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# USAID MARGINALIZED POPULATIONS SUPPORT ACTIVITY (PPMG)

APRIL 2016

## TRAINING ON STRATEGIC PLAN DEVELOPMENT CONCLUDES CYCLE OF TRAININGS FOR CIVIL SOCIETY ORGANIZATIONS FOCUSED ON ISSUES OF PERSONS WITH DISABILITIES

Marginalized Populations Support Activity (USAID/PPMG) held a training on the topic Strategic Plan Development. The three-day training was held in Teslić, on April 26-28, 2016. This training concluded the cycle of trainings that USAID/PPMG organized with the purpose of building the capacities of organizations dealing with issues of persons with disabilities.

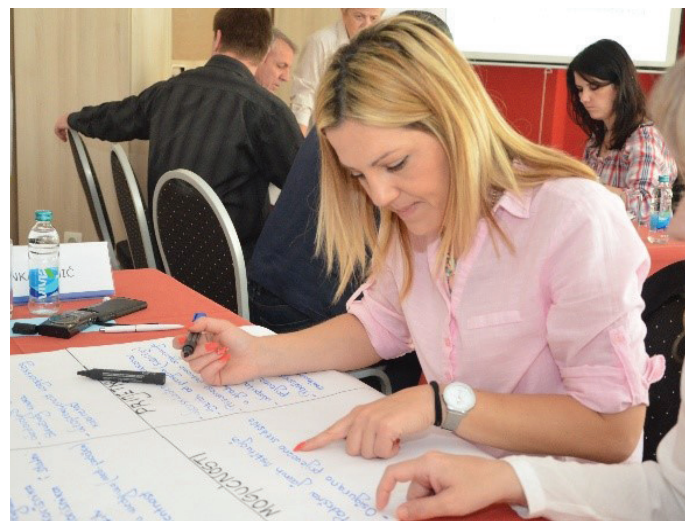
During the workshops, the trainer emphasized the

reasons why strategic planning was important, and tried to explain to the participants the basic elements of a strategic plan and methods of defining those elements. Since representatives of the organizations that sent their representatives to the training confirmed that they do not have a developed strategic plan, the trainer showed them how to define the organization's values and provided them with questions that should be considered when determining the organization's values, and when defining users and their needs.

During the second day of the training, special attention was accorded to the importance of analyses and their role in developing strategic plans. During group work, and with the trainer's help, the participants defined key questions for the development of the organization, and set strategic focal points and goals.



Participants presenting working in groups



Working in groups

### CONTENTS

Training on strategic plan development concludes cycle of trainings for civil society organizations focused on issues of persons with disabilities .....	1
Statements of participants about the held training cycle .....	2
Monitoring visits held .....	4
Service Centers successfully realizing their activities .....	4



*Ms. Miličević during her presentation on topic of Gender Equality*



*Training participants*

As pointed out by the trainer, Mr. Zlatko Sarić, strategic planning is a term used very frequently nowadays. “We tried to explain and demystify the idea of strategic planning to civil society organizations dealing with issues of persons with disabilities, and introduce them to the methodology of strategic plan development which ensures that such strategic plans are grounded in reality, but act as a driving force as well,” stated Mr. Sarić.

During the training, the participants had to opportunity to take part in a session called Gender equality, in the context of the topic. Ms. Jadranka Miličević, representative of the Foundation CURE, introduced the training participants with the legal framework regulating gender equality in BiH, and conventions ratified by BiH. Ms. Miličević emphasized the importance of gaining the support of the management and keeping them involved, while also treating local staff and partners and potential resources, and not as obstacles. She also underlined the importance of gender-sensitive language and gender analyses.

## STATEMENTS OF PARTICIPANTS ABOUT THE HELD TRAINING CYCLE

From September 2015 to May 2016 the USAID/ PMMG organized a cycle of trainings for civil society organizations that focus on issues of persons with disabilities. Through organizing trainings on different topics we aimed to aid the organizations in building and developing their own capacities. A total of 6 trainings were held on the following topics: Legal and Organizational Structure, Administration and Human Resources, Public Advocacy, Financial Management, Writing Project Proposals – Managing the project cycle and Developing Strategic Plans.

As emphasized by one of the trainers, Zlatko Sarić, the training was attended by organizations that require further learning, but, more importantly, express the willingness and ambition to learn.

**I am impressed by the degree of willingness of the organizations to learn. The organizations that were present were at different levels of development. Most of them are organizations that do require further strengthening and it is obvious that they really want it. Their ambition is in fact the precondition for success.**

Zlatko Sarić, Trainer



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**I believe that every topic is equally significant. As for the seminars, they were expertly organized, every area is equally important and I believe that I will implement the knowledge from every one of them in my work.**

Mitra Bjeković

**We have taken a step forward. We were introduced to many new people and acquired plenty of contacts. In addition to these experts who are high quality lecturers, we also interacted with other associations, since all of them are similar or focus on the same problems.**

Samir Mulić

**As for the activities of the Foundation, considering that we were established in June last year, the seminars of USAID are among the first ones in which we are participating and already after the first seminar, there was a reorganization in the Foundation, in forming the Board of Directors.**

Daniela Mešalić

**In reference to the topic of Strategic Planning, I can say that I was not familiar with this topic and that I learned many new things. Our organization has a program and plan that is flexible and can be modified. So far we had no strategic plan. I had the honor and pleasure of attending every training organized in this training series, i.e. cycle, and I can say that it was a high quality cycle of seminars organized. So far we have had no strategic plan. In a sense, we redefined the mission and vision we previously had. In reference to the SWOT analysis, we managed to observe our strengths, weaknesses, opportunities and threats, something we can concretely implement and that can concretely aid the activities of the organization. I believe that we will soon develop a strategic plan that will help us in determining where we stand, what we want and how we can achieve results, i.e. achieve our aspiring goals. I had the honor and pleasure of attending every training organized in this training series. I would like to**





**emphasize the trainings on topics of Public Advocacy, Writing project Proposals and Developing Strategic Plans because they were of the greatest interest to me. During the training on topic of Writing Project Proposals I had the opportunity to introduce myself with a logical framework and it is something we can implement, concretely in writing project proposals in the future. I believe that by building personal capacities we can influence the building of the organization and in a sense, improve the quality of services we provide to end users.**

Jelena Jovović

## **MONITORING VISITS HELD**

In April 2016, the PPMG team visited grantees whose projects were selected according to the Public Call for the Initiative for Promoting Responsible Deinstitutionalization of Persons with Disabilities (ODI). The visits referred to 3 segments: the process of implementing the PPMG team recommendations, project realization and the OCA process (Organizational Capacities Assessment).

Considering that one of the most important goals of the PPMG is the institutional strengthening of these organizations, the PPMG team used the pre-grant assessment that determined the readiness and ability of an organization to become a grantee to provide certain recommendations with emphasis to the areas of organizational and financial management. It was determined that almost all organizations/grantees started the process of implementing the recommendations that will, according to their own statements, significantly make their job easier and improve the functioning of their organizations. Also, with the purpose of contributing to their sustainability and a more efficient realization of their target groups, the OCA process (Organizational Capacities Assessment) was started. The aim is to aid the associations in evaluating the critical elements related to all aspects of their institutional capacities and define by themselves the zones that require additional

strengthening. The OCA process will result in developing and implementing the capacity building plan in the areas evaluated by the associations as in need of strengthening. The team for organizational development of the Activity will provide advisory support to the stated associations throughout the OCA process.

## **SERVICE CENTERS SUCCESSFULLY REALIZING THEIR ACTIVITIES**

As a part of the monitoring visits held in April, the USAID/PPMG team held meetings with project teams managing the Service Centers in Sarajevo and Banja Luka. Since their opening in 2015, the Centers have continued to successfully realize their activities. In addition to implementing and promoting the activities they conduct for their users and services of the Service Centers, they are also working on building their own organizational capacities. In reference to this, the project team members participated in numerous trainings and educations in order to improve their skills and contribute to the development of the organization and enable more quality services for their users. Representatives of the organizations also held numerous meetings in order to establish cooperation with various organizations.



The “Give Us a Chance” Association from Sarajevo and the Children’s Educational Center “Svjetlice” from Banja Luka continued with successfully implementing their regular activities in April, which include the following:

- **Short breaks**
- **Outdoor activities**
- **Musical therapy**
- **Observing children who potentially have a developmental disability**
- **Providing informative assistance**
- **Psychological support for the parents**
- **Mobile team**
- **Aid in hiring teaching assistants**
- **Educating apprentices**
- **Observation**

In addition to the regular activities, the organizations perform other activities in the Service Centers that contribute to their strengthening but also to the diversity of the offer in the Centers. Accordingly, the Centers in the previous period organized lectures, focus groups, round tables and workshops for parents of children with developmental disabilities. Also, sports activities for Center users were organized, along with creative inclusive workshops and dance workshops for children. A manual “Kad govor zakasni” (“When Speech Comes Late”) was promoted with a lecture on topic of “Speech Impairments and Stuttering”.

From the beginning to the end of March, 4761 services were provided by the Service Center in Sarajevo, while the Service Center in Banja Luka provided 3066 services during the same time period. The services of the Service Centers are being utilized by 766 users, i.e. 292 families, 60 of which are located in Banja Luka and 232 in Sarajevo. A total of 7827 services were provided in both Service Centers by the end of March.



**Marginalized Populations Support Activity in Bosnia and Herzegovina**

Implemented by USAID's Contractor Institute for Youth Development KULT  
and Subcontractor NGO and Business Audit d.o.o.

Ul. 4. viteske brigade 34 – 36 • 71210 Ilidza • Bosnia and Herzegovina

T: +387 33 778 766

F: +387 33 778 779

[www.ppmg.ba](http://www.ppmg.ba)