program, fund raising and manner of investing profits in improvement of Organization's activities,

decides on the amount of the membership fee,

provides opinions, advice and recommendations about the manner of resolving conflicts,

implements and supervises execution of Assembly's decisions,

passes acts prescribed by this Statute,

does other work provided by the Statute.

Article 59

Membership in the Supervisory Board terminates:

At own request,

in case of permanent inability to perform the duty,

by recall.

Article 60

A Supervisory Board member may be recalled due to:

Serious violations of the provisions of the Statute

abuse of position and harming Organization's reputation,

negligent and irresponsible performance of duty,

The decision on recall is made by the Assembly, at request by 1/3 of its members.
In the event of recall of a member, an extraordinary Assembly shall be called.

5. ADMINISTRATIVE DIRECTOR

Article 61
The Administrative Director of the Organization is employed on the basis of public vacancy announcement and Employment Commission's decision.
The Administrative Director may not be a member of the Management or the Supervisory Board.
Upon expiration of the trial period, the Administrative Director shall sign a work contract with the Organization for a period of 2 years.
In the event of serious violation of provisions of the contract signed with the Organization, the Employment Commission shall decide on termination of Administrative Director's contract.

Article 62
The Administrative Director is responsible to the Management Board for his/her work.
In case when the Administrative Director is the acting officer on behalf of the Management Board, he/she shall be responsible to the Supervisory Board.

Article 63
The Administrative Director:
    Implements Management Board's and Assembly's decisions and ensures efficient functioning of the Organization on daily basis,
    handles Organization's documents, archive and seal,
    handles Organization's formal correspondence, with consent from the President of the Management Board,
    handles Organization's administrative affairs.

6. EMPLOYMENT COMMISSION

Article 64
The Employment Commission consists of one member of the Management Board, one member of the Supervisory Board, and the Central Organization Office employee representative.
As an exception, if an assistant or associate to a regional office manager is elected, the third member of the Commission shall become the regional office manager instead of a Supervisory Board member.
Employees of the Central Organization Office, Management and Supervisory Board are obliged to elect their representatives to the Employment Commission within 8 days of the Assembly.
Employees elect their representative by majority vote.
The Administrative Director acting on behalf of the Management Board shall become a member of the Commission.

Article 65
The Employment Commission meets as required.
The Commission informs the Management and Supervisory Board about all its decisions in writing, within 8 days after a decision is made.

Each Commission member is responsible for his/her work to the body that elected him/her to the Commission.

Article 66

The Commission decides on opening and closing job vacancies at Management Board' proposal.

The Commission employs new employees, and considers termination of employees' work at one Commission member's proposal.

If termination of work considered pertains to an employee who is a member of the Commission, the employees shall elect a new representative to the Commission.

The Commission makes decisions by consensus.

If the Commission is unable to make a decision by consensus, the decision shall be made by the Supervisory Board.

Article 67

In cases when the Management Board is not elected, members of the Supervisory Board shall employ an Administrative Organization Director.

VII. ORGANIZATION ASSETS

Article 68

The assets consist of financial means, immovable property, movable property and other proprietary rights by which the Organization acquires assets: membership fee payments, voluntary contributions, gifts, organizing prize contests in accordance with special regulations, grants, performing its own permitted activities, and income from assets and proprietary rights in accordance with the law.

Article 69

The Organization is liable for its obligations with all its assets. The Organization shall use the profit yielded by the Organization by performing permitted activities or by its assets to perform and improve its activities by which it achieves its objectives.

Article 70

In the event of termination of the Organization due to reasons for termination provided by the law, the Organization's assets shall be assigned to an organization with similar objectives, but it may not be an organization whose members are current members of the Organization, and the decision thereon shall be made by the Supervisory Board.

VIII. CLOSING PROVISIONS

Article 71

An initiative for amendment to the Statute may be brought on by at least 1/3 of the members.

Initiatives for amendment to the Statute are delivered in writing to the Supervisory Board, which is obliged to include the initiative in the Assembly agenda at the next regular session of the Assembly.

A proposal for amendment to the Statute must contain accurate formulation of the article of the Statute being amended and explanation of the amendment to the Statute.

Article 72
The Supervisory Board decides on all procedural/statutory issues not resolved by this Statute. All interpretations of the Statute are provided by the Assembly.

Article 73
This statute comes into effect on the day it is adopted at the Assembly.

Article 74
When this Statute comes into force, the GONG Organization's Statute of 16 September 2000, registered with the Ministry of Justice, Administration and Local Self-Government by Decree of 02 November 2002 (CLASS: UP/I-230-02/00-01/0524; FILE NO: 514-09-02-00-3) shall no longer be valid.

Aleksandra Kuratko

Executive Director of GONG

Pursuant to Article 123, paragraph 1 of the Labor Law (Official Gazette 38/95) and GONG's Statute, the Supervisory Board of GONG is hereby passing the following:

WORK POLICY

I. GENERAL PROVISIONS

Article 1

This Work Policy (hereinafter; the Policy) regulates the issues of temporary and permanent employment, working hours and schedule of working hours, duration of holiday and leave, improvement and education of employees and associates, additional fees and organization's self-financing, organization's assets and GONG (hereinafter: the Organization) employees' disciplinary responsibilities (hereinafter: the Organization).
The employees are employed pursuant to specific work contracts and employment contracts, and have equal rights and obligations in accordance with this Policy.
This Policy shall be applied to external associates' rights and obligations as well.

II. EMPLOYMENT AND STARTING EMPLOYMENT RELATIONSHIP

Article 2

The decision on starting employment relationship and employment pursuant to specific work contract is made by the Employment Commission consisting of: Management Board's authorized representative, Supervisory Board's authorized representative and employees' representative form the Central Office.
By way of exception, when electing the assistant to the regional coordinator, a member of the Supervisory Board shall be replaced by the regional coordinator.
Members of the Commission are obliged to inform the bodies they represent about their decisions within no more than 8 days, and the Supervisory Board at the following session.
The Commission makes the decision on the need to employ and start employment relationship at Management Board's proposal.
Verification of professional and other working capabilities is established by the Employment Commission.
The Employment Commission is also the disciplinary commission.

Article 3

Every time a person is employed, a trial period is agreed, duration whereof is decided by the Management Board.
For trainees whose work has not been satisfactory in relation to work requirements, job description and Organization's work rules set forth in the Statute, this Policy, Internal Policy on

Work of Regional Offices and other Organization's regulations, the Management Board shall make a decision to terminate employment relationship, no later than the last day of trial work.

III. EMPLOYEES' SALARIES

Article 4

Systematization of jobs and employees salaries is determined by the Job Systematization and Employees' Salaries Policy at Management Board's proposal.

Employees' overtime is not paid for, but transferred into holiday.

IV. ADDITIONAL FEES AND ORGANIZATION'S SELF-FINANCING

Article 5

An employee is obliged to report all fees paid to him/her as representative of GONG to director of finance within 8 days, and turn over 50% of the total amount to the Organization because they are deemed a manner of Organization's self-financing.
If a person who is not en employee represents the Organization or performs educational and consulting services before or under the Contract with the Organization, he/she is obliged to report all fees paid to him/her to director of finance within 8 days and turn over 10% of the amount earned to the Organization because they are deemed a manner of Organization's self-financing.

V. WORKING HOURS AND SCHEDULE OF WORKING HOURS

Article 6

Full working hours amount to 40 hours a week.
The Management Board establishes:
- rearrangement of working hours
- need for extended work (overtime).

Article 7

Depending on agreement between the employee and the Management Board, working hours begin at 8 or 9 a.m., end at 4 or 5 p.m., Monday thru Friday.
Saturdays and Sundays are non-working days.
By way of exception, if an employee spends 4 hours or less working on a Saturday or Sunday due to an Organization's need or Management Board's decision, these working hours are recorded as overtime.
If an employee spends more than 4 hours working on a Saturday or Sunday due to an Organization's need or Management Board's decision, he/she shall be entitled to a day off in the proceeding week, which shall be announced in accordance with Article 9 of the Policy.
If an employee should fail to use his/her right to a day off, the working hours are recorded as overtime.

Article 8

The Organization keeps records on presence at work.
Employees are obliged to record the time they come to work and leave work, and each exit from business premises during working hours.

VI. HOLIDAYS, LEAVES, IMPROVEMENT AND SCHOOLING

Article 9

Each employee is obliged to announce his/her intention with respect to use of holidays and leaves to the President of the Management Board and the person in charge of holiday records, for use of paid holidays and leaves:
- lasting 1 to 2 days, no less than 24 hours in advance
- lasting 3 to 5 working day, no less than 5 days in advance
- lasting 6 to 10 working days, no less than 10 working days in advance
- lastin 11 days or more, no less than 15 working days in advance.
By way of exception, in the event of unforeseen circumstances from Article 15, paragraphs 2, 3, 4, 5 and 6 hereof, employees shall announce their need to use holidays as required and known of.
In the event holiday or leave announcements for periods longer than 2 days are contrary to the current needs and workload of the Organization, the Management Board may temporarily deny a request, but is obliged to approve the request within one month.

Article 10

Each employee's duration of holiday is determined by adding the shortest legally prescribed duration of holiday of 18 days to the days of holiday established pursuant to the basis pre-scribed by this Policy.
Duration of holiday shall not be shorter than 18 working days, or longer than 30 working days.
An employee employed for the first time or having work interruption between two employments longer than eight days shall obtain the right to holiday after 6 months of uninterrupted work at the Organization.

Article 11

Each employee is entitled to a total of 15 days of unpaid leave in one calendar year. Requests for unpaid leaves are submitted in accordance with Article 9 hereof.
The Management Board may deny a request for unpaid leave if it is contrary to the needs and workload of the Organization, and is obliged to justify its decision to the request submitter in writing.

Article 12

Based on overtime, employees are entitled to 2 days of holiday for every 50 hours of overtime.
The Management Board keeps records of the number of overtime hours, and a person from employees' ranks, appointed by the Management Board.

Article 13

Based on work complexity of a job, employees are entitled to the following number of working days of holiday:
- employees with the 7th education degree – 5 working days
- employees with the 6th education degree – 4 working days
- employees with the 5th education degree – 3 working days
- employees with the 4th education degree – 2 working days

Article 14

Based on the length of working experience, employees are entitled to the following number of working days of holiday:
- 1 to 3 years of service – 1 working day
- 3 to 5 years of service – 2 working days
- 5 to 10 years of service – 3 working days
- 10 to 15 years of service - 4 working days
- over 15 years of service – 5 working days

Article 15

Employees are entitled to paid leave in the event of:
- entering into marriage – 5 working days
- birth of a child – 5 working days
- death of a member of immediate family – 5 working days
- death of a member of extended family – 2 working days
- moving – 2 working days
- serious illness of a member of the immediate family – 5 working days
- taking a professional examination – 5 working days

Article 16

Employees are entitled to no more than 30 days of paid leave in a calendar year when being trained or improved in a profession of interest for the Organization.
If the Organization sends an employee for education or improvement, the employee shall be entitled to paid leave for the entire duration of education or improvement.
If an employee should request education or improvement in a profession that is not of great interest for the Organization, the employee shall bear the costs on his/her own, and absence from work shall be treated as holiday or unpaid leave, in accordance with Articles 9 and 10 of this Policy.
Organization's interest is determined by the Management Board.

Article 17

Conventions, seminars, conferences and educational programs to which the Organization sends an employee are deemed improvement or education.
If the host organization/donator should not cover travel expenses and daily allowance, they shall be covered by the Organization.

VII. ORGANIZATION'S ASSETS

Article 18

Organization's assets comprise all immovables, equipment and means of work donated to the Organization or purchased by Organization's funds, financial assets acquired by the Organization through membership fee payments, voluntary contributions and gifts, performance of Organization's activities, grants from the state budget and local and regional self-governments' budgets and funds, by organizing prize contests in accordance with special regulation, as well as other financial assets acquired in accordance with the law.
Organization's assets also include the results of Organization's and employees' work.
The Management Board appoints a person from employees' ranks to maintain the list of Organization's assets.

Article 19

Use of Organization assets such as immovables, equipment and means of work by persons who are not volunteers, members or employees of the Organization is permitted exceptionally, with consent from the Management Board.
Use of work results that are products of intellectual work, and not intended for public distribution, is only permitted with consent from the Management Board.
The Management Board may decide to assign them against adequate compensation and the obligation to specify the source.

Article 20

Project proposals and documents used for Organization's internal operations are deemed trade secrets. By way of exception, the Management Board may decide to assign them, with consent from the majority of employees, against adequate compensation for the organization and the obligation to specify the source.

VIII. DISCIPLINARY RESPONSIBILITY

1. Violations of work obligation

Article 21

An employee is only responsible for those violations of work obligation and other violations of work discipline that were provided by the law or this Policy before he/she committed them, and for which disciplinary measures are provided.

Article 22

Violations of work obligations and other violations of work discipline may be minor or major.
Major violations of work obligation or work discipline are:
1. frequent non-fulfillment, unconscientious, untimely or negligent fulfillment of work and other obligations,
2. illegal disposal of funds,
3. inappropriate and irresponsible use of assets,
4. failure to achieve the results planned for unjustified reasons for three consecutive months,

5. deceiving and providing false information significantly affecting decisions made by the management bodies,

6. abuse of position or exceeding of authority,

7. revealing a trade secret,

8. abuse of the right to sick leave,

9. disturbance of one or more employees in their work, and thus making fulfillment of work duties more difficult,

10. misappropriation of Organization's assets,

11. arrival at work under the influence of alcohol or intoxicating agents, or consumption of alcohol or intoxicating agents during working hours,

12. causing disorder or fighting on Organization premises,

13. unjustified absence from work for three consecutive days or five days with interruptions over a period of six months,

14. illegal acquisition of material gain, thus causing damage to the Organization,

15. criminal act committed at work or related thereto,

16. non-fulfillment of legal contractual or other obligations, which threatened to cause or did cause material or other damage to the Organization,

17. entering business premises during suspension,

18. submitting inaccurate cost estimate,

19. multiple minor violations of work obligation,

20. any other major violation of work obligation or work discipline determined by the law, Statute or Organization's policies.

Article 23

Minor violations of work obligation or work discipline are:

1. unjustified tardiness, leaving work during working hours or prematurely,

2. a one-day unjustified absence from work,

3. late and negligent fulfillment of work tasks without serious consequences,

4. causing arguments and disorder without serious consequences,

5. rude behavior to other employees or guests,

6. disorderly maintenance of means of work, materials or documentation without serious consequences,

7. use of Organization's equipment and means contrary to their intended use,

8. failure to record employees in accordance with Article 8, paragraph 2,

9. any other major violation of work obligation or work discipline determined by the law, Statute or Policy.

2. Disciplinary measures
Article 24

For violation of work obligation or work discipline, employees may be subjected to one of the following disciplinary measures:

1. public reprimand

2. penalty

3. termination of employment

Article 25

A public reprimand may be pronounced for minor violations of work obligation or work discipline from Article 23 hereof.

Article 26

A penalty may be imposed for minor and major violations of work obligation or work discipline from Articles 22 and 23 hereof.

A penalty may be imposed in amount of up to 15% of the employee's monthly salary, in duration of one to six months.

Employee's salary effected in the month in which the decision is pronounced shall be used as basis for determining the penalty.

Article 27

An employee may be suspended from a job in the event:

1. he/she was found committing a serious violation of work obligation,
2. a procedure was started against him/her because he/she interrupted the work process by non-fulfillment of his/her work duties,
3. he/she disrupted the relations between the employees by committing a serious violation of work obligation.

Article 28

The measure of employment termination is obligatorily imposed on employees for serious violation of work obligation and work discipline from Article 22, if the violation caused or could have caused substantial damage, if the work of the Organization has been seriously disrupted or Organization's activity has been rendered significantly more difficult.

The employee's employment shall terminate in the manner and under conditions established by the law.

Appropriate provisions of the Labor Law shall apply to the issues of notice period.

3. Disciplinary procedure

Article 29

Disciplinary measures of first and second degree are pronounced by the Management Board.
Disciplinary measures of third degree are pronounced by the Commission.

Article 30

An employee may object to the Commission about Management Board's decision on employee's disciplinary responsibility and disciplinary measure within 15 days of the day the decision is received.

The Commission is obliged to bring a resolution about employee's objection within 5 days.

During that time, the Management Board's decision on disciplinary measure shall not come into effect. If the Commission accepts employee's objection by resolution, the Management Board's decision on disciplinary measure shall be canceled.

Article 31

The limitation period for starting a disciplinary procedure is three months from the day the violation of work obligation and the perpetrator were found, or one year of the time the violation was committed.
The limitation period for conducting a disciplinary procedure is six months from the day the violation of work obligation and the perpetrator were found, or 18 months from the day the violation was committed.

Article 32

A disciplinary measure shall not be executed if more then sixty days elapse from the day the decision pronouncing the measure came into effect.

IX. TRANSITIONAL AND CLOSING PROVISIONS

Article 33

The Management Board may propose other acts regulating the Organization's work, in accordance with this Policy and Organization Statute.
Act proposals are submitted to the Supervisory Board to be endorsed.

Article 34

This Policy comes into effect on the eighth day of its announcement on the Organization's bulletin board.

Zagreb, 24 March 2004   President of the Management Board:
Suzana Jašić

Zagreb, 24 March 2004   President of the Supervisory Board:
Lelija Pavličević

Pursuant to Article 22 of GONG's Statute, the Supervisory Board of GONG is passing the following:

REGIONAL OFFICE WORK POLICY

I. GENERAL PROVISIONS

Article 1
Regional Office Coordinator

Regional office is managed by the Regional Office Coordinator (hereinafter: the Coordinator).
The Coordinator is employed by the Commission consisting of a member of the Management Board, employees' representative from the Central Office and a member of the Supervisory Board, and is responsible to the Management Board for his/her work.
Coordinator's tasks are determined by the Management Board and Central office employees.
The Coordinator is responsible for supervision of other employees in the Regional Office.

Article 2
Assistant to the Regional Office Coordinator

The Coordinator provides written job descriptions and a list of responsibilities for every Assistant to the Regional Office Coordinator (hereinafter: the Assistant).
Assistant's job description is regularly supplemented by the Coordinator, as required by the Regional Office.
Regional Office Assistants are responsible to the Coordinator.
In case a Coordinator is prevented from performing his/her duty, he/she shall be replaced by the Assistant.

Article 3
The right of signature

Only the Coordinator has the right to sign documents on behalf of the regional office.
Other correspondence, containing only various notices, is generally signed by other employees

II. PROVISIONS ON OFFICE BUSINESS

Article 4
Regional office's business hours

The working hours of GONG's regional office are from 8 a.m. to 4 p.m. or 9 a.m. to 5 p.m., as the Coordinator decides.
There always must be someone on duty at the office during business hours if the Coordinator or Assistant are doing their work outside the office.

Article 5
Visitors to the office

Visitors are always welcome, but one must still take into account that it is more convenient for both sides to arrange a meeting in advance.
The person who first comes in contact with visitors is the Assistant, who will try to provide all necessary information.
When dealing with a matter exceeding the Assistant's authority, the party shall be handled by the Coordinator.
Visitors may use the telephone to a certain extent, at their request.
Telephone calls are answered by the Assistant, and forwarded to the Coordinator if necessary.

Article 6
Office security

All employees are responsible for office security.
Before leaving the office at the end of a working day, the person leaving last must check all windows, lights, computers, printers, copier and other office equipment.
Each employee has his/her own copy of the keys, and shall bear full responsibility for potential loss thereof.
In the event of termination of employment, the keys must be returned, of which a special receipt shall be signed.
In the event of loss of theft of keys to the office, regional office employees are obliged to change locks as soon as possible and notify the Central office thereof.

Article 7
Office duty rules

In the event when no employees of the regional office are able to be present, they shall appoint a trusted person who shall be on duty at the regional office.
The Coordinator is obliged to acquaint the person on duty with the office work rules (answering the phone, receiving visitors, use of equipment and other resources).
The person on duty may be given a copy of keys to the office at the time of duty, and a delivery note must be issued for delivery/acceptance of the keys, containing the date, time of loan and signatures of the person on duty and the Office Coordinator.
In the abovementioned case, the Coordinator shall be responsible for any security problems or material damage arisen during a volunteer's duty at the regional office.

Article 8
Use of equipment

All employees must learn about proper use of office equipment and maintain it in appropriate condition.
Visitors and other persons not employed by GONG may not use office equipment without regional office employees' supervision.
In the event of duty from Article 7, the Coordinator shall determine which office equipment may be used by the trusted person.
The Coordinator shall be responsible for any damage or malfunctioning arisen from unsupervised handling of office equipment.
Visitors may use the telephone to a certain extent.

They may use the telephone and fax lines to contact the Central Office without limitation.
Taking office equipment out of the office without written consent from GONG's technical director is not permitted in any event.
Taking office equipment out of the office is only permitted in case it is taken out to be repaired, but the technical director must be consulted about it in advance.

Article 9
Maintaining cleanliness

Each visitor to the regional office should get the impression of cleanliness and tidiness.
All employees at the office are responsible for the general impression.

Article 10
Office documentation

Each employee should make sure that office documentation is arranged in the way that it is always easy to find something, especially if the person whose documents are dealt with is absent.

Article 11
Rules of office business organization

The offices have common rules pertaining to:
- correspondence archiving (incoming/outgoing mail)
- theme files (e.g. important documents, reports, sponsors/donations, education/volunteers, etc)
- provision of information on GONG's services and activities (by highlighting promotional materials, keeping archives, etc)
- financial documentation
- digital file system (digital files are kept on hard disks. Each employee is responsible for his/her own floppy disk. All information on hard disks is contained in directories and subdirectories)

Article 12
The reporting obligation

The Coordinator is obliged to send weekly reports on activities of the regional office to the responsible person at the Central Office, in the format prescribed.
The deadline for sending weekly reports is Friday, 5 p.m.
If a regional office performs activities after the deadline for sending weekly reports (Civil Hour, election, etc), the deadline for sending weekly reports may be moved to Monday, 10 a.m.
The Coordinator is also obliged to send all other reports about the activities requested by the responsible person at the Central Office.
The Coordinator is responsible for regular monthly sending of the following to the responsible persons at the Central Office:
- financial reports
- media reports and press clipping.
The Central Office shall file all regional offices' reports in its archive.

III. SPECIAL PROVISIONS

Article 13
Treatment of formal e-mail correspondence

When receiving a formal e-mail at GONG's mailing list (query, request, problem, etc), each office should at least confirm receipt of e-mail if unable to answer immediately.
If an answer is required, each office shall promptly send an answer, confirmation, etc.
Each office is obliged to inform everyone on the mailing list about all events and activities.

Article 14
The obligation to contact the Central Office

The regional office shall contact the Central Office (*and other offices on the list if possible*)*:*
- before important media appearances,
- before sending request for any kind of donations or funding for projects, and upon receiving replies to queries,
- before sending queries for licenses, etc,
- when receiving important documents (approval of donations, licenses, etc), they shall fax them to CO to be filed
- when receiving invitations to participate in forums, seminars, conferences, training, particularly those requiring travel,
- when announcing visits from donators, foreign delegations, presentation, etc.

Article 15
Delivering other work reports

Regional offices shall deliver to the Central Office and/or the mailing list the following reports:
- after early local elections (within 2 days)
- after completion of local projects (within 30 days)
- at Central Office's request, a report pertaining to the activities of the Parliament Program (within 5 days)
- after important events, such as Civil Hour (within 2 days)
- when attending seminars, conferences, training, forums, etc. (within 5 days)
- financial reports on national and local projects (monthly, or at request by director of finance)

Article 16
Early local elections

The office shall take care of technical organization of local election monitoring in their regions, which includes:
- regular communication, planning, agreement and advice with the responsible person at the Central Office,
- contacting city or municipal election committees,
- recruiting monitors,
- informing the public (media, promotional materials),
- training monitors (electoral law, rules of conduct, reporting),
- delivering necessary materials to the monitors,

preparing the budget required for local elections,
disposal of financial assets,
technical organization of elections
receiving reports and reporting to the Central Office and the mailing list.

Article 17
Implementation of projects at national level

Regional offices implement national projects according to the plan and in agreement with the Central Office.
They are obliged to inform the responsible persons at the Central Office about any unforeseen circumstances and inability to achieve the plan (lack or surplus of activities).
The offices are responsible for disposal of financial assets as agreed, for organization and implementation of activities and reporting.

Article 18
Implementation of projects at local level

When requesting and signing local projects, regional offices shall <u>send a copy of the requested and obtained project (contract) to the Central Office</u> and implement it in accordance with the contract.
When a project is completed, financial and verbal reports shall be sent to the central Office prior to reporting to the donors.
Regional offices are obliged to deliver all information/reports in course of project implementation at Central Office request.
The Central Office reserves the right to halt a project in case of negligent fund-spending and/or non-fulfillment of contractual obligations.

Article 19
Fund raising at local level

Regional offices are encouraged to seek donators and sponsors in their regions for national projects as well as performance of local activities.
They are entitled to request and obtain help and advice from the Central Office to the extent possible.
Regional offices shall attend meetings and receive all international and domestic delegations interested in GONG's work.

Article 20
Handling equipment and materials

Regional offices shall exercise due care and responsibility when handling equipment and materials owned by GONG.
In the event of any problems and additional requirements, they shall contact the responsible person at the Central Office.

Article 21
Creating Organization's website and journal

Regional offices shall regularly participate in creating Organization website and journal (in any form) by delivering all necessary information, reports and texts pertaining to their work or plans in a timely manner, without waiting for requests from the responsible persons from the Central Office.

Article 22
Rules of communication

Regional offices shall comply with the agreed principles of office management (presence at the office, answering phones, incoming and outgoing mail, finance, regular communication, data-base management).
Regional offices are encouraged to maintain a book of telephone calls (who to call about what, who called about what) for records.
When communicating with the Central Office, the person responsible for a certain aspect of a project or organization shall be contacted.

Article 23
Distribution of materials

Regional offices shall distribute the Organization Journal and all printed materials as necessary and according to the plan, and truthfully report about distribution completed and quantity of (un)distributed materials.

Article 24
Disposal of financial assets

Regional offices shall dispose of financial assets in a conscientious manner, which includes requesting donations and discounts before spending the agreed budget items that they shall not exceed.
If a certain budget item is exceeded without a justified reason (volume of activities etc), the regional office shall bear the costs on its own.

Article 25
Volunteer relations

Regional offices are obliged to build and cultivate relations with volunteers by regular communication through weekly meetings, creating volunteers' job descriptions, including volunteers in their activities and keeping records on their work in volunteer base.
The Management Board may establish Regional Office Council comprising permanent and active volunteers who will advise regional offices in their work with volunteers.
Regional Office Council shall be confirmed by the Regional Office Coordinator.

Article 26
Media relations

Regional offices shall build good relations with media in their regions and truthfully inform them about GONG's activities.

Regional offices shall keep records about media appearances, media plans and press clipping, and regularly send their copies to the Central Office before expiration of the first week of the following month.

Article 27
Building relations

Regional offices shall carefully and continually build good relations with local authorities, political parties, media, institutions and citizens by:
    regular and truthful reporting about its activities
    public actions
    organizing encounters, meetings and presenting our activities
    complying with the principles of impartiality and equal approach to everyone.

Article 28
This Policy comes into force on the eighth day of its announcement on the Organization's bulletin board.

Zagreb, 24 March 2004   President of GONG Management Board:
                                                    Suzana Jašić

Zagreb, 24 March 2004   President of GONG Supervisory Board:
                                                    Lelija Pavličević

VOLUNTEER MANAGEMENT

PHASE 1 – The volunteer applies for volunteering for GONG.

- The regional office fills out the volunteer application form
- The data is then entered in volunteer base. If the volunteer comes personally, the data can be entered in the base immediately, but we suggest there be a paper copy as well. Part of the form is perforated, containing the telephone number (060) and the address of the office (it is entered by the regional office), and it remains with the volunteer. The back of the part that remains with the volunteer contains instructions about reporting volunteer hours and conditions of membership.
- Everyone is obliged to inform the volunteers that they should provide feedback about the work done for the purpose of keeping track of volunteer hours. For example, little Ivo picks up 2000 brochures and distributes them around Šibenik together with Mato. After that, he calls/sends e-mail saying what he did, where he did it and that it took him two hours (not 10, which would be unrealistic!). The regional office will then enter this into the base, and if busy, they will first write it on paper and enter it in the base later. If Ivo and Mato are still not in the base, it is about time you entered them.

PHASE 2 – Volunteer volunteers

- Each employee of the regional office monitors the work of volunteers, but without volunteers' cooperation, it will be very difficult. Namely, THOSE who assign volunteers things to do should know/have written records of to whom they assigned a task, check up on them if they have not called in, and see whether they did it. And then – entry in the base again.

PHASE 3 – Volunteer who fulfilled membership conditions

- i.e. did more than 100 hours of volunteer work or monitored elections for more than 50 hours (one election or more). A synchronized single database will write a letter saying "Dear Mr. Ivo, you have fulfilled the conditions of membership…", and in that letter, Ivo will receive all information about how to become a member of the organization (how to pay membership fee if he wants to, and if he doesn't want to, thanks for your volunteer hours and we hope our cooperation will continue).
We make a point of saying that everyone has one month to make the payment. If they fail to do so, we will consider them uninterested in membership.

PHASE 4 – Volunteer pays membership fee and becomes a member

The person in charge of finance will see if Ivo paid the membership fee by the bank statement and personal ID number, and enter the payment date in the base. As soon as he/she enters it, the base will print out his membership card with all information, plus a supporting letter saying

"Dear Ivo, you have become a member…", which they will send him. The letter also states his rights and obligations and the fact that the membership lasts one year. This means that once a year elapses (the base knows!), Ivo will have to reacquire conditions of membership (volunteer hours).

PHASE 5 – Being a member

A member receives quarterly reports about GONG, a birthday card (the base prints it, we send it) and invitation to GONG Assembly. In addition, he/she still has to be controlled in regional offices – his hours and everything else, because of the very fact that a volunteer has to reac-quire conditions of membership after a year.
It is also important to say that around 15 days before expiration of membership, the base will write a note informing Ivo that his membership is about to expire, repeat the conditions and tell him what to do.

Why is it important to take care of volunteers?

Volunteer Management "Bible"

For several very important reasons:

1. Our work will not be successful if we have no volunteers.

2. Only a volunteer that is being taken care of is a good volunteer. It is not in our interest to turn people away from us (even by negligence), nor keep changing them, looking for new ones, while the old ones feel used.

3. Organizationally, we want to know how many hours of volunteer work have been done to present it in out annual report. Why do we want that? To show that donators were not the only ones that invested in GONG, but Croatian citizens as well, with their free work (that would otherwise cost us if we were paying for it, or it would not get done), which provides a lot of sense in our future existence before ourselves, before the citizens and before donators. We will not be able to do it without YOU and YOUR care!

4. We want to have active membership, rather than membership on paper. Each of us can bring friends and relatives to assemblies, but meanwhile, GONG will comprise only 20-40 of us – what is the meaning of our existence? It is better to have 78 active members and 124 active volunteers who know their rights and obligations and have a goal than have names on paper (even if there were 7000 of them).

5. Good database = good office. A database helps you know whom to turn to for assistance, because it says in there what someone has, wants and knows: translation of reports, transport of materials, office duty when you are away for a seminar, etc. People feel useful when they are doing what they want and know how to do, and you'll feel even better because the office will be functioning, and the volunteers will be satisfied.

- APPENDIX 7 -

WEEKLY REPORT
RO <u>ZAGREB</u> from *31 01 2005* to *04 02 2005*

* obligatory

1. CITIZENS' HOUR*

 a) CITIZENS' HOUR HELD

<u>Citizens' hour was held on</u> 02 02 2005 <u>in</u> Krapina <u>on</u> Radio Kaj <u>starting at</u> 18 hrs <u>in form of contact</u> radio show

<u>Duration:</u> from 18:00 to 18:55
<u>Guests</u> *(name, surname, function, party if applicable):*
Ivan Bracic, deputy minister of economy, labour and entrepreneurship
Sinisa Hajdas, Head of department for economy of Krapinsko-Zagorska County
Igor Jambresic, private entrepreneur
Mladen Malecic, private entrepreneur
<u>Numner of calls</u>: 5
<u>Media present:</u> Radio Kaj, Krapina
<u>Topic:</u> "Perspectives of small and medium entrepreneurship in Krapinsko-Zagorska County"
<u>Interesting info:</u> *(phone calls, guests in the audience, certain events….):* --

<u>Preparatory activities for promotion of Citizens' Hour:</u> --
(For each state: to who, how much, how, form, date, etc.)

<u>Media contacted:</u> Radio Kaj, Krapina, Biserka Jaksic

<u>Contacted interest groups:</u> --

<u>Informing the public</u> *(posters, flyers, e-mails):*
01 02 2005 - Announcement of CH
02 02 2005 - Announcement of CH

<u>Persons contacted:</u>
Ivan Bracic, deputy minister of economy, labour and entrepreneurship
Sinisa Hajdas, Head of department for economy of Krapinsko-Zagorska County
Igor Jambresic, private entrepreneur
Mladen Malecic, private entrepreneur

<u>Number of volunteers involved:</u>
Volunteer Antonio Eisenreich, drove us to Krapina.

<u>Press clipping and media report</u> *(announced where and when):*

01 02 2005 - Announcement of CH
02 02 2005 - Announcement of CH
02 02 2005 – CH itself

b) CITIZENS' HOUR IN PLAN

Citizens' hour will be held on 09 02 2005 in Turopolje correctional institution in Turopolje in form of closed panel discussion.

Preparatory activities for promotion of Citizens' Hour: --
(For each state: to who, how much, how, form, date, etc.)
Contacted persons, guests:
Tamara Dadc-Baric, Head of Turopolje correctional institution
Mirko Filipovic (independent)), MP
Ruza Tomasic (HSP), MP
Perica Bukic (HDZ), MP
Topic: "Ask your MPs"
Number of volunteers involved: --

2. INTERNSHIP POGRAM*

Decribe activities *(meetings with inters, when, where, why, problems, results, interesting infor-mation…):* --

3. OTHER NATIONAL PROGRAMS

Describe activities about each program if they occurred *(what, when, where, to who, why, problems, interesting information…):*

1. Open Parliament: --
2. I Vote for the first time:
● we agreed with Ms. Radic-Vrdoljak to have workshops in Traffic school in Zagreb on Feb 2, 2005
● we called trainers Helena Kereta and Jelena Brezoves to check if they agree to volunteer to conduct this workshop

4. ELECTIONS *(if any)*

Description of activities in last week *(how many, who, where, how, date):* --
Number of volunteers involved: (how many, who, where, how, date): --

5. LOCAL ELECTIONS AND/OR LOCAL PROJECTS *(if any)*

Decription of activities in last week *(how many, who, where, how, date):* --

Number of volunteers involved: *(how many, who, where, how, date):* --

6. VOLUNTEERS*

Number of volunteers visited the office:
• 10

Number of visits/ calls/ letters of citizens and reason for addressing GONG:
060 phone line:
• 10 calls
• inquiry about coalition of independent candidates and parties on local elections
• inquiry about whether candidate must have permanent residence in municipality where he/ she takes part in elections

Database activities:
• volunteer hours
• new volunteer applications and calling newly applied volunteers

Volunteer meetings:
• a meeting was held on Dec 31

Communication with volunteers:
• everyday visits of old and new volunteers

Other: --

7. PRESENTING GONG:

Seminars, workshops, conferences, presentations, open panel discussions, etc.. *(when, who, where, title, interesting information):* --

8. OTHER:
• collecting info in local media and web portals
• Library in Dvor called and collected info about citizens notes
• updating media list and collecting e-mail addresses
• contacting volunteers who observed elections in Ukraine to come for their certificates
• sorting GP forms

9. ALL TOGETHER*:

Meetings *(when, where, with who, why):* --

Important contacts – phone, e-mail *(who, when, why):* --

Travel *(when, where to, why):*
02 02 2005 to Krapina , Citizens' Hour

<u>Appearances in the media</u> *(when, where, why and in what form):*
01 02 2005 - Announcement of CH
02 02 2005 - Announcement of CH
02 02 2005 – CH itself

10. NEED FOR MATERIAL *(how many of what):* --

11. SUGESTIONS AND POSSIBLE PROBLEMS: --

Sample of Monthly report for September 2004 by Vlatka Svedruzic, Project coordinator for local election activities, "I Vote for the First Time" project, and CARDS activities

A. Repeated Local Elections

This month we had two repeated Local Elections. On September 5th Regional office Zadar had elections in Municipality of Primorski Dolac in Splitsko-dalmatinska County. On the same day Regional Office Slavonski Brod had elections in Town of Pozega. Those two elections were observed by 7 observers and four mobile teams (one mobile team in Primorski Dolac and three mobile teams in Pozega). GONG volunteers distributed 250 leaflets and 35 posters few days before the Election Day.

B. Community Self-government Elections

Only Regional office Rijeka had Community Self-government Elections. They were held in Town of Umag (Istarska County) and in parts of Municipality of Viskovo called Marcelji (Primorsko-goranska County). Those elections were not observed, but volunteers distributed 160 leaflets and 35 few days before the Election Day.

C. "I Vote (choose) for the First Time"

At the beginning of September project Coordinator arranged a detailed plan of activities for September and October, in order to prepare everything that was necessary for project continuation. Than, we held planning session where we established exact number of workshops, number of trainers who will participate again, number of new trainers needed and project's financial framework. We also focused on necessary changes in materials.
A draft of the project was written containing project history, results of conducting this project in previous school years and plans for this school year.

To be prepared for new school year, we made a list of all high schools in Croatia with contacts, addresses and names of relevant professors. There are 364 schools on that list.
To all this schools we send a letter in which we are informing them about continuation of the project "I Vote for the First Time" and we are offering them workshops for senior classes.
As attachments we send them project draft and report. We also offered them some of other GONG projects (Citizens' Hour and Open Parliament).
These letters were addressed to all high school principals and political science professors. Application deadline is 4th October. Schools started to register for workshops immediately and by September 30th 118 schools registered for 590 workshops.

In order to make some changes in the workshop, brochures and other materials, Project Coordinator studied evaluation report of previous project's season, as well as trainers' suggestions. We also had to add a part about Presidential and Local Elections (those elections will be hold during this school year). We excluded the chart with inscription "Choose and to be chosen" from the workshop, because trainers said that this chart was not necessary. Also, we needed a new chart about Presidential elections.
Due to some new law amendments, we had to add some new information in brochure "Finally 18" and in Election lexicon. All brochures and charts were reprinted.

In the beginning of month we contacted Atlantic Trade who is main importer of Durex condoms in Croatia. They again recognized the success of this project as they see it as a great opportunity for their promotion and decided to donate 7 000 condoms. As we will have 24 000 students in this year's project, we decided to buy another 8 000 condoms.

We again printed boxes for condoms with GONG's and Durex logos and our volunteers helped us to pack them.

This year some schools again decided not to allow distribution of condoms. Number of those schools is larger than last year.

The same as the last year, we updated project data base. Data base contains all schools, contact persons in schools, information about trainers and their counties, agenda of workshops, possibility of counting workshops and display of all results. After they contact professors in schools, Regional offices are entering all scheduled workshops into data base and they are contacting trainers to inform them about their schedule. Data base is updated daily.

Public contest for trainers was announced on Internet Moj-posao.net site. Contest remained open until September 13th and more than 300 applications with resumes arrived. First, we grouped all applications by counties, and selected those who were in compliance with the requirements. All persons who entered that group of applications were contacted and invited for testing and interview. Others were notified that they did not comply with the terms of the contest (wrong county, full or half time employment, different professions then required, etc.). We made three different tests for our candidates and prepared subjects for interview. Candidates were invited for testing and interviews in Zagreb (four groups), Varazdin, Rijeka, Zadar, Split (we didn't find trainers out of first group candidates so we repeated contest for Splitsko-dalmatinska County), Osijek and Slavonski Brod.

Out of 42 trainers, we have 17 old trainers and we selected 25 new whose tests were satisfying and who showed enough communication skills and responsibility during interviews. Learning materials were sent to them to be able to prepare for ToT.

Trainers by counties are the following:
Sibensko-kninska and Zadarska County: Tanja Basic-Kostadinovic and Ana Bogovac
Splitsko-dalmatinska County, first team: Ana Nikolic and Goran Buljanovic
Splitsko-dalmatinska County, second team: Goran Mrdakovic and Tadimir Radobolja
Dubrovačko-neretvanska County: Vlaho Jelic and Nives Vego
Zagrebačka County: Arijana Vela and Ira Maglica
Međimurska County: Velimir Dukec and Zrinka Vrtaric
Varaždinska County: Kristina Zupanic and Marniko Ratkovic
Bjelovarsko-bilogorska County: Jelena Biljan and Ivana Plazonic
Koprivnicko-krizevacka County: Sandra Cizmak and Helena Kobas
Sisačka County: Tanja Prpic and Ivan Srsen
Krapinsko-zagorska County: Stjepan Lackovic and Tanja Trkulja
City of Zagreb: Katarina Ivce and Jasenka Cindric
City of Zagreb: Helena Kereta and Melani Markovic
Karlovačka County: Ivana Bdenikovic and Miroslav Katic
Istarska County: Maja Dodic and Marko Mrakovcic
Primorsko-goranska County, first team: Zoran Stevanovic and Sonja Juricic
Primorsko-goranska County, second team: Maja Skvaza and Toncica Mustac
Pozesko-slavonska County: Anita Bubak and Mihael Rukavina
Viroviticko-podravska and Brodsko-posavska County: Damir Abramovic abd Tomislav Pejak
Vukovarsko-srijemska County: Damir Zivkovic and Branka Matanovic

Osjecko-baranjska County: Bernardica Grubic and Ivan Kobas

Since we were not able to find suitable trainers for Licko-senjska County, which has only few schools, this County was divided between two Primorsko-goranska County' teams.
We produced a table of all trainers with their data and counties and sent it to all regional offices and all trainers. Trainers were invited to TOT scheduled for October 5-7 2004 in Moscenicka Draga.

D. CARDS Project

During September, Regional Office Zadar had six Citizens' Hours. This month the topics were: Housing, Reconstruction and Return, How to Help a Local Community Development and Ask Questions to County Mayor and Other Heads in Zadarska County. More than 160 citizens participated in those Citizens' Hours. Although there were announced some other topics for this month, there were some changes because Zadarska County Mayor didn't have time and he postponed his performances.
This month, 50 students from High school Gracac visited Parliament. It was very important for us because during project's implementation last year this school refused to visit Parliament. But, this year they accepted and they emphasized that they want "I vote for the first time" workshops, too. J
According to the schedule for September we had regular partners' meeting. All three partners reported about implemented activities in August and plans for the September and October.
As we planned, we had Monitoring and Evaluation sessions, on 10th and 11th September. We discussed project framework and made detailed plan and timeline for baseline study and collecting data. Also, we produced some questionnaire for all relevant project's beneficiaries.
Detailed activity plan for October was sent to donor.

PARLIAMENT PROGRAM

1. "Citizens' Hour" [citizens meeting their elected representatives]

During this reporting period, GONG organized **36** "Citizens' Hours" throughout Croatia.

In August, 9 "Citizens' Hours" were organized. Due to the collective vacation during August, Regional offices had only one week for organizing "Citizens' Hours". Never the less, all events were interesting and well followed.

There were **20 "Citizens' Hours" in September**. Nine of these Citizens Hours were organized in a form of...

"Citizens' Hours" **organized in August, September and October:**

Regional Office Rijeka:

August 23, 2004, Town of Delnice
- One hour long open radio talk show on Radio Gorski Kotar
Topic: New Law on Traffic Security
Guests: Robert Tometic – Head of Police Department in Delnice and Darko Stankovic – Head of Traffic Police Department in Rijeka
Number of calls: 7

August 24, 2004, Town of Pula
- Less than one hour long open radio talk show on Radio Maestral
Topic: New Law on Traffic Security
Guests: Dubravko Slibar – Assistant…

...

Regional Office Slavonski Brod:

August 25, 2004, Town of Slavonski Brod
- One hour long open radio talk show on Radio Slavonija
Topic: De-mining in the County
Guests: Anto Mikolas – Head of Department for Infrastructure and Communal Issues, Miljenko Vahtaric – Assistant Director of Croatian Centre for De-mining, Dubravko Krusarovski – Head of Field Office Osijek of Croatian Centre for De-mining, Goran Berakovic – Head of Department for Public Order and Darko Dumencic – Police Officer for Bombs and Explosives.
Number of calls: 1

August 30, 2004, Town of Zupanja
- One hour long open radio talk show on Radio Zupanja

***Topic*:** Ask your MPs!
***Guests*:** Ljubica Brdaric (SDP), Vlado Jukic (HSP) and…

…

Regional Office Zadar:

August 25, 2004, Town of Sibenik
- Less than one hour long open radio talk show on Radio Ritam
Topic: Youth and Traffic Security
Guests: Edi Pervan – Head of Department of Traffic Security in Sibenik Police Department and Zivko Cicmir-Vestic – Deputy Head of Sibenik Traffic Police Department
Number of calls: 10
Interesting information: *Since Croatia got a new Law on Traffic Security on August 20 2004 this topic was number one in the country. This law…*

…

Regional Office Zagreb:

August 30, 2004, Town of Varazdin
-One hour long open radio talk show on Radio Varazdin
***Topic*:** Social Project Housing
Guests: Vladimir Kukec – Head of Housing Department in Town Government, Miroslav Bunic – CEO of "Zagorje Tehnobeton" Construction Company and Ljubenko Ristovic – Representative of Coning Company.
Number of calls: 10

September 7, 2004, Town of Karlovac
-One hour long open radio talk show on Radio Karlovac
***Topic*:** Land Registers
Guests: Ljiljana Antonic – representative of the Ministry of Justice in charge of property registers, Tomislav Maras – Property Judge on the County Court in Karlovac and Pavica Tomicic – Head of Property Register Departm…

2. GONG Internships

Interns in Croatian Parliament

Due to the summer break, there were no activities in the Parliament in August.

In September, we held a first meeting after the summer break and we talked about summer activities and autumn plan. Majority of interns spent their time on summer schools across Europe or just traveling. During September, they…

Interns in Croatian Government

In September and October, Jasmina kept on working on the analysis of work of local GSV (Economics Social Committee). She also participated in the meeting of national GSV and translated some articles.

Interns on the local level

Due to the summer break, there were no activities in the Zagreb City Council in August.
In September, Martina from Zagreb City Council got her degree in Law and participated in the meeting of Youth Committee…

3. Observing Parliament: How does the Parliament work?

Attending parliamentary sessions

Since the Parliament was not in session, there were no visits on the gallery in August.
There were 2 citizens present on parliamentary sessions during September and 15 citizens present during October.

Attending local bodies' sessions

- September 16, 2004. – Representative of Rijeka Regional Office was present on the session of Primorsko-Goranska County Assembly.

There were no visits to local Assemblies in August and October.

Monday Tours of the Parliament

There were no visits to the Parliament in August.

- September 22, 2004, Administrative and Economics High School from Zadar (37 students)
This was a first group of students in autumn season. Four MPs came to meet them: Ingrid Anticevic Marinovic (SDP), Anto Dapic, Slaven Letica and Tonci Tadic, all from HSP. Students had many questions for MPs who stressed that they are all opposition parties and that that it is a shame that ruling parties did not show up.

- September 30, 2004, High School Gracac (50 students)
Only two MPs showed up to meet the students: Sime Lucin (SDP) and Tonci Tadic (HSP), but still this was a very interesting…

...

4. Initiatives

Initiative for Public Financial Reports of Political Parties in the Parliament

After GONG publicly stated in TV interview in September that we were waiting for Committees response for more than 6 months, we received permission to come and take copies of the reports from 2001 onwards. We took copies and chose reports from 2003 for a case study regarding obligations for disclosure and transparency of financing sources and donations. Case

study has been finished and it will be made available for public in December, after final conformation of the data.

Initiative for Amending Law on Vat

In September, GONG contacted LIBRA caucus and suggested joint initiative for amending Law on VAT by introducing article which would exempt nonprofit organizations which promote constitutional values from paying…

…

OTHER ACTIVITIES

1. Election Program

Repeated Local Elections

During August, there were no repeated Local Elections.
However, at the end of August Regional offices Zadar and Slavonski Brod started with preparations for few elections announced on September 5 2004. They called observers, prepared and distributed materials and contacted election commissions. In addition, Regional office Slavonski Brod organized educational "Citizens' Hour" with topic "Local elections in Pozega".

In September, we had two…

…

Community Self-government Elections

There were no Communities' Self-government Elections in August.

In September, Regional office Rijeka had Community Self-government Elections. They were held in Town of Umag (Istarska County) and in parts of Municipality of Viskovo called Marcelji (Primorsko-Goranska County). Those elections were…

…

"I Vote (choose) for the First Time"

In the first school semester of this school year, our goal was to organize **800** workshops for **24 000** high school graduates in Croatian high schools.

At the beginning of **September**, at our first planning session, we arranged a detailed plan of activities for September and October in order to prepare everything necessary for project continuation. By mid September, we held our second planning session…

! We received an interesting call from the President of one high school students' council. He called on behalf of students of High school in the city of Zlatar (Krapinsko-Zagorska County) to enquire about workshops, starting date, topics and possibility for workshops to be organized in their school. He wanted to set a date for workshops in advance, as he already had a list of in-

terested students prepared.

...

CARDS Project

During **August**, due to the summertime, Regional Offices Zadar (since CARDS 2002 implements in Zadarska and Sibensko-Kninska counties) had only three "Citizens' Hours". However, a detailed plan of activities for September was made and sent to partners and the donor. According to the schedule for August we had regular partners' meeting. All three partners reported about implemented activities in July and plans for the fall season.

During **September**, Regional Office Zadar had…

…

2. International Relations

OSCE/ODIHR monitoring mission in Macedonia

GONG's representative **Vanja Skoric** participated in the OSCE/ODIHR one-month monitoring mission in Macedonia for the referendum as a Legal Analyst.

Election Support: Achievements and Challenges conference – Brussels

GONG President, Suzana Jasic, participated in "Election Support: Achievements and Challenges" conference held in Brussels on September 28-29 2004. The European Commission organized the conference and it gathered 100-odd participants. Suzana took part in…

...

3. Organizational Development

Managing Board

On September 25 2004, 8th GONG Annual Assembly was held where 36 members gathered in Zagreb to discuss Managing and Advisory boards' reports on our activities since the last meeting.
According to the Statute, new members of the Managing board were elected…

…

Employment issues

During this reporting period, we had several changes regarding employees.
Masa Kovacevic, Parliament program coordinator, joined UNDP Croatia office in early October. New person responsible for the Program became Sandra Pernar, BA in Political sciences, who was former intern and…

…

Technical Development

During summer-vacation period and empty offices, regular yearly system checkout was conducted. In addition, during this period MS ISA server that is responsible for one of our security aspects and access to the internet was upgraded to newer version. We have developed new module in our "apli" system for monitoring Internet usage. This includes monitoring of bandwidth, web-page usage and other statistics data to help us determine usage of resources.
During September periodically check of regional offices' equipment was…

…

Self-education and self-strengthening

Sandra Pernar, as GONG representative, participated in "Research and Analysis as Practical Tools of Influencing Policy Process on National and Regional Levels" workshop held in Opatija on September 16-17 2004. Lectures and group work covered policy changes in SEE, analysis in policymaking process, policy implementation, preparation of advocacy and public awareness campaigns, networking, and monitoring and evaluation.

GONG representative, Alina Jurjevic, took part in 5th ODRAZ's workshop for community work and development that took place…

...

Seminars, Conferences, Presentations and Actions

Sandra Pernar presented GONG activities and upcoming Presidential elections on Radio Student (radio within Political Science Faculty) on August 30 2005. It will be broadcasted on "Epicentar" show aired from Sarajevo with all reports about NGO's from the region.

On September 29 2004, Vlatka Svedruzic hosted 12 representatives (beneficiaries in CARDS SDRA project) from National minority councils and Neighborhood councils from Knin, Skradin, Benkovac, Graca and Sibenik. Vlatka presented…

…

Cooperation

During this reporting period, Hrvoje Rancic, Regional office Zadar coordinator, continued with activities in Forum gathering 25 NGOs from Zadarska County whithin the Regional Partnership /Regional development program supported by the EU development program. They discussed fundraising and writing project proposals that should be submited to the EC within agreed priorities for Zadarska county.

4. Important Meetings

Regional office Zadar met Ms. Renatte Hermanns, Head of OSCE Zadar office. They discussed upcoming Presidential elections and cooperation on local level.

We met Mr. Roberto Benjamin, NDI Regional director for CEE, and Ms. Victoria Canavor, NDI Senior program officer for Political party program, and discussed development of GONG Parliament program.

We met Mr. Chuck Howell and…

5. New Information about Donors

In early August, we have sent proposal for "I Vote for the First Time" project to Olof Palme International Centre for 2005.

At the end of August, we have signed the contract…

...

Damir Azenic
December 2004

- APPENDIX 10 -

Annual report consists of 4 quarterly reports and is written on a similar principle. Please find it in the training material.

How to communicate with local media

A guide for organizations and civil initiatives

Contents:

1. INTRODUCTION

2. BEFORE ADDRESSING THE MEDIA
a) Organizational preparation
b) Technical preparation
c) Media strategy

3. HOW TO COMMUNICATE WITH FREE MEDIA
a) Methods of communication with media
b) Types of media
c) Advice for giving interviews/statements
d) Promotional packages

4. AFTER COMMUNICATION WITH FREE MEDIA
a) Media calendar
b) Media report

5. BUILDING AND MAINTAINING RELATIONS WITH MEDIA
a) How to respond to invitations from media?
b) Rules for conduct with journalists
c) What if journalists want to make news where there isn't any?
d) What if we are doing everything properly, and the journalists are simply not interested in our work?
e) How to acquire free media space?

C – CONCLUSION

D – EXAMPLE

1. INTRODUCTION

Media and organizations/civil initiatives are an integral part of civil society. As both aim at achieving general welfare, both can do more by mutual cooperation.

Without media, an organization/civil initiative will have a hard time becoming known to general public, regardless of what is no doubt a valuable engagement.

On the other hand, if journalists decide to write about a subject, they often lack professional information they can easily obtain in organizations involved in certain fields. In addition, organizations and initiatives are an excellent source of news, actions, happenings, everything the media is interested in.

Civil organizations often complain about insufficient representation in media and failure to recognize the importance of their work in the community. Besides, the editorial concept in media generally fails to recognize the importance of organizations' activities, so there are hardly any journalists specialized in covering the work of organizations or areas in which respective organizations are involved.

On the other hand, the media often complain about organizations' insufficient preparedness for media presentation. They often fail to take into account the fact that organizations often operate in very meager conditions, and the members are generally not skilled in communicating with media. Specifically, organizations' communication with media basically comes down to press conferences, which are abundant as it is, and quite uninteresting for journalists. Journalists expect organizations to be imaginative and innovative, and to present their work in a more interesting way.

These misunderstandings can be resolved by developing relations between media and organizations, by sensitizing media for certain problems in society, and by raising the quality of communication with media in the very organizations/civil initiatives.

Media can become important allies in a campaign or action, but this is not necessarily so. It is therefore important for organizations/initiatives to dedicate enough attention and time to their work with media.

2. BEFORE ADDRESSING THE MEDIA

Regardless of whether we are dealing with a recently established initiative or a well-known civil organization, certain preparations have to be made for better communication with media. It takes quite a lot of effort, but eventually produces very good results.

a) Organizational preparation

Before addressing the media, each organization/initiative should carry out organizational tasks required for proper functioning, both internal and toward the general public. This primarily pertains to a clear mission of action, strategic plan, financing and distribution of duties within the organization/initiative.

Defining activities and objectives is as important as providing space and human resources for work, and it largely influences the image. If it involves a civil initiative, it will probably restrict itself to defining the initiative's objective and distribution of duties. Sooner or later, journalists will become interested in that information too.

b) Technical preparations/media's databases

Without appearing in media, an organization/initiative will have a hard time being recognizable and gaining inclination from a substantial number of citizens and sponsors. Appearances in the media ensure building of social awareness of a problem and stimulate creation of allies, i.e. friends. It is possible that after a story about the work of an organization/initiative is published, new volunteers apply, or a local entrepreneur who wishes to support the organization's activities.

Some media are more open toward civil organization and some less, but each organization/initiative can ensure media attention by its work, if it presents its activities in the right manner.

It is desirable that each organization/initiative have a person who will coordinate media appearances. To achieve better promotion, it is also desirable that several persons be included in this segment of work, which is very important for the work of each organization/initiative. The person in charge of media could happen to fall ill, for instance, or be otherwise prevented from performing his/her task, and the journalists could happen to need that organization's/initiative's position on an issue at that very time. In addition, appearance of different activists in media represents their strength and numerousness.

Before addressing the media, the person in charge of media should make a table with help from his/her colleagues, containing a list and contacts of all media active in the local community or, if necessary, in a broader area. Other organizations and Internet pages may help in creating the table. Media's and journalists' phone and fax numbers and e-mails are essential for quick communication with media, which is why they need to be regularly updated.

A list of media and contacts should include:
news agencies
radio and TV stations and their local chapters
daily newspapers and their local editions
the most important magazines covering your area of work
Internet portals
Weekly papers and local editions
business and other specialized papers
national and other minorities' papers

example 1
List of media/journalists

Media	journal-ist	phone	fax	mobile phone	e-mail	Web
Radio Buduć-nost	Šime Pilić	01/896-5487	01/896-5472	098-285-4789	sime@radio.hr	www.radio-buduc-nost.hr
...						
...						

When making a table, it would be desirable to contact the media, and if we are dealing with a bigger city, enquire about the journalist following the work of civil organizations, or find out

which journalist follows events in a certain smaller town/local community.
If there is no such journalist, it would be advisable to enquire whether someone knows a jour-nalist from a certain medium, and then make contact with the journalist, especially if the organi-zation/initiative is not pleased with the way a certain medium is following its work. The best thing to do is ask what the problem is – is it the editorial policy of the medium, or a wrong ap-proach to media? Perhaps the journalist will say that his/her medium's policy is to not visit or-ganizations' press conferences, and that they are only interested in public actions and round tables, and perhaps a one-on-one conversation might interest him/her in the work of the or-ganization/initiative.

In order to respond to a certain problem in a timely manner, or release a statement reflecting the current state, it is necessary for the person in charge of media to follow media every day, especially the topics in which the organization is involved. For instance, a journalist may re-quest comment on some city government's decision, and the representative of the organiza-tion/initiative will not be ready to make a statement if he/she is unaware of the decision.

c) Media strategy and media campaign

Before addressing the media, it is necessary to develop a strategy for appearance in media, whether it is a one-off action or the schedule within a certain project.

When designing the media strategy, it is necessary to answer the following questions:
1. Which objective does the organization/initiative want to achieve by the media campaign?
2. What message does it want to send to the audience?
3. What message does it want to convey to the public?
4. What means does it have at its disposal?

Once these questions have been answered, one can start creating the media campaign, i.e. media appearance planning.
Appearance in media can be paid for or free. If the organization/initiative has provided funds for a media campaign, which includes production of audio/video ads, payment of ads in news-papers, simple voice-over messages, etc, it would be desirable to seek advice from more ex-perienced colleagues or media experts if it is their first time.

If there are no such funds, which is most often the case with organizations/civil initiatives, proper preparation should ensure media attention. If there are members skilled in raising funds, they can approach local entrepreneurs and/or local self-government for financial help.

For better implementation of a media campaign, it is necessary to design a **media plan and media appearance calendar,** which also serves for evaluation of the plan.
When making a media plan, one must make sure the presence in media is balanced over a certain period of time. For instance, if we are dealing with a period of one month, one must en-sure presence in media every week, rather than serve an abundance of information to journal-ists in the first week. One must also take into account the external factors that can significantly disturb a media plan, such as coinciding of a press conference with major institutions' press conferences.

example 2
Media plan

MON / 01/05	TUE / 02/05	WED / 03/05	THU / 04/05	FRI / 05/05
- sending invitations - calling journalists	- preparation for making statements - preparation of written materials	- conference - sending notice to media - media appearance records	- media appearance records - press clipping - evaluation	- supplementation of media reports

Of course, not all media appearances can be foreseen – sometimes one must react *ad hoc* to calls from media, and this should be subsequently recorded in the media calendar.

The quality of a media campaign is visible after its completion – if the planned objective of the media campaign has been achieved, the media campaign was successful, regardless of whether it had ensured funding or not.

3. HOW TO COMMUNICATE WITH FREE MEDIA

It is not difficult to get free media coverage. All media appearances an organization/initiative gets free of charge fall into the free media category, and they are also known as ''deserved media'', since each organization/initiative has to work on gaining media coverage by both its activities and its continuous work with the media.

Accessing local media is generally easier than accessing the national ones, for more than one reason:
- local media cover less events;
- local media are more interested in local events;
- local media mostly lack quality information on certain issues because they do not have teams of journalists that could efficiently cover certain topics.

The principal task in getting media attention is to convince the journalists that the organization/ initiative is worth the attention, i.e. that it is offering news to journalists. The value of news depends on timing, closeness to readers or listeners, possible consequences, importance, and how interesting it is. It also depends on presentation skills, i.e. convincing the journalists that it really is news.

Most organizations/initiatives have two big chances for almost certain media attention. The first one is the **announcement**, i.e. the start of the organization's/initiative's, action's or project's activities, and the second one is **completion** and announcement of results of (un)achieved objectives. Obstacles encountered during work can also be news. One should not expect immediate media attention every time a press statement is released or somebody talks to a journalist. One should also refrain from calling journalists when there is nothing to say because they will eventually stop covering essential parts of the organization's/initiative's work as well.

It is important that all employees/members speak the same language when appearing in media, so that the media would not get the impression the organization/initiative does not have clear views with respect to important issues. The easiest way to achieve this is to agree on positions before the campaign/action, and to prepare simple promotional materials with basic information that is easy to remember and understandable to activists and the general public.

Oftentimes we also get unwanted media attention. Negative news and stories are often based on detected crisis, scandal or impropriety, and are often very harmful. If journalists are not paid enough attention or not supplied information in a timely manner, the image with journalists is affected, and they can easily start writing negative things about the organization/initiative.

A successful media strategy should be based on acquiring quality and useful media space, but also on foreseeing possible dangers and traps. In these terms, one could make up a list of ''delicate'' question and practice answering them. Generally, organizations/initiatives should not provide answers such as: ''It's a trade secret'', or ''That's our internal issue'', even if certain answers will not be to the liking of the audience they will reach. This is why good preparation is very important.

For example, journalists often like to ask questions about financing of organizations. The answer may be: ''We received 60,000 HRK from donator XY'', and it may also be: ''After we made up the project proposal and sent it to a dozen different addresses, XY granted us 60,000 HRK for the following activities…After completion of the project, we will present the donator with financial and verbal reports, as well as copies of all bills''. This is to emphasize that the funds did not just fall from the sky, that a certain effort was put into raising them, but it is also to prove that the organization/initiative operates transparently.

In order to achieve greater presence in media, famous persons supporting organization's/ initiative's work or a certain project can be used as ''bait'' for journalists. A ''bait'' can also be a particularly interesting venue of a press conference, selected to warn about certain problems, or presentation of problems in the way that the general public graphically understands the consequences of its (non-)resolving.
For example, the fact that garbage has been dumped in a certain illegal depository for years is not news; however, the fact that scientists proved that the number of cancer patients has increased thirty times due to underground waters polluted by the depository is news.

a) Methods of communication with media

COMMUNICATIONS, STATEMENTS AND NEWS FOR THE PUBLIC

Most organizations/initiatives regularly send news and statements for the public. Each of the materials has to be supported with facts and contain answers to all questions: WHO? WHAT? WHERE? WHEN? WHY? and HOW?
The header of a communication generally features the logo, with graphic emphasis on the organization's/initiative's name, address, and telephone number. The text of a communication has to be succinct and understandable, and it should not be too long in order to increase the possibility of its being published and to reduce editor's intervention in cutting it short. The sentences in a communication should be short and clear, and adjusted to both radio and TV reading.
Communications should be sent when it is really necessary, i.e. when there is something to

tell, in order to avoid giving media the wrong impression based on previous experience and making them think a communication is unimportant when something truly important is to be communicated. It would be desirable if the communication were addressed to the journalist with whom contact was established, or a journalist known to follow the area to which the communication pertains.

Namely, when a communication is sent, it is advisable to call the journalist you know, acquaint them with the problem, and ask them to become involved so that the communication would get published, especially if it concerns a large number of citizens.

PRESS CONFERENCE

Press conferences are held when there is important news for the public. A conference must satisfy the same standards as news or statements for the public, and in addition be visually attractive for TV cameras and photographers.

After agreeing on things within the organization/initiative, the press conference is called by sending invitations according to the media list, a day or two in advance.

example 3
Invitation to press conference

Udruga «Čistilište»
Keršovanijev trg 2
45850 Priobalje
tel: 045-236-945; fax: 045-236-946
e-mail: marija2@cmet.hr

- to all media
Priobalje, 01/05/2004.

INVITATION TO PRESS CONFERENCE

We are inviting you to a press conference that will take place on **Wednesday, May 3rd, 2004 at noon, outside the main entrance into the "Bijelo jezero" (White Lake) complex in Priobalje.**

The motive for the conference is the commencement of the **"Let's Clean Our Way to Health"** action, which will be held from May 3rd – 5th, 2004, with participation by Organizations' volunteers, secondary school students and citizens. Mayor Marko Čavrak confirmed his arrival.

For any further information, please contact our spokeswoman Marija Parać at tel.: 091-3695-402.

We are looking forward to your arrival!

Best regards,
"Let's Clean Our Way to Health" action
Ivica Zuber – coordinator 098-7548-695

Prior to arrival of journalists, it would be advisable to prepare materials about the motive for the conference. It is best to provide all information for journalists in writing, so that they could accurately convey them afterwards and pay more attention to what is said at the conference.

example 4
Information for journalists

Udruga «Čistilište»
Keršovanijev trg 2
45850 Priobalje
tel: 045-236-945; fax: 045-236-946
e-mail: marija2@crnet.hr

Priobalje, 02/05/2004

INFORMATION FOR JOURNALISTS
at the occasion of

"Let's Clean Our Way to Health" action

The objective of the "Let's Clean Our Way to Health" action is to create a pleasant and useful environment around the lake that could later serve as an excursion resort for all citizens of Priobalje. The "Čistilište" organization has gathered activists, volunteers and citizens who are bothered by the unbearable stench and garbage around Bijelo jezero (White Lake), which has not been cleaned for years.

The action will take place from **May 3rd to 5th, 2004**, every day from **noon to 6 p.m.** Mr. Ivica Zuber is the action coordinator in charge of organization of cleaning and distribution of materials.

We have sent invitations to join the action to all primary and secondary schools, environmental organizations and retirement associations, and we expect many citizens will join us.

The action is supported by all town councilmen, and the Organization received 10,000 HRK from the Town Board for this action.

We are hereby inviting all interested citizens to join us and do a good deed for themselves and the environment we live in.

spokeswoman
Marija Parać

It would be good to place a table with materials and a table for recording journalists' atten-dance next to the entrance into the room where the conference will be held to keep track of who showed up and which media covered the conference. This is important for more than one reason: it facilitates recording media appearances, you find out the name or phone number of the journalists who attended the conference which makes the next step easier, and finally – you know which media have to be sent a notice about the conference that took place.

example 5
Journalist list

Name	medium	Phone	Fax	e-mail
Ivica Šimić	Priroda i društvo	091-745-9836	045-241-784	ivica@hotmail.com
Jasmina Ivić	Radio Priobalje	045-352-485	045-352-496	-

A sufficient amount of promotional materials has to provided for journalists (basic information about the organization/initiative – when it was established, how many employees it has, how many activists and volunteers, the budget, annual report (if any), leaflets, brochures, posters, etc)). A press conference should not last for more than 30 minutes, and time should be left at the end of each conference for journalists to ask questions, which should be answered readily and clearly.

Why? A press conference provides a possibility for media to record and hear statements and information about the organization/campaign/action and to ask questions. The persons holding the conference should be prepared and self-confident.

Where? The appropriate space should be carefully selected. If it is a room, it should be acces-sible, quiet and not too big. If the conference is held outdoors (for example, in front of an institution), spare space should be provided in case of bad weather. Usually, the simplest way to go is to hold the conference in an office, but this is the least interesting for the media because most institutions also organize press conferences on their premises. Therefore, it is sometimes very useful to select an interesting location related to the motive for the con-ference, for instance, a garbage depository or the space in front of town government.

When? One should be aware of journalists' deadlines. Press conferences are generally held in mornings, around 10 or 11, so that the news can be published as early as the afternoon ra-dio broadcasts, evening TV news and the next day's editions of daily papers. One should also take into account the day the press conference is held: it should be immediately before the day when newspapers achieve higher circulation (e.g. Fridays, when the TV section is included, or Saturdays, when the personal ad section is included). However, many institu-tions also count on it. The best thing to do before a conference is to enquire with the jour-nalists whether someone has already scheduled a conference at the same time, and if so, the beginning of the press conference should be adjusted, so that as many journalists as possible could come. If arrival of a foreign TV station's journalists is expected, invitations to the conference should be sent two days ahead, in the morning. Invitations should be sent to

editorial boards, and the journalists that usually cover the work of the organization/initiative should be notified of the scheduled press conference, and asked if they could be the ones covering this one, if possible. This creates long-term relations with journalists who, after all, facilitate the work because these journalists know a lot about the organization, and there is no need to explain the basics every time.

How? The background should be well decorated with posters and other materials. Enough places for journalists should be ensured, and the speakers should be positioned in the way that all journalists can see them and hear them clearly, and for cameras and photographers to capture them. Enough room for radio microphones and dictaphones should left on the table in front of the speaker. If possible, it would be advisable to offer coffee or soft drinks to journalists.

Who? The key persons must be present at the press conference, and the person in charge of media opens, closes, presents people and gives word to journalists, i.e. coordinates journalists' questions and answers to them.

What? A conference is opened by presenting the subject and the speaker, and by thanking the journalists for their arrival. After that, the subject is discussed, but one should try to minimize reading from cards, and look at the journalists present as much as possible. Finally, journalists ask their questions, and the conference is closed after the last journalist question has been answered.

Some media do not have enough journalists to cover all events interesting for media, and some find press conferences uninteresting. However, if you send them a note after a press conference about a press conference that was held, there is a chance they will publish the information or call and ask for a statement.

example 6
Notification about a press conference held

Udruga «Čistilište»
Keršovanijev trg 2
45850 Priobalje
tel: 045-236-945; fax: 045-236-946
e-mail: marija2@crnet.hr

Priobalje, 03/05/2004

NOTIFICATION ABOUT A PRESS CONFERENCE HELD
at the occasion of

"Let's Clean Our Way to Health" action

The press conference was held on **Wednesday, May 3rd, 2004 at noon outside the main entrance into the "Bijelo jezero" (White Lake) complex in Priobalje**

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Ivica Zuber, action coordinator, and **Mayor of Priobalje Marko Čavrak** spoke at the conference.

The motive for the conference is the commencement of the **"Let's Clean Our Way to Health"** action, which will be held from May 3rd – 5th, 2004, with participation of Organizations' volunteers, secondary school students and citizens who decide to join the action.

"Čistilište" organization has gathered activists, volunteers and citizens who are bothered by the unbearable stench and garbage around Bijelo jezero (White Lake), which has not been cleaned for years. The objective of the "Let's Clean Our Way to Health" action is to create a pleasant and useful environment around the lake that could later serve as an excursion resort for all citizens of Priobalje.

Mayor Čavrak commended the «Čistilište» Organization's action and expressed readiness to help organization and initiatives working in the local community.

Ivica Zuber pointed out the how pleased the Organization was with the great response from the citizens and thanked the town government for their support and financial help in amount of 10,000 HRK. He also invited all citizens to participate in the action and directed them to obtain any information at Organization premises or at 045/236-945.

For any further information, please contact me at tel.: 091-3695-402.

spokeswoman
Marija Parać

INTERVIEWS

One should thoroughly prepare for each interview. It is necessary to know who will be doing the interview, for which medium, for which time slot, main topic of the interview and its duration. The person in charge of media should offer all information to the journalist, so that he/she could prepare for the interview.

However, the person who is being interviewed should also prepare the interview strategy: what is to be highlighted, who he/she is addressing, how he/she wants to be perceived. If it is an important interview, it is useful to practice in front of other people. It is not the same thing giving an interview to, for example Nacional, Croatian Radio, a local TV station or a local paper. The appearance and the statement have to be adjusted to the medium because the editors will adjust them by choosing the headline or cutting them short anyway. If the journalist is requesting a statement, one should not talk for 10 minutes, but prepare a short and clear statement, so that the journalist would not have to decide on his/her own what to cut short and what to publish. If we are dealing with a telephone statement, and the person replying is unprepared or insecure about the answer, it is best to ask for at least a 15-minute postponement, indicating that he/she is busy at the moment. This will give him/her enough time to prepare the answer.

b) Advice for giving interviews/statements

TV interview/statement

Prepare the answers – if the questions have not been sent prior to shooting, it is advisable to
   foresee them and practice the answers. It is quite normal to be nervous before an appearance/shooting – that is the point of practicing.

Prepare all materials as if it were a press conference – basic information about the organiza-

tion/initiative or the project, promo materials, etc.

If the shooting is taking place on organization/initiative premises, the staff should be organized and the journalists should be readily received – they find the atmosphere inside an organization just as important. The place to stand or sit has to be provided, and the space should be supplemented with a poster or some other symbol of the organization/initiative.

Television itself adds kilos to a person. The best thing to wear on TV is something single-colored, in light colors if possible, and one should avoid checkered patterns or stripes because they have a raster effect, and clothes seem to vibrate on TV.

You should stand upright in front of cameras, without swinging when the camera is on you.

Make no sudden moves and refrain from gesturing with your hands too much.

Ask the journalist to deliver the questions or indicate the subject of the interview, and the main items he/she is interested in.

Answer in full sentences, but shortly and precisely.

Talk slowly and understandably, without long pauses, verbal crutches, etc.

If the interview or the statement is not broadcasts live, the journalist can be asked to reshoot them.

Radio interview/statement

Prepare all materials as if it were a press conference - basic information about the organization/initiative or the project, promo materials, etc.

Arrive at the studio a half hour early or rehearse answering the principal question before arriving.

Ask the journalist to deliver the questions or indicate the subject of the interview, and the main items he/she is interested in.

Prepare the answers, foresee the question and practice.

It is quite normal to be nervous before an appearance/shooting – that is the point of practicing.

Answer in full sentences, but precisely.

Talk slowly and understandably, without long pauses, verbal crutches, etc.

If the interview or the statement is not broadcasts live, the journalist can be asked to reshoot them.

Newspaper interview/statement

Prepare all materials as if it were a press conference - basic information about the organization/initiative or the project, promo materials, etc.

Answers in a newspaper interview may be longer than those for electronic media, so statistical data or expert analyses may be prepared for the journalist as an addition to the interview.

Ask the journalist to deliver the questions or indicate the subject of the interview, and the main items he/she is interested in.

Prepare the answers, foresee the question, and practice.

After giving the interview, ask the journalist to send the text for authorization before publishing. Authorization is a verification procedure – by signing the authorization, you guarantee authenticity of the quotes. Only the answers are authorized, whereas the text's ''production'' – headlines, subheadings, etc. generally depend on the editor producing the text.

If the topic is not too delicate, i.e. subject to wrong interpretations, and if the topic is not too specific/professional, one should try to be as precise as possible in his/her answers to avoid authorization, because journalists may find it unacceptable or strange when representatives of organizations/initiatives request authorization. Namely, authorization does not exist in most democratic countries and most journalists see it as meddling in journalists' work, especially if it involves radical interventions in the interview. It often happens that an interview is significantly changed because the interviewee decided – for various reasons – to self-censor the interview

subsequently or prettify their words, i.e. add the important parts or explanations, which burden the text with unnecessary/tiring parts.

c) Types of media

Before and after addressing the media, the editors will determine the manner of presenting the content, in accordance with the editorial concept of respective materials.

BREAKING NEWS usually include action or something new. Regardless of how important an organization's/initiative's press conference is, if significant breaking news appear on the same day, the conference may go unmentioned in media. This is why the necessary steps have to be taken: contact the journalist you know, or the one engaged in the desired area, and send them a notification about the conference that was held or a communication.

REPORTS ensure more supporting information than news, and they do not depend on time as much. Journalists should be given reasons why a report should be made about the organization/initiative. This is called ''***bait***''. Possible reasons for media attractiveness include the following:
this is a unique action; the action is of great significance; extremely interesting for readers and viewers; new information for the public; the problem affects a great number of citizens; etc.
OPINIONS AND COMMENTS are generally guest associates' essays. Most often the newspapers order such texts, but you can prepare a column on your own and send it to an editor.
READERS' LETTERS are one of the ways to use free media space. In readers' letters you can deny something, criticize or review.
TALK-SHOW APPEARANCES are often media forms achieving high ratings, but invitations to appear on TV or radio shows are generally extended to persons well known to the public or unknowns who can make breaking news. It is advisable to watch or hear at least one of previous shows, find out about the subjects of discussion and whether there are any other guests and who they are. If it's a show involving listeners' calls, one should prepare well and plan the answers. In addition to question about the action or person themselves, listeners/readers often ask question such as: ''Who' financing you?'' (make sure you answer that one), ''Whose interests are you representing'' (public, citizens' interests), ''What else do you do?'' (answer), but they also often make their own comments or request comment on certain events or decisions.

d) Promotional packages

In order to present the organization/initiative/action as well as possible, it is useful to prepare packages/folders/envelopes containing materials about the campaign that can be shared with the media that are in contact with the organization/initiative. They can also be distributed to donators, institutions, politicians…

A promotional package can contain:
A short history of the organization/initiative (actions, projects…);
Factual overview of the action;
Materials such as brochures, leaflets, polls, booklets, pictures;
Most important newspaper stories:
… but also …
Most important information about the environment (which may be useful to foreign media);
Financial operations data;
List of public persons supporting the action and their statements;

Schedule of public appearances and activities;
Publications about respective focal points;
Statements and speeches.

4. AFTER COMMUNICATION WITH FREE MEDIA

a) Media calendar and press clipping

Media calendar is an overview of organization's/initiative's appearance in media over a certain period of time. A media calendar includes entries of all appearances in media, including printed media, radio and TV stations, news agencies and Internet portals.
Since the media plan enables us to foresee part of media appearances, one should follow the media after giving a statement or holding a press conference, and enter them in the calendar.
If the organization/initiative has more than one chapter, it would be desirable to run a separate media calendar for each of them, and to unite the information in a certain time period.

example 7
Media calendar

MON / 01/05	TUE / 02/05	WED / 03/050	THU / 04/05	FRI / 05/05
	HINA, HTnet, Iskon – announcement of action	- Radio Mrak, Zeleni radio – announcement of action - Radio Mrak – statement about action - HTnet, Iskon, HINA – notice about the beginning of action - Hrvatski radio – report about action	- Večernji list, Slobodna Dalmacija – article about action	HRT – «Dobro jutro» – guests in the show

One should closely follow newspapers and the Internet, and collect articles mentioning the organization/initiative, person or action, and arrange them in folders with dates of publication. This procedure is called **press clipping**, and press clippings can be bound on weekly, monthly, yearly or project basis. The best thing to do is to have the original that is kept in archives and multiple copies that can be given to volunteers, external associates, business partners or donators.
Some radio stations post news and statements on their web pages.

example 8
Press clipping

Priroda i društvo   04/05/2004

Citizens and Mayor against Cancer

A three-day action involving garbage cleaning began yesterday around Bijelo jezero (White Lake), organized by the ″Čistilište″ organization, and over two hundred citizens responded, led by Mayor Marko Čavrak.

The ″Lets′ Clean Our Way to Health″ action was supported by all town councilmen, and the town government granted a 10,000 HRK financial support and promised 24-hour surveillance of the depository after completion of the action.

The objective of the action is to create pleasant and useful environment that would serve as an excursion resort to all citizens after the cleaning.

According to the environmental impact study published a month ago, scientists proved that the number of cancer patients has increased thirty times over the past ten years, due to underground waters polluted by this illegal depository, which are entering the town waterworks.

The ″Lets′ Clean Our Way to Health″ action will go on until May 5th, and the Organization is inviting all interested parties to apply in Organization′s premises on 2, Keršovanijev trg in Priobalje, or at 045/236-945.

Ivica Šimić

Appearances in electronic media (radio and television) are the hardest to follow. However, after a statement is given, you can ask your colleagues to watch a certain medium. You can also call a medium and ask when a statement was broadcast. It is similar with press clipping – you can ask electronic media to make a record of a statement or guest appearance, which will also become an integral part of organization's archives.

b) Media report

By combining all media appearances, you can put together media reports for respective periods, actions or projects. A media report is a sort of an organization's/initiative's statistic and indicator of success in media appearances. Media reports are generally sent to donators upon completion of project or upon expiration of a business year.

example 9
Media report

Date	medium	type	motive
02/05	HINA	announcement	Action
	HTnet	announcement	Action
	Iskon	announcement	Action
03/05	Radio Mrak	announcement	Action
	Zeleni radio	notification of action start (4x)	action
	Radio Mrak	notification of action start (6x)	action
	HTnet	notification of action start	action
	Iskon	notification of action start	action
	HINA	notification of action start	action
	HRT	report	action
04/05	Večernji list	article	action
	Slobodna Dalma-cija	article	action
05/05	HRT	guest appearance - «Dobro jutro»	action

5. BUILDING AND MAINTAINING MEDIA RELATIONS

The success of presenting an activity in the media also depends on media-journalist relations.
If press conferences take 90 minutes and media communications are sent daily, journalists will eventually become less and less interested in organization's/initiative's activities.
It is therefore important to build media relations gradually, and pay due attention to journalists. One should try to associate with the journalists covering organization's/initiative's area of activity and occasionally brief them on work and activities in a relaxed atmosphere.

a) How to respond to invitations from the media

Sometimes news about organizations/initiatives is not that interesting as that about various accidents or catastrophes, but they always compete with other news coming from other organizations and initiatives. If a journalist calls about some information for his/her story, you should answer as soon as possible.

If a journalist makes a wrong quote or pulls a word out of context, one should usually learn his/her lesson and move on, not send agitated letters to the editor. It would be best if the person in charge of media would call the journalist to clarify the misunderstanding and request retraction of a quote or fact, but not aggressively. You can never beat the media in a verbal battle.
If an organization/initiative is not satisfied with the media space assigned to it by a medium, they should consider requesting a meeting with the editor-in-chief or editors of respective sections. At the meeting, they can present the work of the organization and try to find out why the

situation is as it is. In any event, one should try because the process of teaching the media about the role of organizations and initiatives is still under way.

If an organization/initiative is involved in specific subjects, and has developed media relations, it should be prepared for frequent calls from journalists requesting various answers, comments or expert opinions. For example, if a local eco-organization does not know where the city depot is, or a female association does not know how many women there are in the city council – it is irresponsible and detrimental for the reputation of the entire organization/initiative.

b) Rules of conduct with journalists

Never lie to a journalist, always tell the truth.

You should accept invitations from journalists, be available and respect their deadlines.

Do your homework: every time you talk to a journalist there has to be a concept and arguments.

Always talk publicly and on the record. Do not say anything off the record or regarding ''general circumstances'', unless the organization/initiative wants to use it in that form.

Never call journalists angrily, be collected an calm during interviews.

Never say ''No comment''. Instead, you should rather say ''I am not ready to answer the question at this point'', ''I will call you when I verify'' etc.

Answer every question, but try to associate each answer with a message. Do not accept journalists' definitions and formulations and feel free to rephrase questions.

Do not resent journalists' ignorance.

Bear in mind that the public consists of citizens of all profiles, so one should speak in a clear and simple language.

Treat all journalists fairly – do not favor friends or supporters.

Keep up to date with newspaper and TV news and appearances.

Be punctual for your meetings with journalists.

When calling a journalist ask: ''Is this a good time?'', and learn from journalists about the life on news desks. An editor is easiest to reach between 10 a.m. and noon (before they hit the field) and around 2 p.m., when they generally write and turn in texts.

c) What if journalists want to make news where there isn't any?

Sometimes it may seem that journalists hardly understand an organization's/initiative's work. For example, only two journalists show up at a press conference, and the following week, when there are no activities, journalists keep calling and requesting comments on unimportant events that sometimes have nothing to do with the scope of organization's work.

This may occur for several reasons: first - there were too many news on the day the press conference was held; second – the journalist has the wrong perspective of the field the organization is involved in; third – in lack of competent persons, journalists are trying to get a statement from those who are available.

Journalists should be explained the organization's position and what it does, but not lectured as if by a professor.

Still, it is good to use this kind of media attention too, because they can always be directed to follow the desired issue, highlighting your work and results.

Example:

The journalist asks: «Can you comment on construction of a garbage depot in Donji Sobočani''? Possible answer: ''Construction of garbage depots is really needed in our parts. Selection of the site in Sobočani without consulting the people who live there is impermissible. How-

ever, the ''Čistilište'' organization appealed for the problem to be resolved as soon as possible. Namely, last week we undertook a major action to clean Bijelo jezero (White Lake), which was overflowing with garbage that has been dumped there by irresponsible individuals for years. The result of the action is introduction of all-day guard duty, arranged by town government to prevent further garbage dumping. We believe our citizens will take better care of their environment and dispose of garbage in the receptacles provided for it''.

d) What if you are doing everything you can and journalists are simply not interested in the work of the organization/initiative?

If journalists are paid enough attention and the organization/initiative is not appearing in the media at all, it is time to consider alternative ways to penetrate the media block. There is a number of ways to conceive and then act.

For example, you can consider including the volunteers in:
- organized calling into contact shows broadcast on radio and TV stations, where volunteers will pose questions to the leaders of local self-government or the journalists themselves, on behalf of the organization;
- sending letters to local institutions about respective problems;
- organizing local stands and distributing leaflets to inform citizens about the activities;
- organizing voluntary blood giving and informing the media about it;
- designing a simple organization paper, which will be financed by local sponsors, for example, photocopy stores, etc.

e) How do you get free media space?

Paid media space is: article, show, ad, audio ad, video ad, simple voice-over message.

As the funds for running campaigns are usually limited and suffice only for an organization's/ initiative's basic activities, you can contact the media for help, by requesting discount or free broadcasts. Of course, the media will not be thrilled with the idea at first, but you should prove to them that it is all for public welfare and benefit of the community, but also suggest that you are offering content that they sometimes lack.

Over the past few years, there has been some positive movements in this segment of work with the media. The media have started to take the role of civil organizations in the society seriously, and grant substantial discounts for actions of public significance. They have thus become more open to cooperation and help for organizations – how organizations/initiatives will use this depends on their work.

To get free media space, one should sometimes use his/her imagination. For example, in order to get a free radio broadcast, one can bring a parliamentary representative to a local radio station, or a minister or someone attractive to the public, which is to say someone with a positive public image. When requesting free broadcasts of audio and video ads, one should refer to the general welfare, sources of funding, and point out that the medium will be quoted as a donator. Anything that can be paid for can be had for free, you just have to ask and be persistent.

The key help in supporting a media campaign can be provided by local self-government and local entrepreneurs. In exchange, you can offer them patronage of the campaign/action and highlight their name in all media appearances.

When selecting the types of advertising that have to be paid for: one should take into account the following:

When making **audio ads**: media coverage in the designated area –select radio stations with the highest ratings or those listened to by the target audience; duration of ads, especially if broadcasts are free; understandability of the message and amount of information.

When making **video ads**: **duration of ads,** especially if the broadcasts are free; understandability of messages and amount of information; visual recognizability of the organization/ initiative in the ad – make sure you deliver your logo and phone numbers for broadcasting.

When making **posters**: availability of posting space, in order to avoid fines from utility authorities; format and weight of the poster – if engaging volunteers; quality of paper, it should not be too difficult to paste or be prone to ripping; providing glue.

When making **brochures and leaflets**: understandability and amount of text; design and quality of paper; manner and places of distribution; real quantity of brochures/leaflets, in order to avoid throwing away the surplus.

C – CONCLUSION

Every beginning is difficult, which also applies to beginning to work with media. However, the amount of work with media is proportionate to the quality of covering an organization's/ initiative's activities by the media.

The result of work with media oftentimes become apparent after few months or years of hard work. It is important not to give up after the first try or after a month.

Just like organizations/initiatives need some time to learn, adapt and become skilled in working with media, journalists/media will need some time to get to know an organization's work and properly present it to the public.

Activists in organizations/civil initiatives do not need to be media experts, because anyone can learn to work with media. It is important for the organization/initiative to continually maintain contact with media, which will help it become accepted by the media as an unavoidable collocutor and its activities to be systematically covered by them.

Even though this Manual provides numerous examples about working with media, it is up to the very organization/initiative to increase the quality of work with media or to conceive a full media strategy to make its work recognizable to the broader public, i.e. citizens. One should be creative, and we hope this manual will provide at least some help.

CroNGO examples

HADLU

The Croatian Association of Visual Artists (HADLU) from Zadar (Zadar County) received a CroNGO grant to implement a project entitled ''Environmental & Artistic Action; GarbageArt'' aiming at raising awareness about the need to preserve the environment. HADLU has gathered the locals, students and tourists in six little local communities in Zadar hinterland and on islands, who collected garbage and made art objects and installations out of it within this voluntary/educational action. Each action ended in an exhibition of art objects derived from waste. The local media played an important role in raising the public awareness and inviting the citizens to join the local waste-cleaning actions. More than a dozen newspaper articles published helped include 200 volunteers who participated in the activities. The media coverage also directly contributed to achievement of this organization's principal objectives, namely to raise public awareness about the importance of environment protection and the need to regulate

waste disposal.

MEDUN
Apiarian Organization Medun has been active in Delnice (Primorsko-Goranska county) for over 30 years, promoting production of honey as an economic activity important for development of this rural region. In September 2003, the Organization organized an apiarian exhibition with CroNGO's help to present new achievements and contribute to promotion of beekeeping as an extra source of income for the locals. In order to get citizens' support for organizing and implementing the exhibition, the Organization invited citizens over the local radio station to bring their old beekeeping equipment, photos and other items related to beekeeping and honey, and actively participate in the exhibition. The invitations sent over the radio proved very efficient because the citizens soon began to call the Organization daily, inquiring about how to participate in the project. Thanks to accessibility to the broader public over the radio, a large number of citizens became involved in organization of the exhibition.

RAJSKA PTICA (PARADISE BIRD)
«Rajska ptica» has been providing services for mentally retarded children from Karlovac County for years. With support from CroNGO, the Organization focused on raising awareness among the citizens about the needs and way of life of mentally retarded persons in the local community, and efficiently used media to present ways to include mentally retarded persons in everyday life. Unfortunately, during implementation of the project supported through CroNGO's program, «Rajska ptica» lost its working premises, which were necessary for workshops and other activities the Organization had been implementing. The Organization decided to share its problem with the local community through media. Since the media have followed the Organization's work from the very beginning, they were interested in helping in this little campaign to contribute to finding adequate working premises. A series of articles that appeared in local newspapers stimulated Karlovac city authorities to find adequate city space for this organization's work. «Rajska ptica» succeeded in obtaining municipal space in the center of the town, which is easily accessible to all users, members of their families and, of course, the citizens. Furthermore, during this intensive media action, the Organization received numerous messages supporting the future work of the Organization from citizens all over the County.

CroNGO's statements

Admira Mahmutović
"Eko centar Caput insulae Beli"
Primorsko-goranska County, Istria, Primorje and Lika
"The media affect citizens' awareness of problems in their local communities. Every time we appear in media, the number of those who want to become more actively involved in resolving a problem of the local community, or are interested in ways to participate more actively in its enrichment, becomes larger".

Rasti Nikolić
"ZUM - Organization for Encouragement of Employment and Professional Training of Young People "
Istrian County, Istria, Primorje and Lika
"Cooperation with the media is very important, because the media are a link between organizations and local communities. By presenting itself in the media, an organization becomes more available to a larger number of people, so this relationship and cooperation should be encouraged and cultivated".

Slobodan Vujović
director and editor-in-chief, «RADIO OK»
"We should work on increasing the degree of networking – free forms in recreation, volunteerism, new forms of help for people in the community – the media see interest in developing organizations of ''hometown'' profile, because the emphasis is on development of local community – such forms of interest in social problems should reflect the civil sector and association of organizations".

Branka Pavić
«Rajska ptica» Organization
Karlovac County, north and central Croatia
«Media coverage of our activities helps us spread information about our activities to areas outside the City of Karlovac, to villages where we have not been present so far. It is also important to point out that each important activity that took place and was not covered by media might as well not have happened».

Mato Pejić
Journalist, «Radio Daruvar» and «Večernji list» – Daruvar office
Bjelovar-Bilogora County, west Slavonia
«Once we recognized local civil initiatives as groups responding to communities' concrete problems, it became very interesting and important to follow their work. We should develop cooperation between organizations and media because that way, we are putting more effort in covering the work of organizations.»

Palma Miličević
«IKS» Organization
Sisak-Moslavina County, north and central Croatia
«Cooperation with the media is important because the work of organizations becomes transparent and public that way. We can influence important events in our local community through presence in media.»

Written by: Aleksandra Kuratko
Edited by: Suzana Jašić
Language-editing: Iva Miletić
Zagreb, January 2004

Materials used: GONG, Media Manual, Zagreb 1997

ATTENTION OF MEDIA

Zagreb, 5 December 2004 Volunteer Day
Number: I - 695/2004

NOTIFICATION OF PRESS CONFERENCE

- on the occasion of presenting GONG's campaign for presidential election and information about voter lists -

A press conference was held on 5 December 2004 at 10:30 a.m., in GONG's premises on Trg bana Jelačića 15/IV.
Suzana Jašić, President of GONG, and Vanja Škorić, legal advisor, presented GONG's activities with respect to the presidential election, and information regarding voter lists.

Presenting the campaign

GONG will **educate citizens** by a media campaign (2 audio and video clips) in which it will inform citizens about voter lists, election day and voting procedure, and the media campaign will last 2-3 weeks on TV and radio stations that will grant free broadcasts or discounts.

In addition, GONG will hold 21 Citizen' Hours radio shows in which it will closely acquaint citizens with the electoral process and answer their questions.

GONG' s website www.izbori-hr.info contains all relevant information about the electoral process, which can also be obtained by telephone at 060 20 20 20 (call rate 1.36 HRK/min). Namely, GONG will reply to inquiries from interested people and institutions by telephone and e-mail every day.

GONG has also been implementing the ''I Vote for the First Time'' educational workshop program in junior and senior secondary school grades for the fifth consecutive school year, by which secondary school students leavers are educated about the electoral process, but also about what it means to be a responsible, active citizen. In the past 4 years, more than 58,000 young voters have been educated within the project through 2,089 workshops on the subjects of election, public advocacy and civil activism. This year, additional room in workshops was given to the subject of the oncoming presidential and local elections, since part of the secondary school leavers will exercise their voting right for the first time at those elections.

GONG will gather and educate at least **850 domestic monitors who will monitor in an impartial manner and report about the electoral process**. In addition to the election day, GONG will monitor the work of institutions in charge of organization and implementation of the elections and keeping voter lists, as well as informing candidates about financing of the campaign. During the election day and at the end of it, GONG will present detailed reports about

the electoral process to the domestic and international public, which will include recommenda-tions.

GONG's campaign is financially **supported** by the Academy for Educational Development (AED), Norwegian Embassy and OESS Mission in Zagreb, in total amount of 420,000 HRK. GONG also expects great support in this campaign from numerous TV and radio stations that will broadcast GONG's ads free of charge, and the most valuable support for GONG will come from the citizens themselves, by volunteering in various activities and by voluntary election monitoring.

Suzana Jašić
GONG President

A SAMPLE OF REPORTING SCHEDULE

DONATOR	AMOUNT	PERIOD	PROJECT	REPORTING	PAYING	OTHER
XY	100.000 kn	11-12 2004 / 1 2005	Presidential Elections	1.3.2005.	immediately	media report, press clipping
XY	100.000 $	11/04	Election Monitoring	2.12.2004. - Activity summary report + financial report	40.500 immediately 4.500 after 15. 12.	
XY	10.000 kn	2004	I Vote for the First Time	10.1.2005.	25% immediately, the rest in equal amounts	Keeping documentation fro 3 years
XY	30.000 kn	2004	Internship	15.1.2005. (final report)	30 days after contract signing	
XY	15.000 €	1.1.2004. – 31.12.2004.	CARDS	1.3.2005. (Narrative and Financial Report)		
Etc.	...	...				
...						