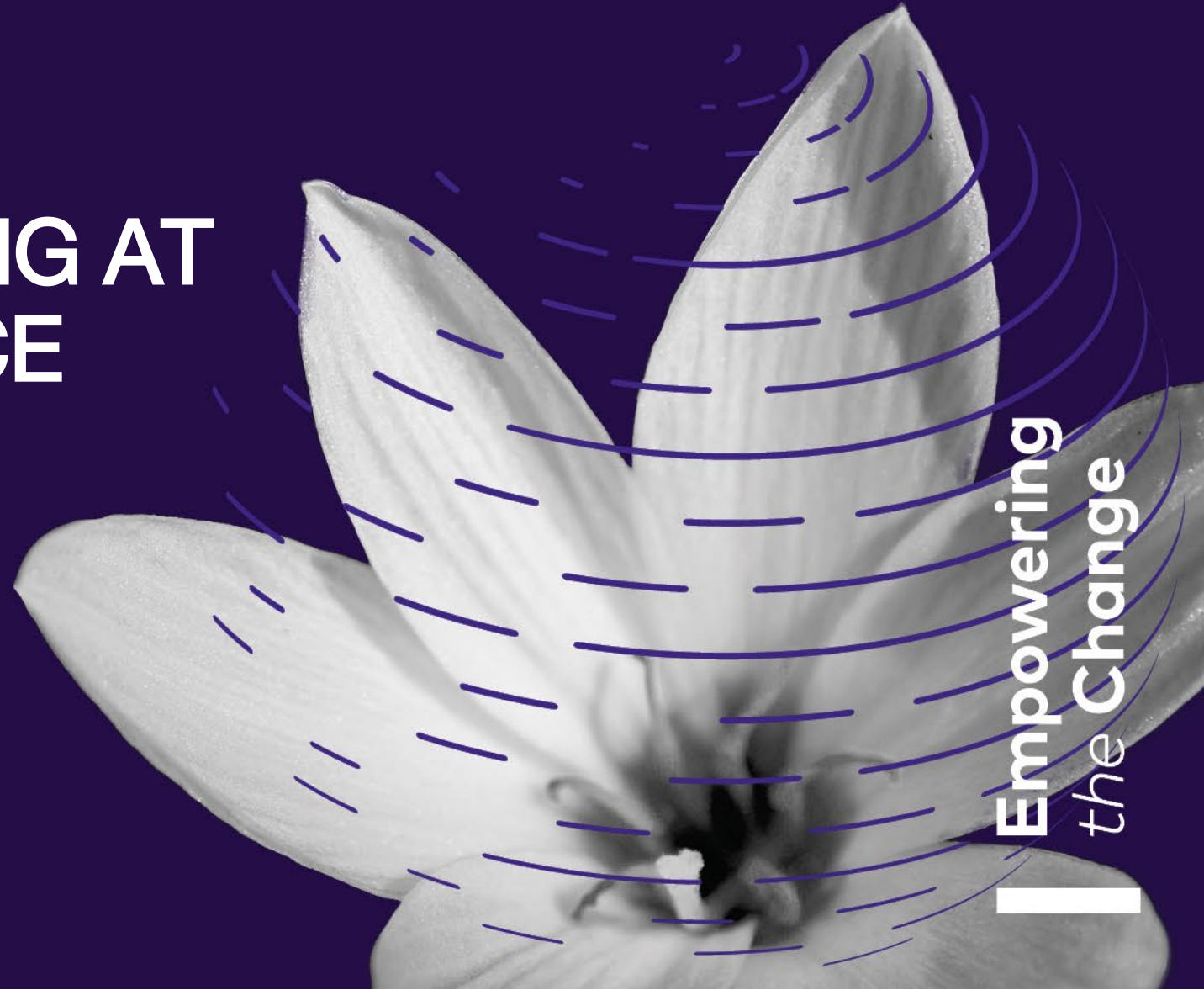




UNICEF's POSITIONING AT THE COUNTRY OFFICE LEVEL

Federation of Bosnia
and Hercegovina (FBiH)

Report/October, 2024



Empowering
the Change

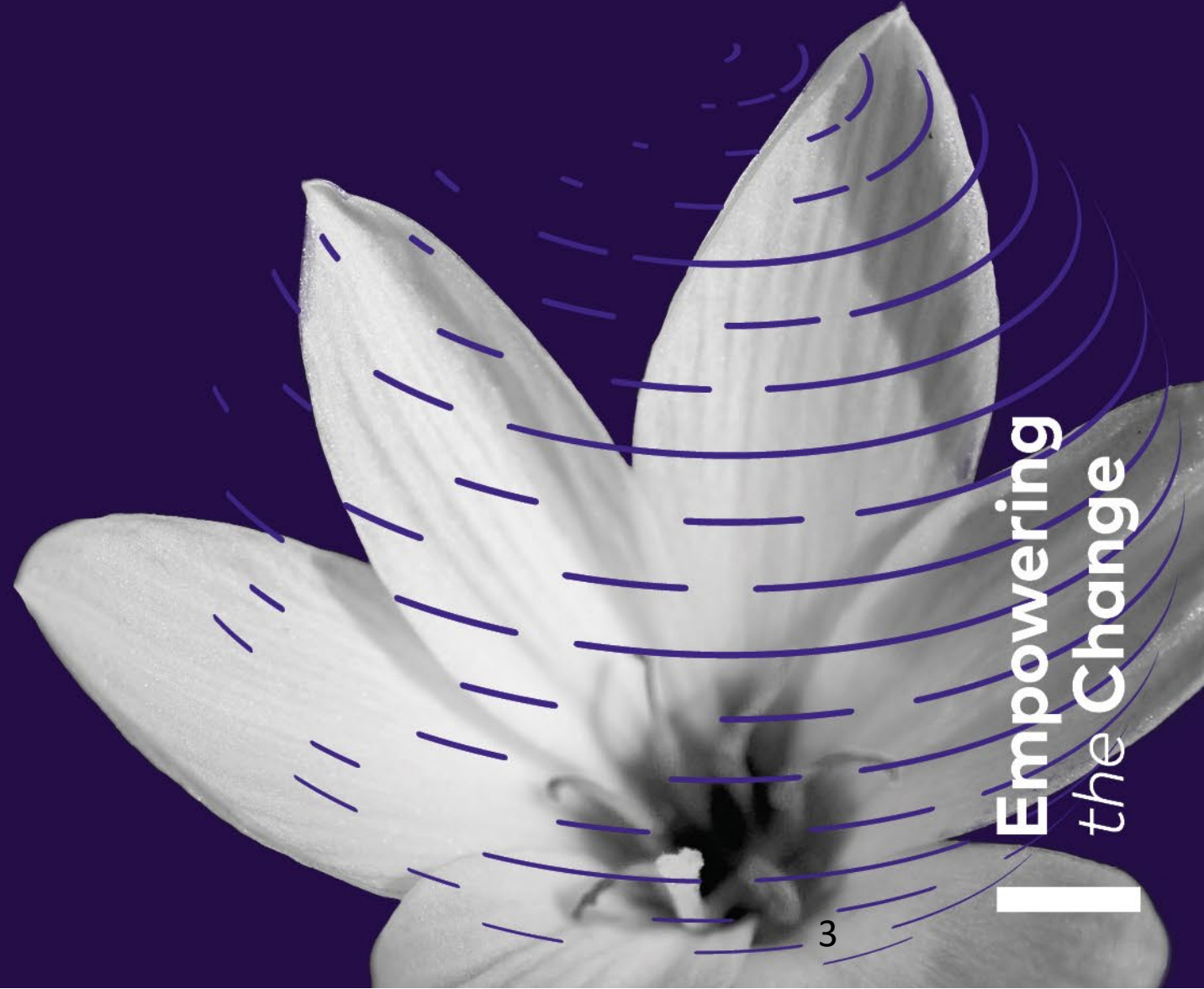
Content



- ❑ Background design and methodology
- ❑ Descriptive statistics
- ❑ Data and evidence
- ❑ Technical assistance and capacity building
- ❑ Fundraising
- ❑ Emergency response
- ❑ General network
- ❑ General questions
- ❑ Annexes



Study Design and Methodology



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Study context



- ❑ The purpose of this research was to understand UNICEF's position with a child and adolescent-related programming, advocacy, and policy network comprised of network actors, such as government entities, local NGOs, international NGOs, donors, and the private sector in 2023 in five target countries: Georgia, Armenia, Kazakhstan, Bosnia-Herzegovina, and North Macedonia.
- ❑ One year was taken for the recall period to assist selected informed respondents in recollecting formal and informal partnership interactions that occurred in 2023.

The objective of the research

- ❑ To identify which stakeholders are structurally capable within each of the positioning issues to facilitate or hinder policy change for children and adolescents in Georgia, Armenia, Kazakhstan, Bosnia-Herzegovina, and North Macedonia.
- ❑ To understand UNICEF's structural location (e.g., central, peripheral) within these networks as well as some of its roles (e.g., broker, facilitator).
- ❑ To identify some of the main programmatic partnerships that have occurred within each of the positioning issue networks.

Study design and methodology



❑ Five positioning issues

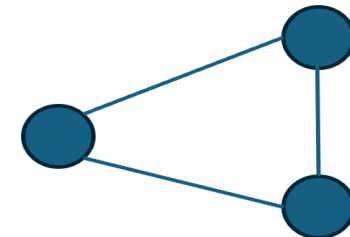
- Data and Evidence
- Technical assistance and capacity building
- Fundraising
- Emergency response
- General network in 2023

❑ Data Collection

- **Behaviour recall** – *“Who did you go to”* --- NOT perceptions, opinions, or attitudes
- **Sample** – UNICEF was not interviewed for this study; however, the UNICEF country office provided initial “seed” organizations followed by respondent-driven sampling.
- **Respondents** – most informed in the organization on formal and informal connections in 2023 with other organizations on the above 4 issues.

❑ Analytical Approach - Social Networks

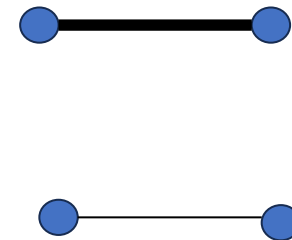
- Graph diagrams/maps consisting of:
- **Nodes** – respondent organizations and entities they identified (organizations, ministries, agencies, individuals, etc.)
- **Connections** – *“To whom did you go to”*



Analysis - Diagrams & Metrics



- ❑ **Node** – an object in the network. The nodes represent ministries, NGOs INGOs, individuals, etc. Nodes include all entities interviewed and named during the interviews.
 - ❑ **Node color** - based on type of organization (Central government, local government, local NGO, etc.)
 - ❑ **Thickness of connecting lines** – numeric value based on the product of the type of relationship (4 - both formal & informal, 3 - only formal, 2 - informal, 1 - transactional) and frequency of interaction (4 - monthly, 3 - quarterly, 2 - twice year, 1 - yearly)...thus, connection values ranges from 16 to 1.
 - Formal & informal relationship with monthly interaction (strongest connection)
 - Transactional relationship with one contact in the year (weakest connection)
-
- If Organization X had an MOU with Organization Y and interacted on the child- and adolescent-related policy issues monthly or weekly in 2023, it is considered a strong connection and is marked with thicker lines (see an example of strong connections between nodes)
 - If Organization X had an informal or transactional relationship with Organization Y and it reviewed their annual reports or interacted once only in 2023, it is considered as weak connection and is marked with thinner lines (see an example of weak connection between nodes)



Analysis - Diagrams & Metrics



❑ Metrics:

- ❑ Betweenness centrality – to identify which organizations act as “bridges” that facilitate connections in seeking information
- ❑ Communities – to identify which organizations are closely connected to each other in the flow of information
- ❑ Brokerage roles – to identify organizations that are prominent mediators between unconnected organizations and the type of brokerage role taken

❑ Research Questions:

- Which organizations were central to facilitating the flow of information on each issue? Network metric: *Betweenness centrality*
- Which organizations were more closely connected to each other? Network metric – Network metric: *Louvain community detection*
- Which organizations were prominent brokers in the flow of information and what brokerage roles did they play? Network metric: *Gould and Fernandez brokerage algorithm*

❑ **Data analysis** - The open-source program, R was used for data analysis

Centrality metrics

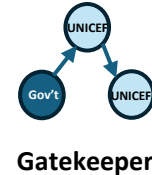
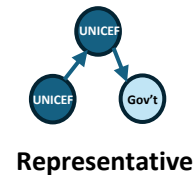


- ❑ The most prevalent centrality metrics utilized for analysis are *degree centrality*, *betweenness centrality*, *closeness centrality*, and *eigenvector centrality*.
 - *Degree centrality* quantifies the number of connections a node possesses and is effective in identifying well-connected nodes. Nodes with a higher degree of centrality are considered connectors due to their overall number of connections, and they appear to be the most influential in rapidly disseminating information to various audiences.
 - *Betweenness centrality* assists in identifying nodes that control the flow of information, acting as bridges or critical intermediaries. Nodes with high betweenness centrality are bridges that regulate the spread of information between different groups and organizations, maintaining connectivity within the network. They are regarded as key players in terms of information dissemination.
 - *Closeness centrality* is utilized to identify the nodes that effectively spread information. It measures the average length of the shortest paths between a given node and all other nodes. The more central a node is, the closer it is to other nodes.
 - *Eigenvector centrality* applies an approach that considers not only the quantity of connections but also the quality of the identified connections. A node's eigenvector centrality score is influenced by its connections to other highly influential nodes. Nodes with greater eigenvector centrality are considered more influential. Noteworthy, such nodes do not necessarily possess numerous connections, but they are regarded as influential due to their connections to the central nodes.
- ❑ The selection of centrality metrics is contingent upon the overarching objective and the nature of the inquiries posed to the sampled organizations and the methodology used. As the given study sought information on four positioning issues the questions addressed the identification of central nodes, the entities approached in 2023, and the facilitation of information flow on all four positioning issues within the network; therefore, betweenness centrality was determined to be the most suitable centrality metric for this particular study. In addition, degree centrality, which is based on in-degree (being identified by other organizations) and out-degree (identifying other organizations), was not appropriate since UNICEF COs were excluded from participating in the study and, thus, meant no organization could be identified by UNICEF.

Brokerage roles



- ❑ Literature on social network analysis differentiates several brokerage roles between organizations. Compared to the centrality metrics, which analyze the connections between organizations in the network, the brokerage roles and “broker” refers to the types of connections organizations make and their role in the flow of information (gatekeeper, liaison, etc.)
- ❑ This study examines five fundamental types of brokerage roles. To provide a more detailed illustration, the accompanying graphs depict a schematic representation of how brokerage roles are determined. **The central dot represents the broker, the left dot denotes the given, and the right dot signifies the recipient.** The color represents the types of organizations they belong to (for example, NGOs, INGOs, donors, state entities, etc.). Because UNICEF COs were not respondents in this study, and other UN entities (e.g., UN Women) were categorized separately from UNICEF, the three brokerage roles of Coordinator, Representative, and Gatekeeper are not possible; thus, **UNICEF can only take Consultant and Liaison roles.**



- ❑ **The coordinator role** suggests that all participating entities are of the same organizational type (for instance, all organizations INGOs). Hence, the broker is a coordinator among the same types of organizations.
- ❑ **The representative role** indicates that the recipient belongs to a distinct group, while the giver and broker belong to the same group. Therefore, a broker has a representative role.
- ❑ **The gatekeeper role** signifies that the giver belongs to a different group, while the recipients are from the same group. Therefore, the broker has a gatekeeping role to facilitate the flow of information.
- ❑ **The consultant role** suggests that the broker belongs to a distinct group, while both the giver and recipient are from the same group.
- ❑ **The liaison role** implies that all the engaged organizations are from different groups or types. Therefore, the broker is a connecting point for different types of organizations.

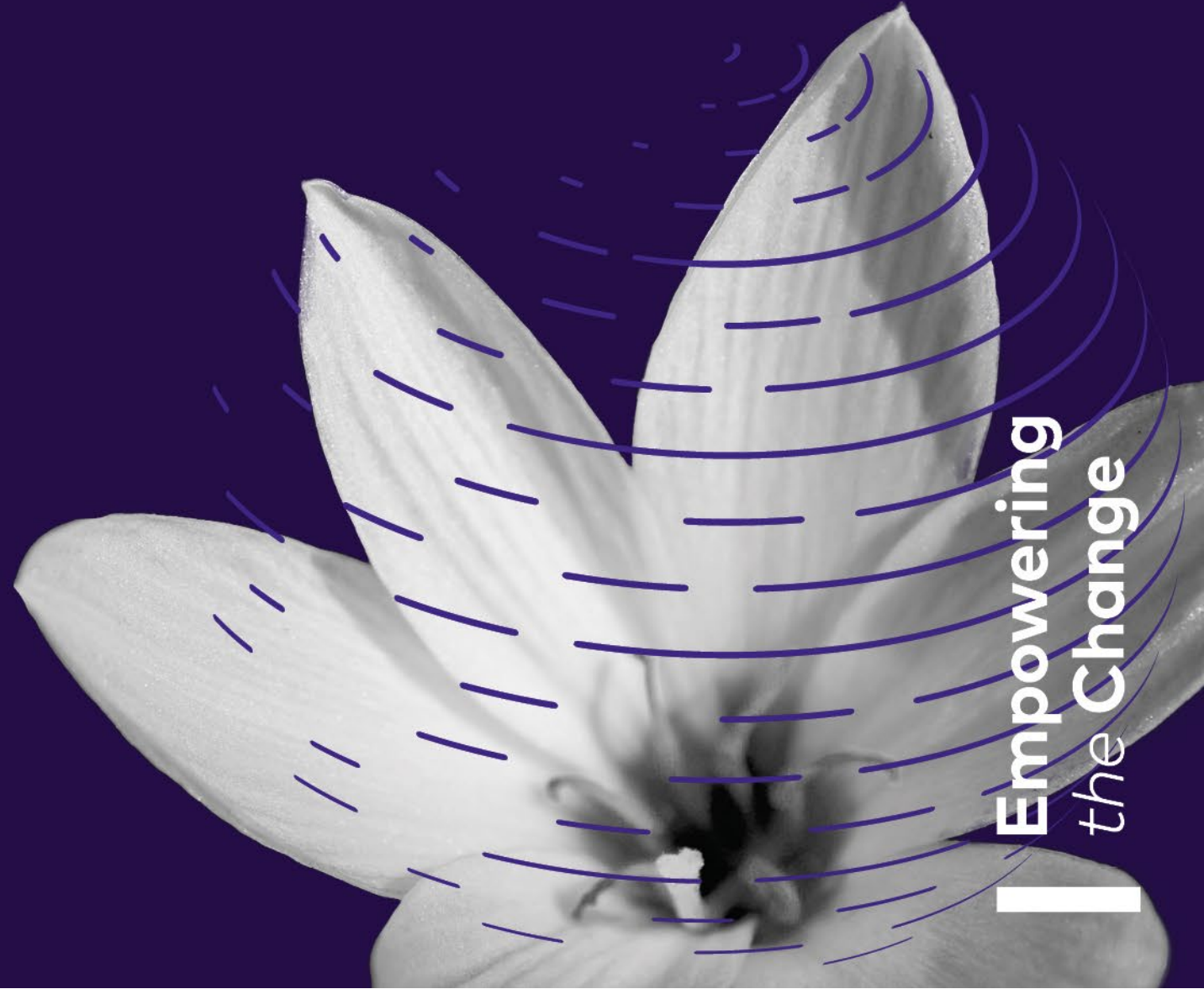
Study limitations



- ❑ The mentioned research has a number of limitations that need to be considered when interpreting results:
 - UNICEF usually considers climate change as a children's issue, but stakeholders do not have such a perception, therefore, they do not reflect on it.
 - The survey approach envisioned naming the top three organizations among partners, therefore, inquired organizations may partner with more than three organizations under the child- and adolescent-related policies, however, the methodological approach entailed only three top partners to be included in the study.
 - When acquiring the results, it is important to consider that qualitative information was gathered only for the main partner organization named. Therefore, it is possible other named organizations also provided similar or other types of activities, but they are not contextually analyzed and reflected in the survey due to the survey approach.
 - The given maps provide the descriptions between key actors in terms of child- and adolescent-related policy advocacy, policy design, and implementation, however, they do not offer explanations of existing patterns of relationships.



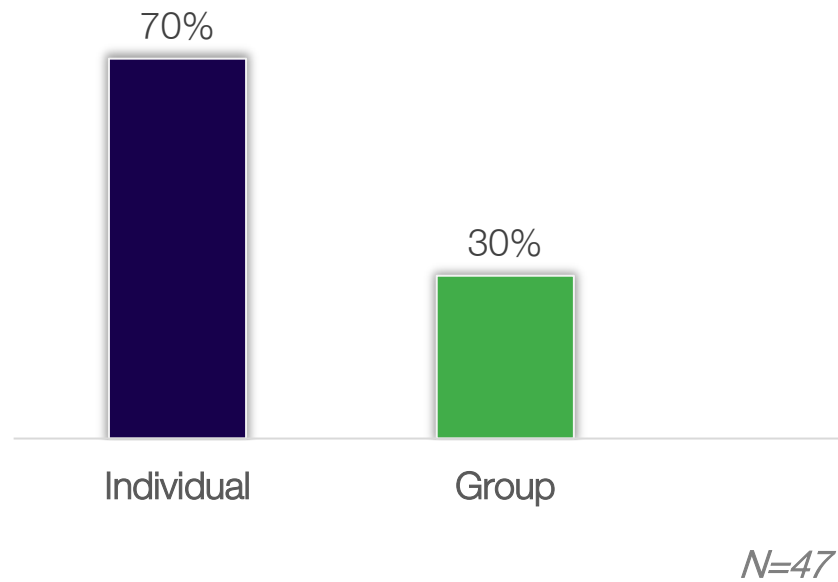
Descriptive statistics



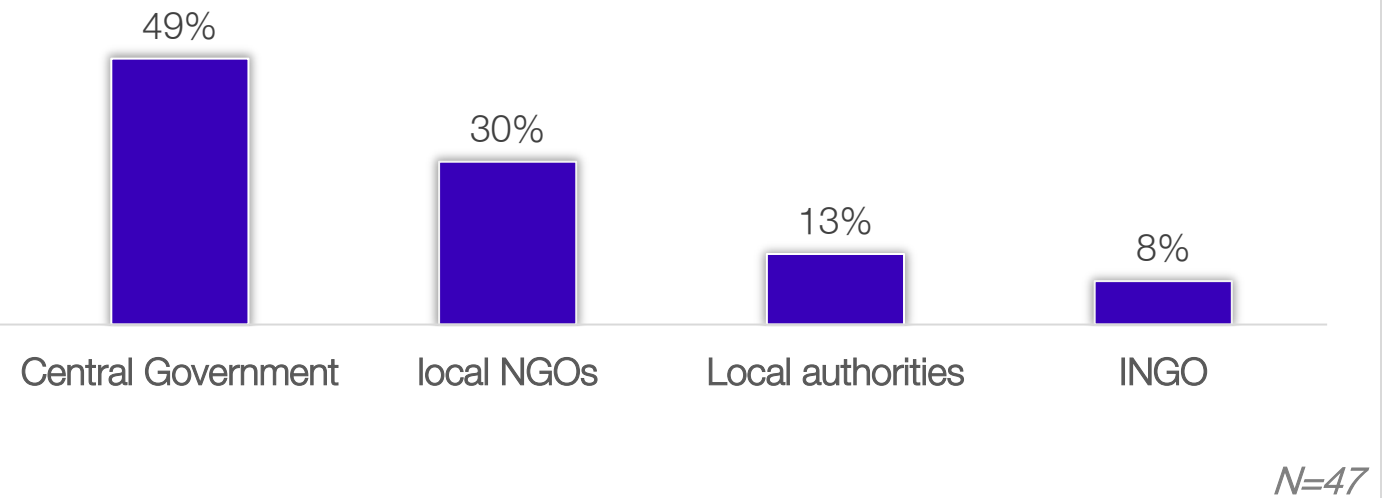
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Description of sampling

Interview arrangement

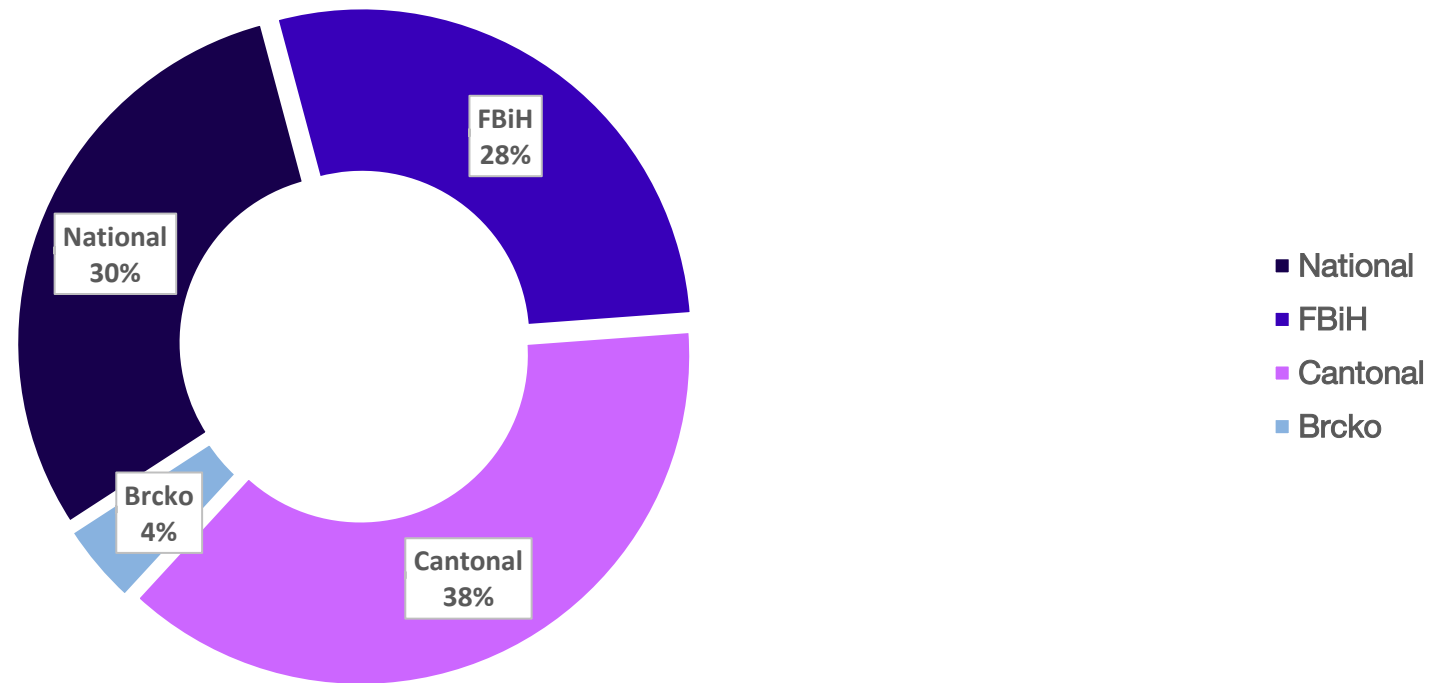


Types of organizations interviewed



Description of sampling

The levels of governance at which organizations operate

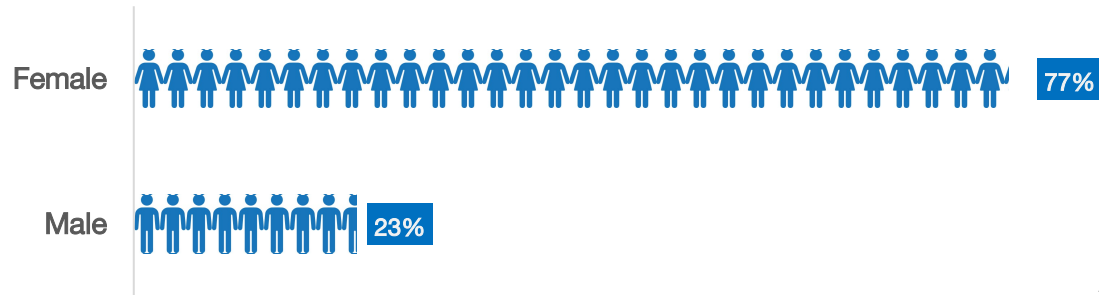


N=47

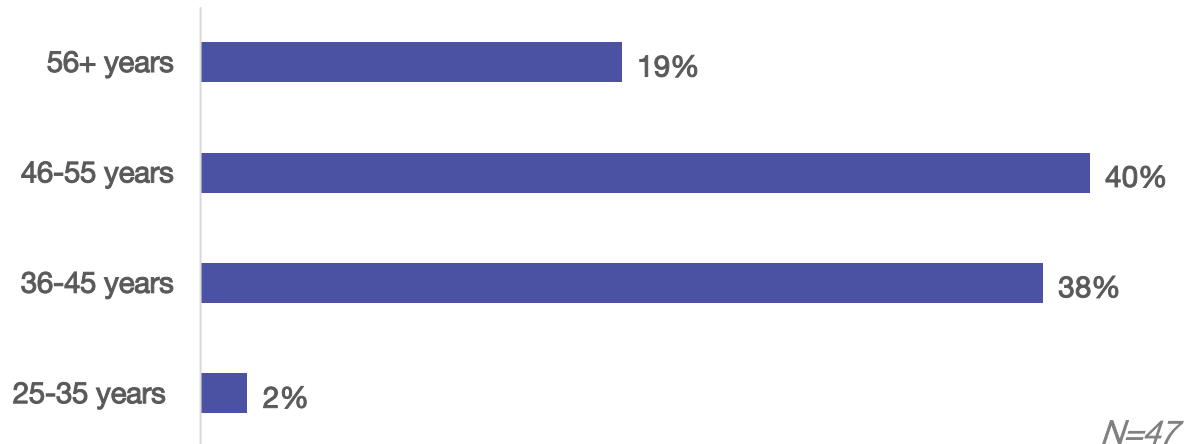
Respondents Profile



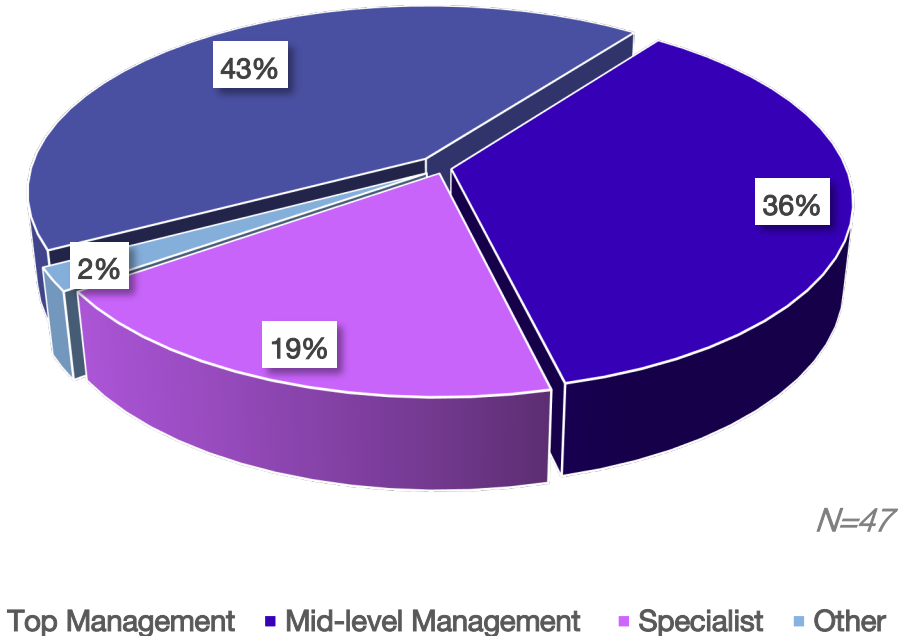
Respondents Gender



Respondents Age Groups



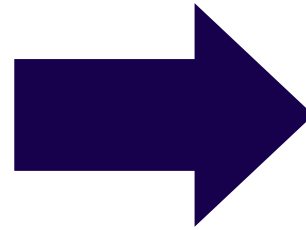
The Respondents' Position Levels



**In the case of group interviews, demographical information was filled in for one respondent only. Only respondents with the highest-ranking position answered demography-related questions.*

***The respondents were high-profile officials, who represented the most aware decision-makers within their organizations. Hence, both top and middle-level management implies decision-makers under these responses.*

Respondents age and working years

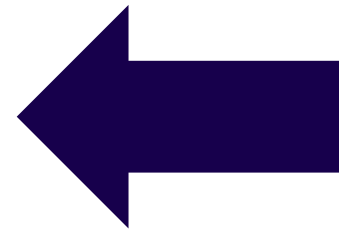


Respondents age

Minimal age: 33 years
Maximal age: 63 years
Mean age: 48 years

Respondents work experience in the organization

Minimal number of years worked: 1 year
Maximal number of years worked: 38 years
Mean experience: 16 years

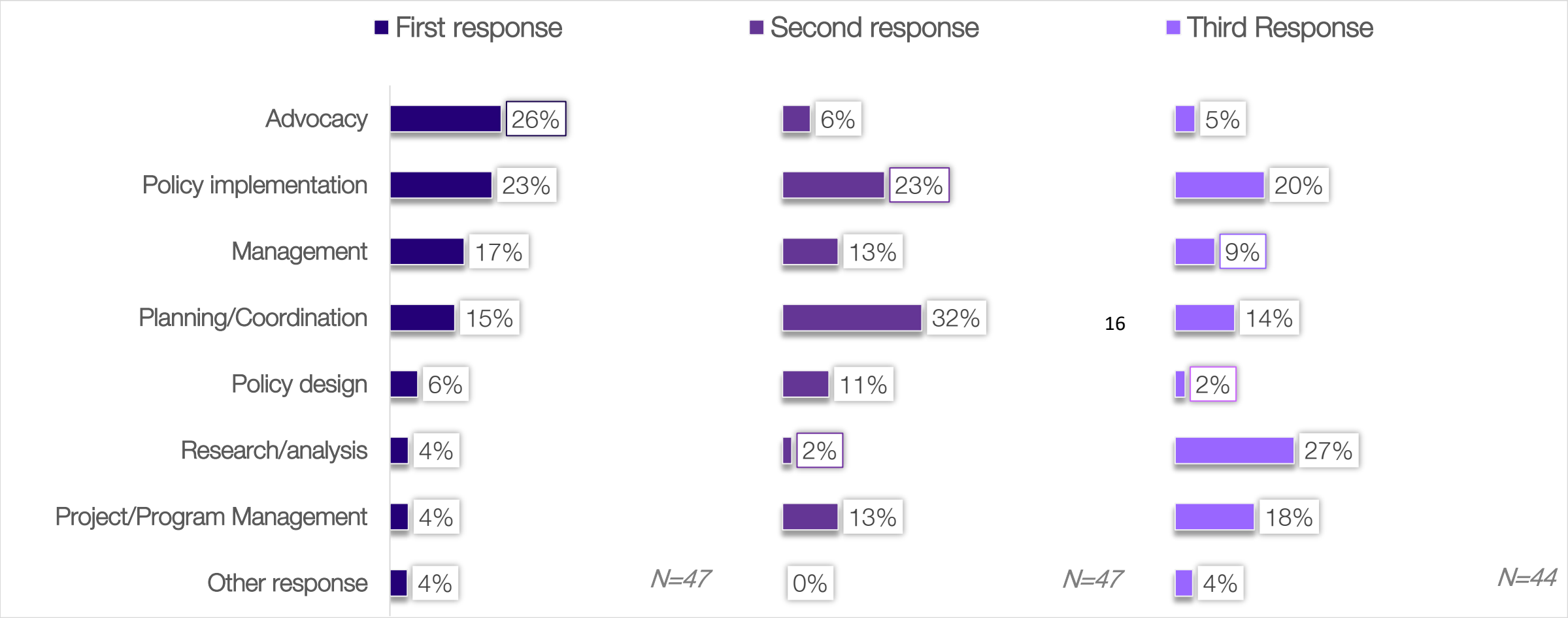


***In the case of group interviews, demographical information was filled in for one respondent only. Only respondents with the highest-ranking position answered demography-related questions.*

Respondents' Profile



☐ The activities inquired respondents the most frequently do during their regular working week



**Note: In the case of group interviews, only respondents with the highest-ranking position answered this question.*

Requesting information about the commissioning party and/or interest towards results



The response options	Percentage (%)	Count (N)
Respondent did not request information on the commissioning party	79%	37
Respondent requested to share the findings of the study	28%	13
The commissioning party's identity was shared with the respondent after completing an interview with him/her	17%	8
Respondent asked to share the identity of the commissioning party after the data collection phase is completed in the country	2%	1
Other response	4%	2
<i>TOTAL</i>	<i>47</i>	

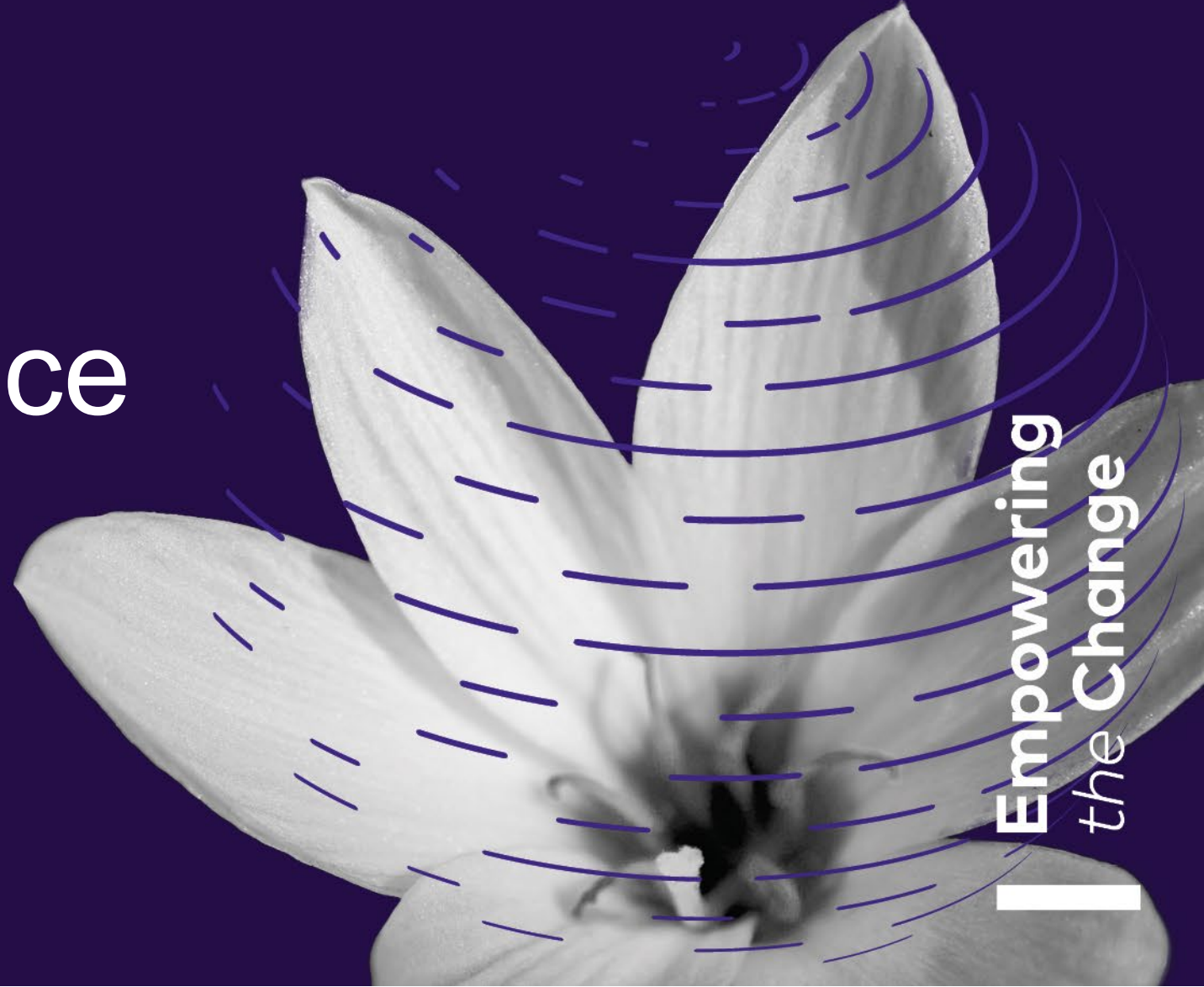
Permission to use organization names in the network maps



- ❑ 39 out of 47 organizations issued permission to use organizations' names and abbreviations on the SNA maps if results are published
- ❑ A total of 8 organizations did not provide clear permission and response to use organizations' names and abbreviations in the network maps. These organizations are:
 - Ministry of Labour, Social Policy and Refugees of Zenica-Doboj Canton (MRSPI/ZDK)
 - KJU Family Counseling Center Sarajevo (KPS)
 - Ministry of Education, Science, Culture and Sports of Herzegovina-Neretva Canton (MONKSHNK)
 - Center for Early Childhood Growth and Development - Public Institution Health Center of Sarajevo Canton (CRR/DZKS)
 - Ministry of Civil Affairs of Bosnia and Hercegovina (MCP)
 - Save the Children BiH (STBiH)
 - Ministry of Communications and Transport of Bosnia and Herzegovina (MKIPBiH)
 - Association of Supervisors (AS)



Data and Evidence



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Data and Evidence

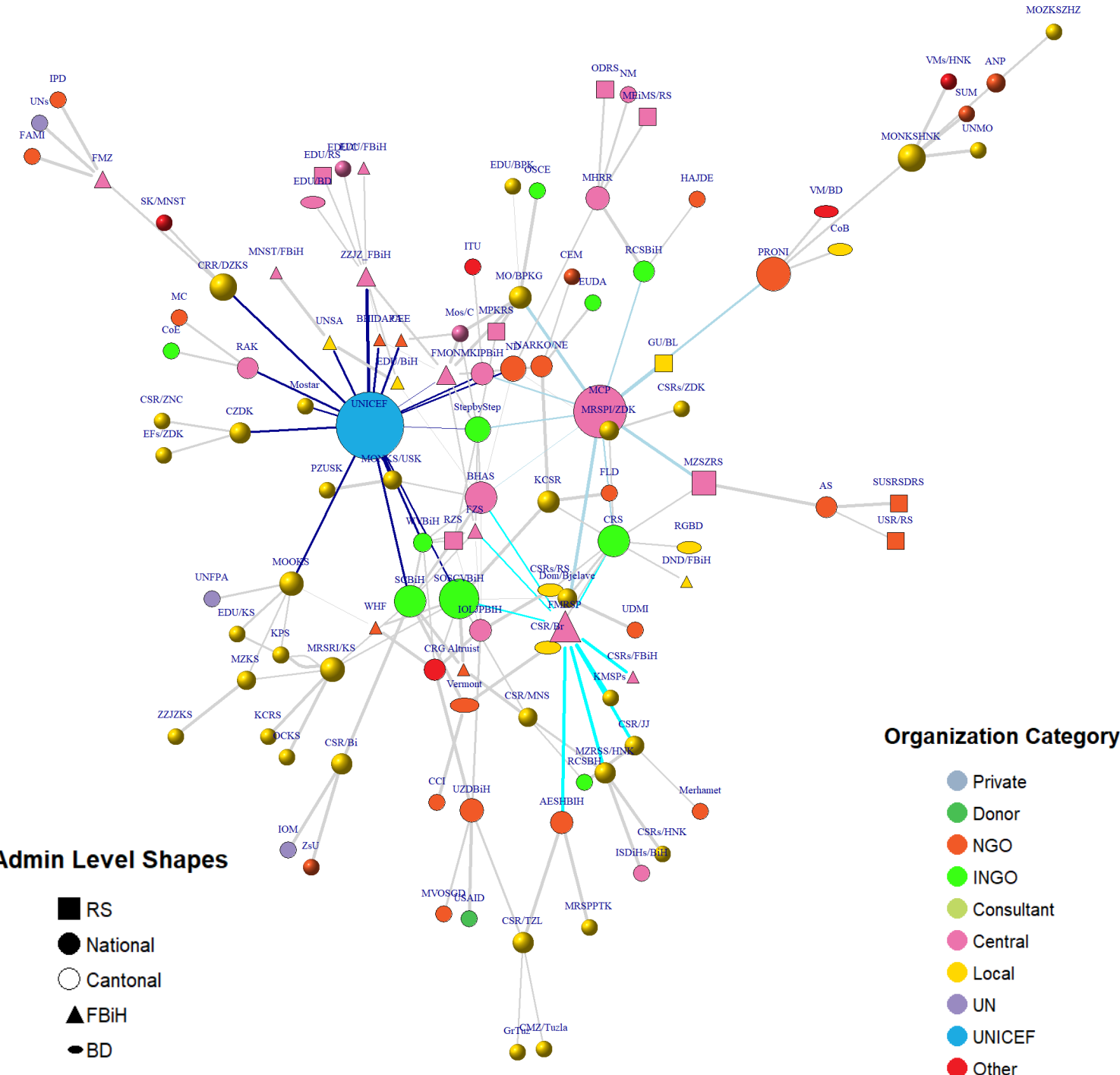
Principal Facilitator

(betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between organizations
 - *Thicker line* – stronger relationship (formal and frequent)
 - *Thinner line* – weaker relationship (informal and infrequent)
- ❑ **Color** - Type of organization
- ❑ **Shape** - Administrative level

Admin Level Shapes

- RS
- National
- Cantonal
- ▲ FBiH
- BD



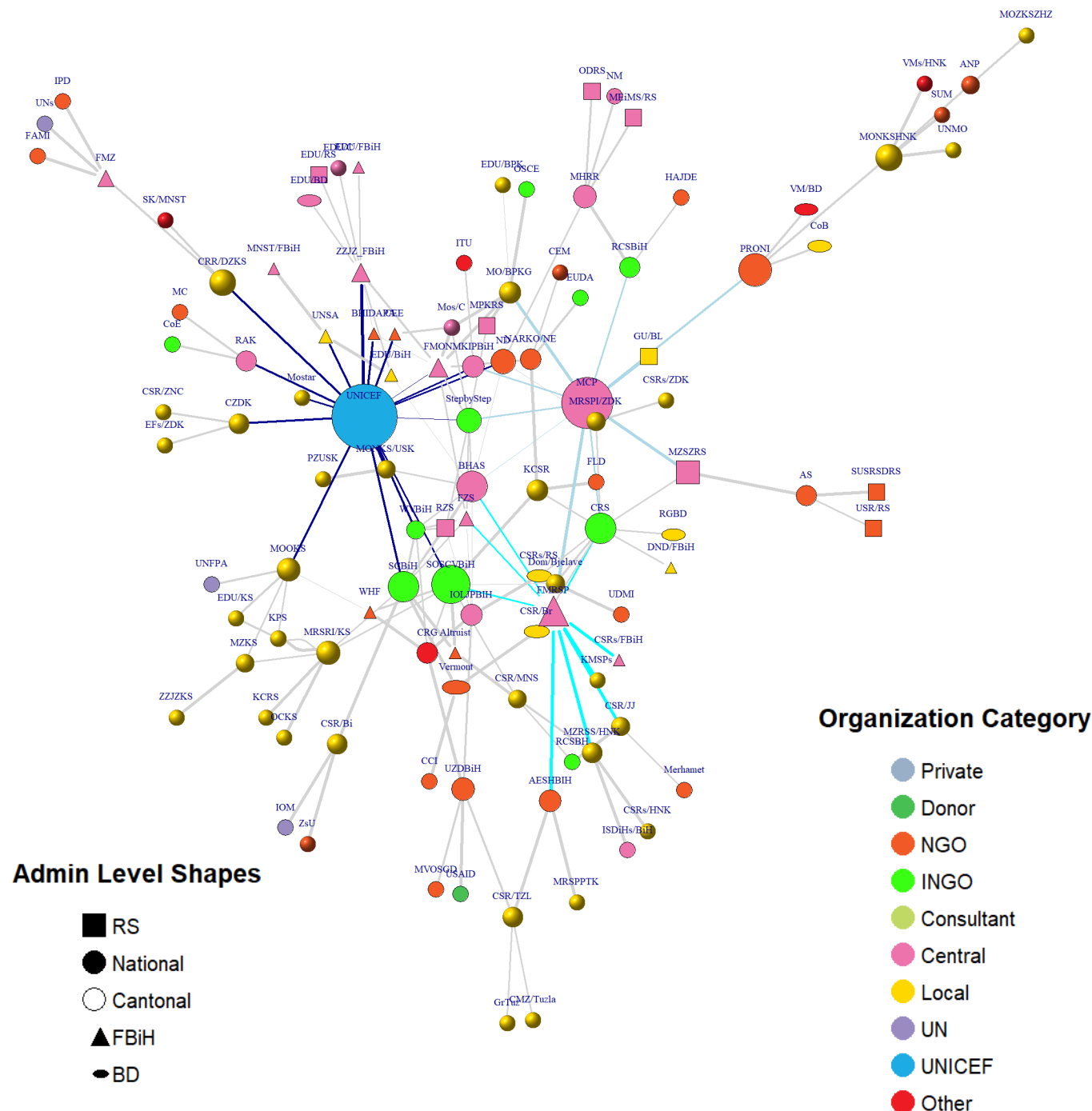
Data and Evidence

Principal Facilitator

(betweenness centrality)

Prompting Question: To whom did you go for data & evidence of child and adolescent-related programming, advocacy, or policy development/ implementation in 2023?

- 47 organizations were interviewed, and 113 organizations were identified for the D&E Issue in the Federation of Bosnia and Hercegovina in 2023.
- In 2023, among the 113 organizations in this network, the most prominent facilitator (the large blue color node) was **UNICEF**.
- After UNICEF, the other most prominent facilitators were the **Ministry of Civil Affairs of Bosnia and Hercegovina (MCP)** and the **Federal Ministry of Labour and Social Policy (FMRSP)**.



Data and Evidence



Principal Facilitator

(In-degree centrality)

The degree centrality metrics (**organizations that reported having either a formal or informal relationship with UNICEF**) revealed that 17 inquired organizations named UNICEF among their top three partners they have applied and addressed in 2023 to obtain child- and adolescent-related reliable data and evidence. According to the metrics, these 17 organizations were:

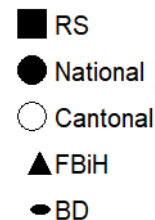
1. Institute for Public Health FBiH (ZZJZ_FBiH)
2. Association “Naša Djeca” (ND)
3. University of Sarajevo (UNSA)
4. BHIDAPA
5. Day Care Center for Children with Disabilities ZDK (CZDK)
6. Ministry of Education, Science, Culture and Sports of the Una-Sana Canton (MONKS/USK)
7. Center for Early Childhood Growth and Development - Public Institution Health Center of Sarajevo Canton (CRR/DZKS)
8. Federal Ministry of Education and Science (FMON)
9. Ministry of Education Sarajevo Canton (MOOKS)
10. Center for Ecology and Energy, Tuzla (CEE)
11. World Vision Bosnia and Herzegovina (WVBiH)
12. SOS Children's Villages Bosnia and Herzegovina (SOSCVBiH)
13. Save the Children Bosnia and Herzegovina (SCBiH)
14. Regulatory Agency for Communications of Bosnia and Herzegovina (RAK)
15. Ministry of Communications and Transport of Bosnia and Herzegovina (MKIPBiH)
16. Center for Educational Initiatives - Step by Step (StepbyStep)
17. JU Children's Home Mostar (Mostar)

Data and Evidence

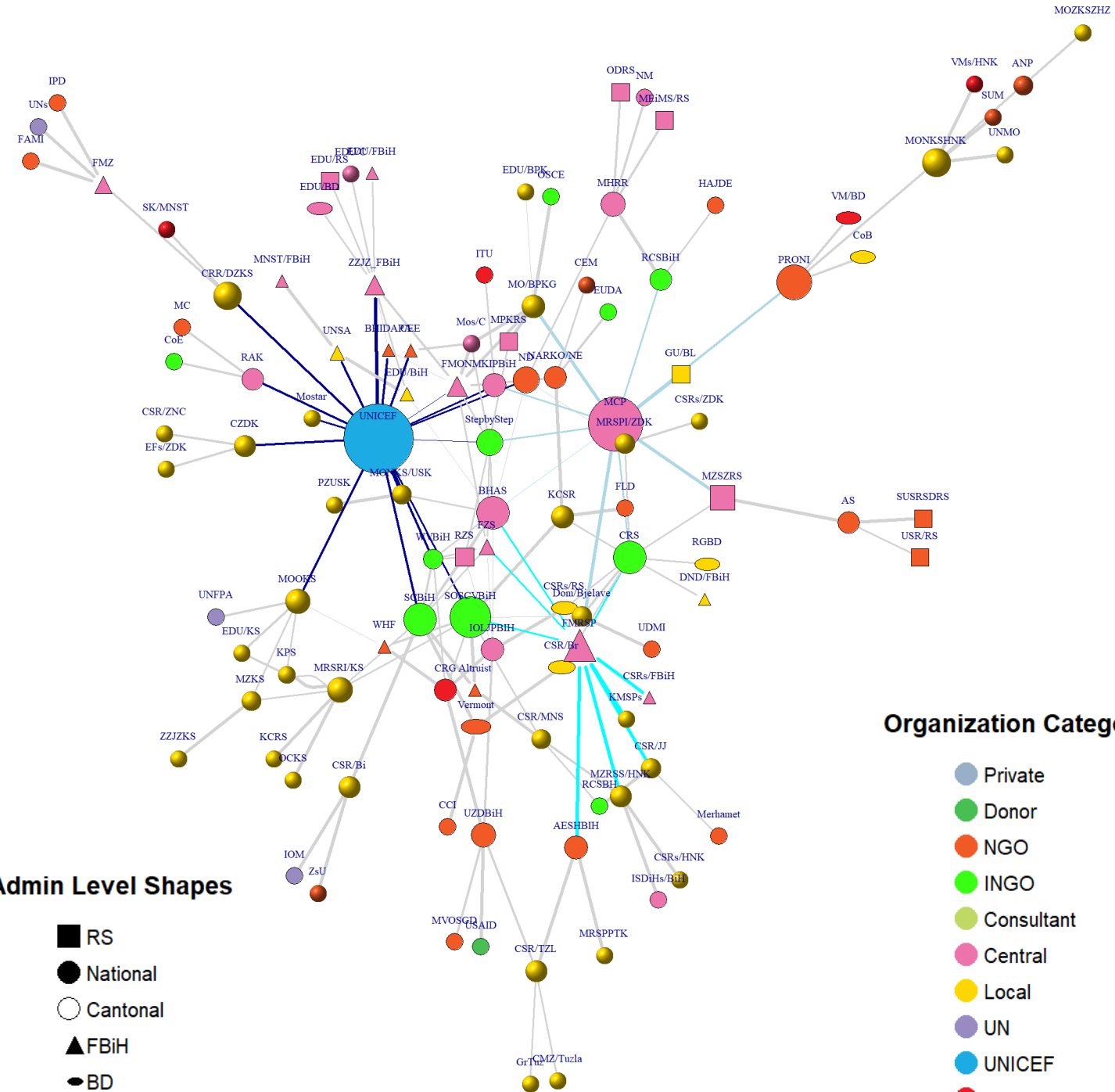
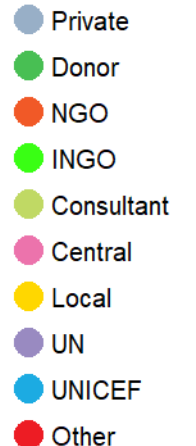
Principal Facilitator (betweenness centrality)

- ❑ The betweenness centrality map revealed that the organizations facilitating the information on D&E were quite interconnected and no separate cluster was observed on the network centrality map.
- ❑ The dark thick lines represent stronger ties (formal & frequent relationships), while light thin lines indicate weaker ties (informal & infrequent relationships). As nodes were connected with thicker lines, it illustrates that organizations in the network had strong ties on data and evidence in 2023 even if they were situated at the peripheral parts.

Admin Level Shapes



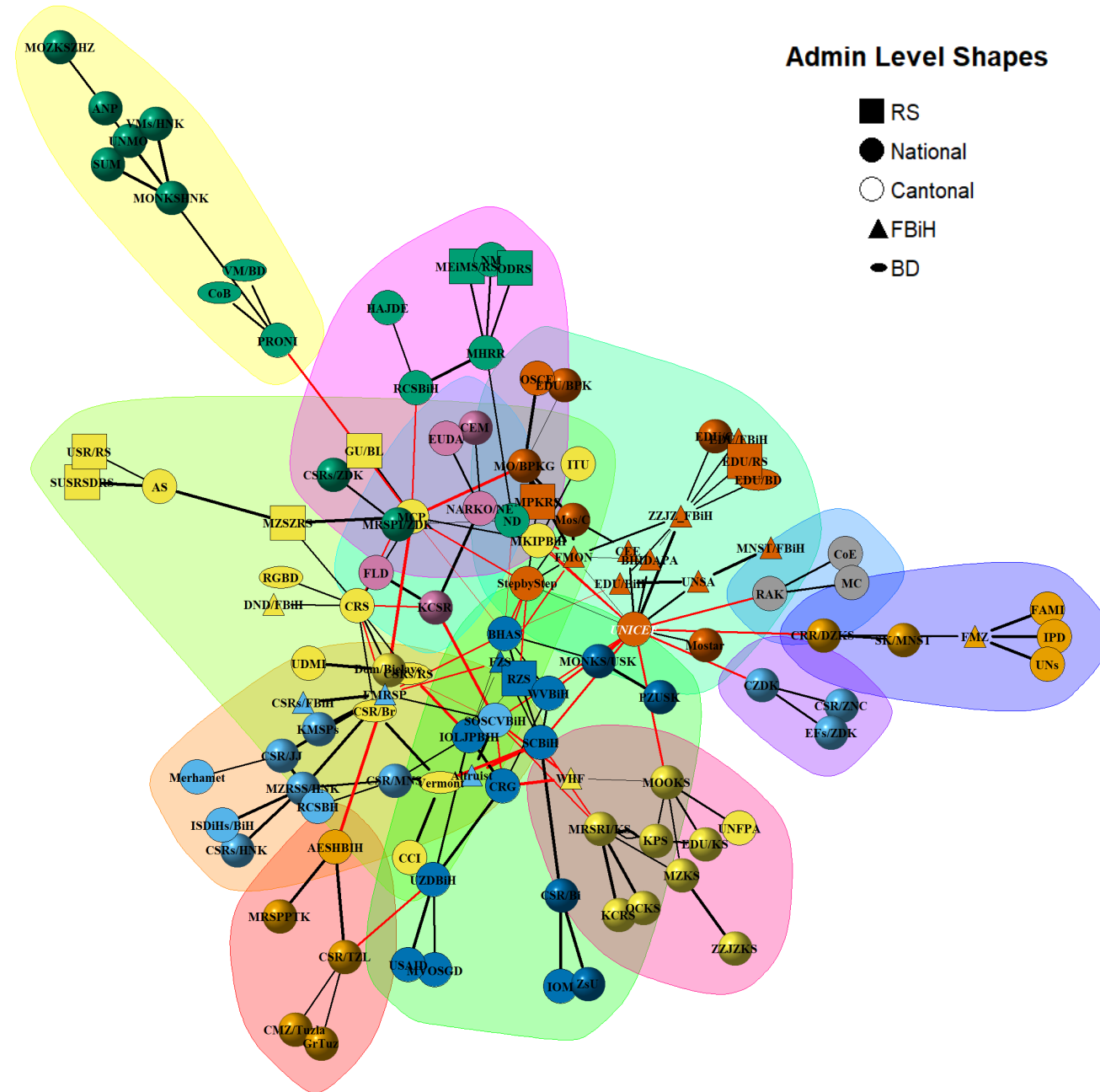
Organization Category



Data and Evidence

Communities (Louvain clusters)

- ❑ Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- ❑ The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- ❑ On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- ❑ Ticker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)
- ❑ On the map, red lines imply connections from one community member to another community member. Black lines indicate connections inside the community



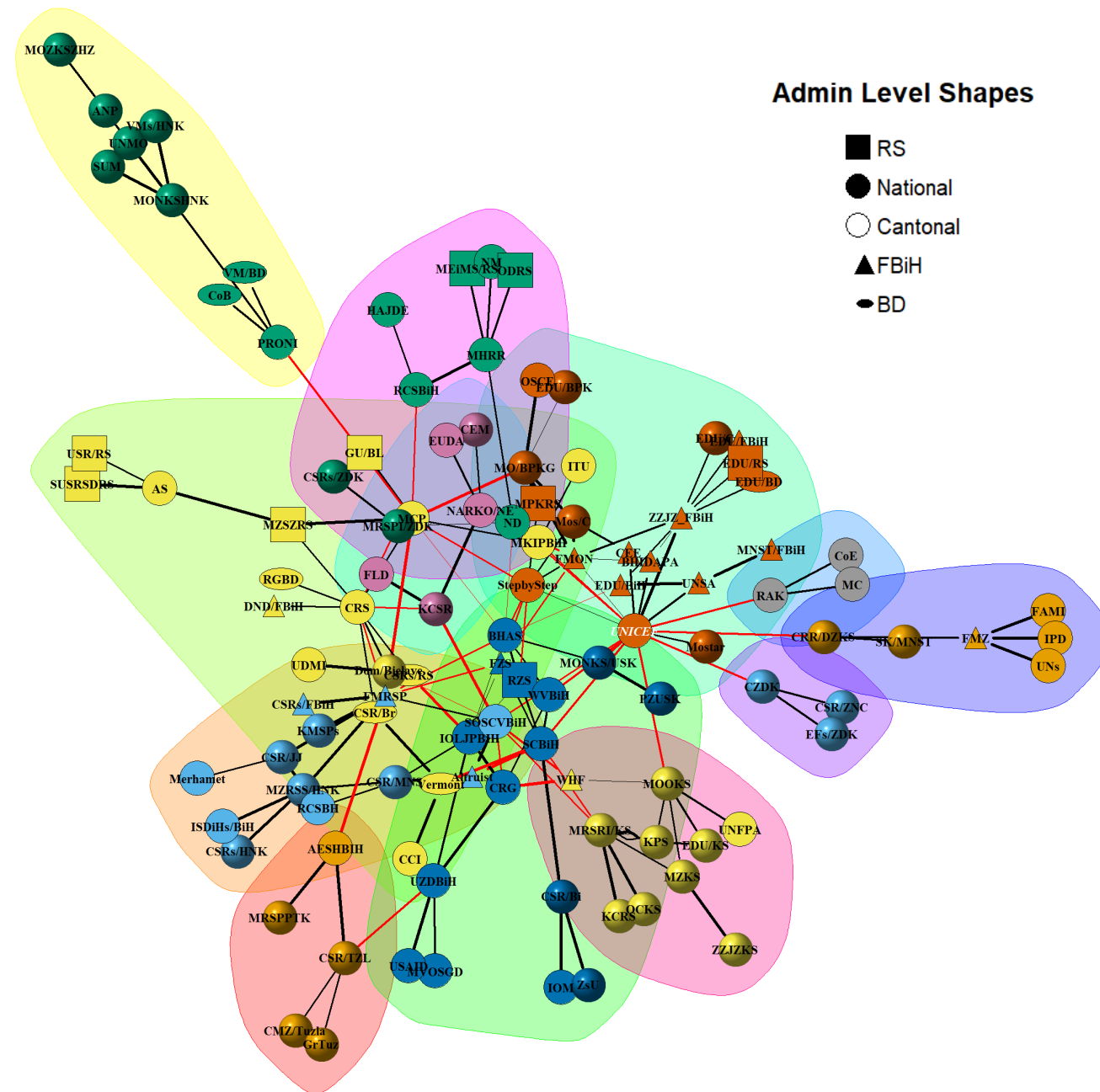
Data and Evidence

Communities

(Louvain clusters)

Prompting Question: To whom did you go for data & evidence of child and adolescent-related programming, advocacy, or policy development/ implementation in 2023?

- ❑ 11 communities were detected among the 113 organizations in the D&E Issue.
- ❑ UNICEF was a member of a community (dark brown color nodes) that had 24 other members.
- ❑ The connections between organizations indicate that most organizations interacted within their community and inter-community interaction was particularly absent among organizations in the peripheries.
- ❑ As for organizations positioned at the central parts, they were more interconnected and facilitated the flow of information between different communities, as well as among organizations from various sectors and operating at administrative levels.



**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

(Louvain clusters)

- 1) Center for Ecology and Energy, Tuzla (CEE)
- 2) Council of Europe (CoE)
- 3) Center for Social Work Zenica (CSR/ZNC)
- 4) Day Care Center for Children with Disabilities ZDK (CZDK)
- 5) Educational Institutions in Brcko District (EDU/BD)
- 6) Educational Institutions in BiH (EDU/BiH)
- 7) Educational Institutions in the Bosnian-Podrinje Canton (EDU/BPK)
- 8) Educational Institutions in Cantons (EDU/C)
- 9) Educational Institutions in FBiH (EDU/FBiH)
- 10) Educational Institutions in RS (EDU/RS)
- 11) Educational Facilities in Zenica-Doboj Canton (EFs/ZDK)
- 12) Federal Ministry of Education and Science (FMON)
- 13) Media Center (MC)
- 14) FBiH Ministries (MNST/FBiH)
- 15) Ministry of Education, Youth, Science, Culture and Sports Bosnian Podrinje
- 16) Canto (MO/BPKG)
- 17) Cantonal Ministries of Education in FBiH (Mos/C)
- 18) JU Children's Home Mostar (Mostar)
- 19) Ministry of Education and Culture of the Republic of Srpska (MPKRS)
- 20) Organization for Security and Co-operation in Europe (OSCE)
- 21) Regulatory Agency for Communications of Bosnia and Herzegovina (RAK)
- 22) Center for Educational Initiatives - Step by Step (StepbyStep)
- 23) University of Sarajevo (UNSA)
- 24) Institute for Public Health FBiH (ZZJZ FBiH)



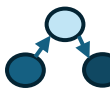
Data and Evidence



Bridging role activity

(Gould/Fernandez brokerage)

Prompting Question: To whom did you go for data & evidence of child and adolescent-related programming, advocacy, or policy development/implementation in 2023?

Organization	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total Roles
UNICEF	N/A	N/A	N/A	56	206	262
CRS	0	0	0	44	42	86
FMRSP	10	23	23	8	22	86
MCP	10	21	21	8	22	82
BHAS	8	20	20	6	22	76

- ❑ In 2023, among the **113 organizations**, the most prominent and active bridge and broker facilitating D&E issues was UNICEF.
- ❑ In the framework of this research, UNICEF and UN agencies were not interviewed and since the three roles of Coordinator, Gatekeeper, and Representative are related to a brokering role associated with UNICEF or with other similar UN agencies, these three roles are not applicable to UNICEF. Due to these methodological limitations, UNICEF's most prominent role was as a liaison, connecting two different types of organizations seeking data and evidence.
- ❑ Far behind UNICEF, the following three organizations were also prominent bridges and brokers: Catholic Relief Services (CRS), Federal Ministry of Labour and Social Policy (FMRSP), and Ministry of Civil Affairs of Bosnia and Hercegovina (MCP).

The primary activity in the scope of which organizations worked with partners regarding Data and Evidence (National&BD)



- ❑ Data and evidence requested by surveyed organizations at the national level were utilized for a variety of issues, initiatives, and projects. Notably, the area of **social protection and foster care** stands out, encompassing various aspects such as: producing statistics in different areas, conducting research, improving the legislative framework, developing a social protection strategy, deinstitutionalization, state care, and children in foster care, among others.
- ❑ Additionally, one of the focus areas for organizations working at the national level is **children's rights and protection of children from violence**, where there is a need for data and evidence to address issues of violence against children and to develop a legislative framework that aligns with international practices.
- ❑ Furthermore, other activities and initiatives of which organizations operating at the national level sought data and evidences include poverty reduction, design and implementation of youth programs, the habits of using various social networks, mapping internet connectivity at primary and secondary educational institutions, and strengthening the resilience of persons/children with disabilities and elderly.
- ❑ Noteworthy, only two local NGOs were interviewed at Brcko district and one organization named **youth-related issues** among initiatives for which they requested reliable data and evidences, and another organization accentuated the **needs of homeless children**. Specifically, the first organization conducted needs assessment survey to develop action plan for the implementation of policies specifically for young people living at their settlements, while the latter organization established a day care center for homeless children living in Brcko district and advocated child-related policy areas in Bosnia and Hercegovina.

The primary activity in the scope of which organizations worked with partners regarding Data and Evidence (FBIH)



The activities, programs and initiatives of organizations operating at the federal level, within which they have reached out to other organizations for data and evidence, are quite diverse.

- One of the prominent directions under data and evidence were healthcare initiatives. Various priority areas can be highlighted in the **Healthcare** sector, which covered the following topics: health protection, mental health, nutrition, air pollution, early childhood development, prevention of various types of addictions, and more.
- Another prominent area of work referred to **children's rights and protection of children**. Even though this working area is vast and covers many rights, organizations working in FBIH focused on evaluating the current state of children's rights in various sectors, protecting children at the legislative level, protecting adolescent from sexual abuse and protecting the children against violence.
- A significant share of organizations worked on the **projects and initiatives pertaining to educational purposes** in FBIH. Specifically, inquired organizations requested information on the studies of foreign and Romani languages, the availability of IT equipment in the educational institutions, introduction of new professions in the secondary educational facilities and promotion of inclusive education.
- A group of organizations requested the statistical information, reliable data and evidences **to support and/or implement social protection programs** in FBIH. Specifically, they requested statistical information on families and children at risk, the statistics of households and families by age groups, data on persons with disabilities, the number of children without parental care, capacities of social work centers, and some more additional data to analyze risk groups and children's issues.

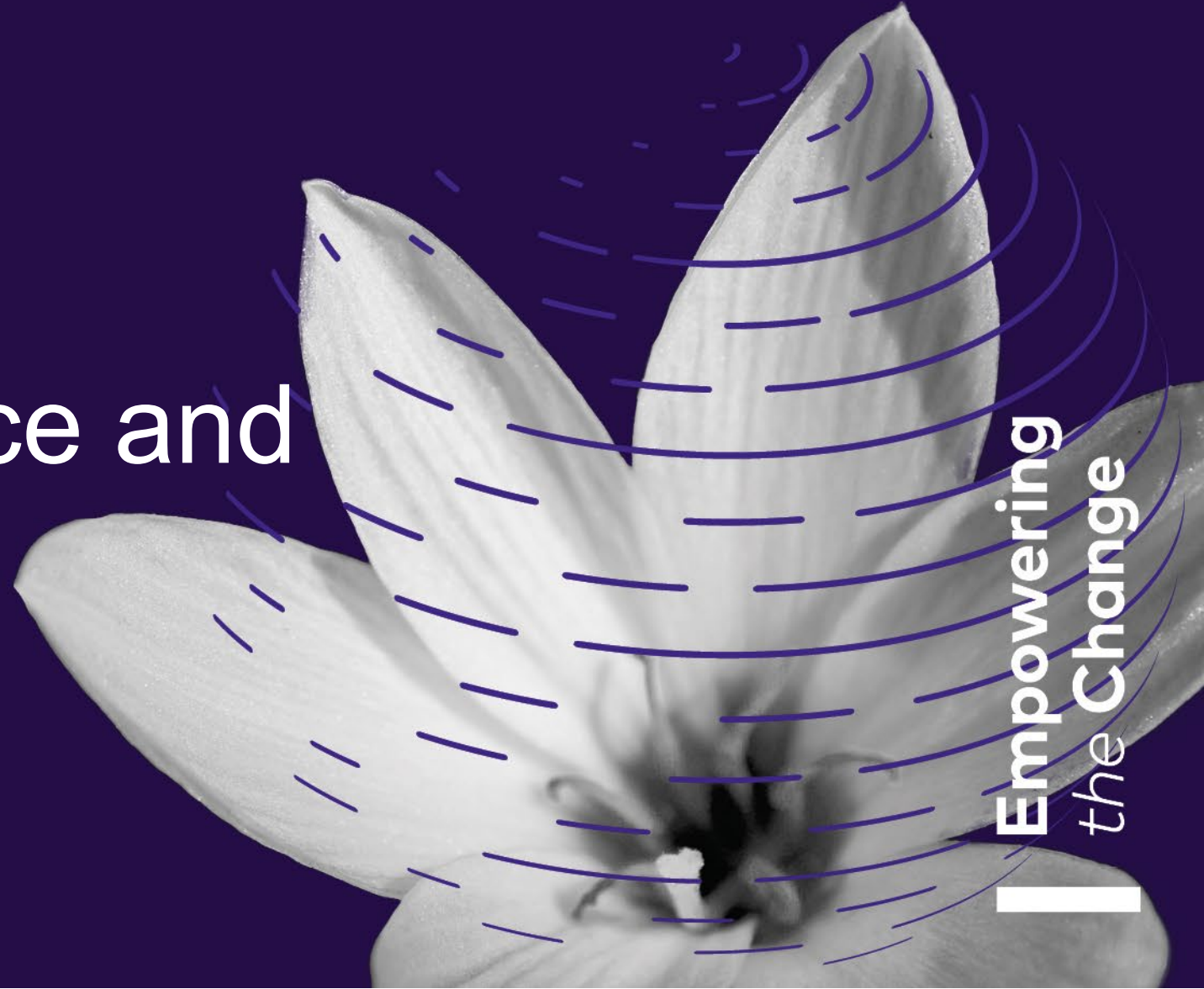
The primary activity in the scope of which organizations worked with partners regarding Data and Evidence (Cantonal)



- ❑ Activities and initiatives of organizations operating at the canton level that requested data and evidence in 2023 primarily relate to **Social Protection and State/foster Care**, with more than half of the surveyed organizations indicating this focus. It is important to note that, unlike organizations operating at the national and federal levels, which include both state and non-governmental entities, the respondents at the canton level were exclusively representatives of central and local governments. Therefore, the information provided below fully reflects the activities, programs and initiatives of public authorities.
- ❑ Within the **Social Protection** and **State/foster Care**, there are a wide range of areas and issues for which the surveyed organizations required data and evidence, including: legal framework, foster care, social services, and equipment for centers providing assistance, among others.
- ❑ While Social Protection is a primary focus, organizations also identified two additional key areas where they needed data and evidence: **Healthcare** and **Education**. In the Healthcare sector, the following initiatives were highlighted: Amendments to the regulations on nutrition and the establishment of a center for early childhood development, research on the psychosocial conditions of students and equipping the centers and training staff.
- ❑ As for **Education**, the focus areas include: the development of a strategy for young people and conducting related research, reporting on student success in learning and management, implementation of educational plans and programs, statistics on Roma students, statistics on students in conflict with the law, number of displaced assistants for children with developmental disabilities.
- ❑ Additionally, the issues related to **child protection** such as data on victims of violence, support programs for female (girl/woman) victims of violence, juvenile delinquency, number of activities implemented to prevent addiction and human trafficking, and, on the other hand, **services for children with disabilities** were also mentioned.



Technical Assistance and Capacity Building



Empowering
the Change

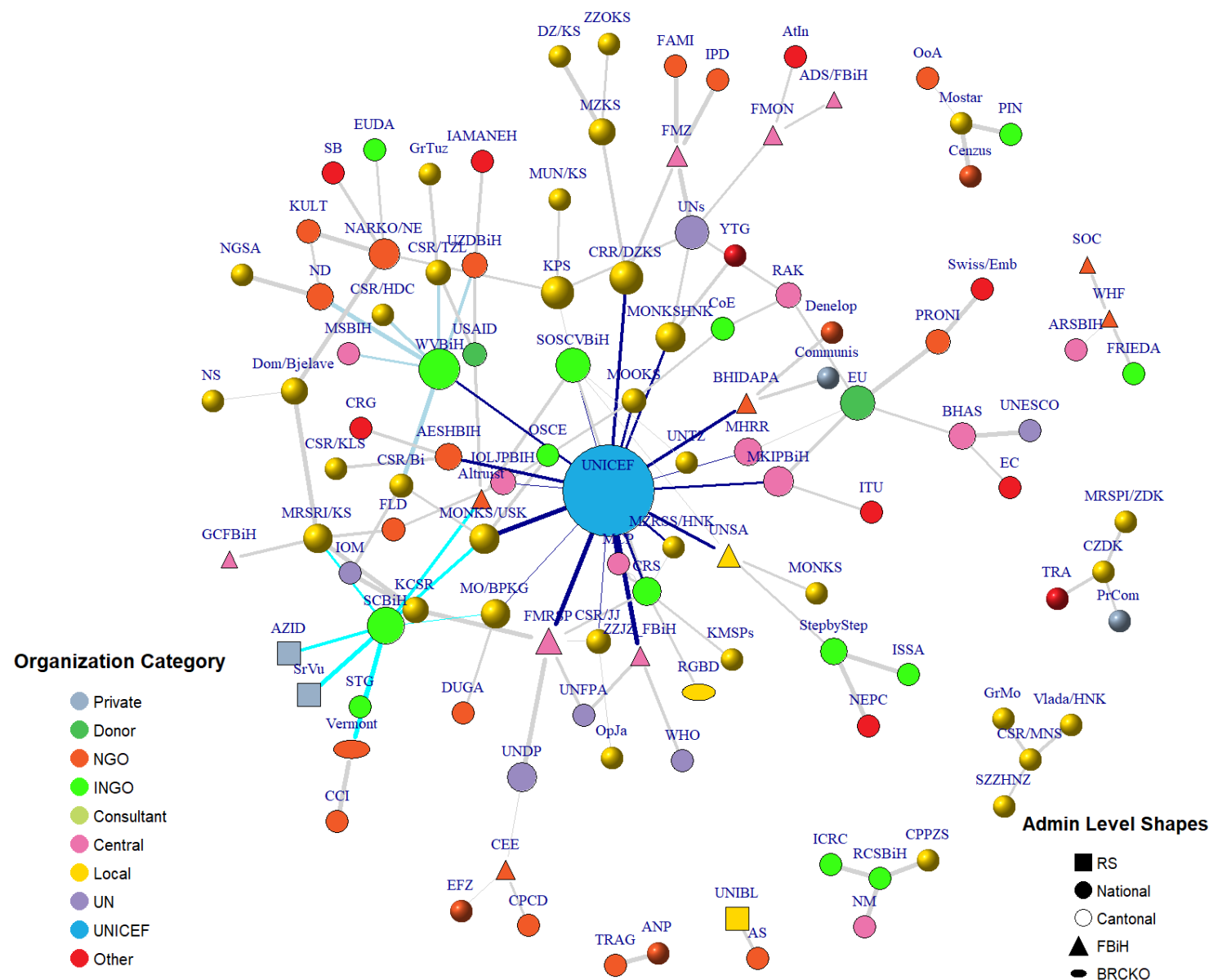
Technical Assistance and Capacity Building



Principal Facilitator

(betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between nodes
 - *Thicker line* – stronger relationship (formal and frequent)
 - *Thinner line* – weaker relationship (informal and infrequent)
- ❑ **Color** - Type of organization
- ❑ **Shape** - Administrative level



Technical Assistance and Capacity Building

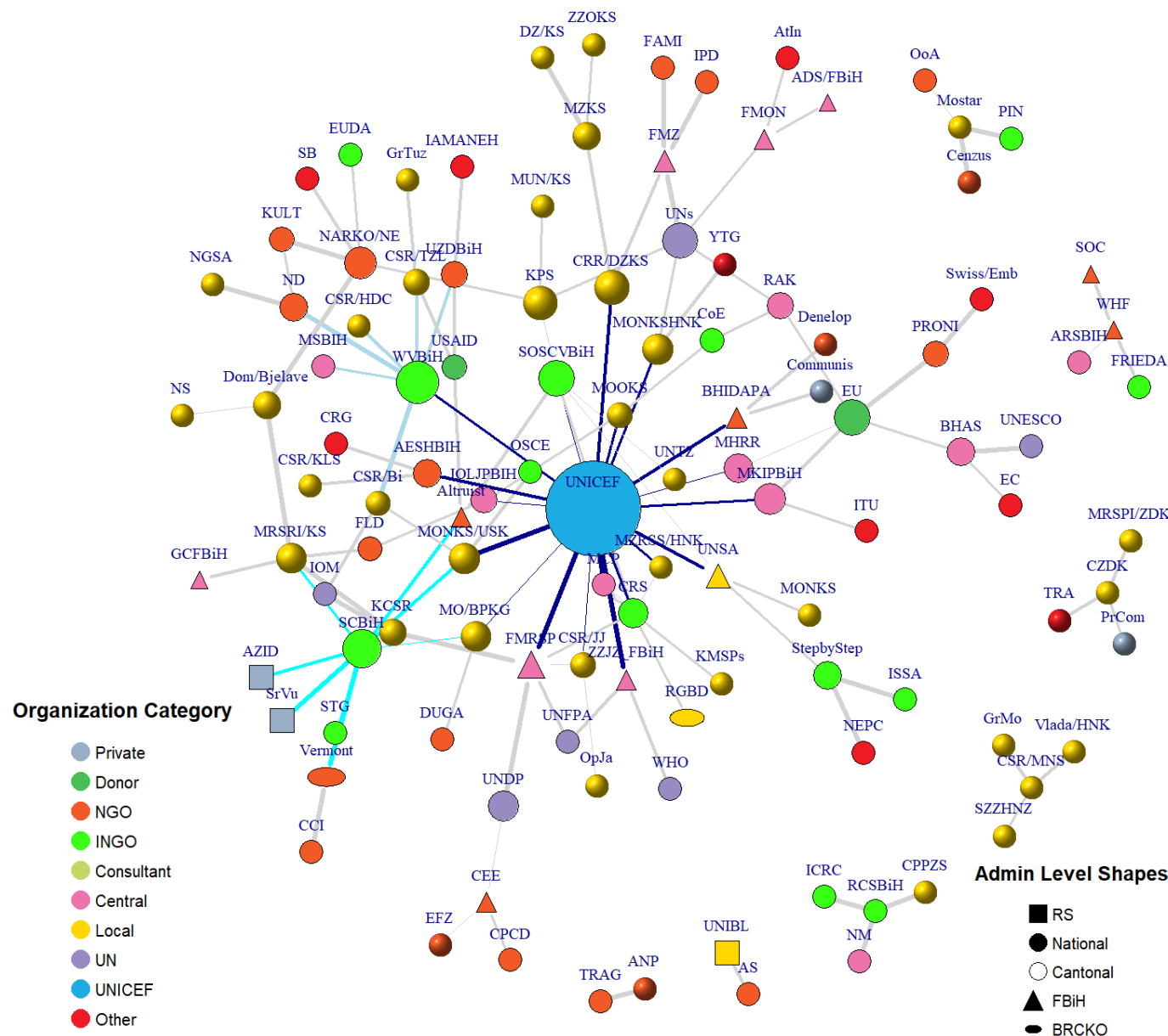


Principal Facilitator

(betweenness centrality)

Prompting Question: To whom did you go for technical assistance / capacity-building on child-related programming, advocacy, or policy development/implementation in 2023?

- 47 organizations were interviewed, and 114 organizations were identified for the TA&CB Issue in the Federation of Bosnia and Hercegovina in 2023.
- In 2023, among the 114 organizations in this network, clearly the most prominent facilitator (the large blue color node) was **UNICEF**.
- The next most prominent facilitators (larger light green nodes) were **World Vision in BiH** and **Save the Children in BiH**.



Technical Assistance and Capacity Building



Principal Facilitator

(In-degree centrality)

The data analysis by in-degree centrality metrics revealed that a total of 19 organizations named UNICEF among the top three partners they have applied to receive technical assistance and/or capacity building in child- and adolescent-related policy advocacy, design, and implementation in 2023. These 19 organizations were:

- ☐ Ministry of Education, Science, Culture and Sports of Herzegovina-Neretva Canton (MONKSHNK)
- ☐ Institute for Public Health FBiH (ZZJZ_FBiH)
- ☐ Federal Ministry of Labour and Social Policy (FMRSP)
- ☐ Ministry of Education, Youth, Science, Culture and Sports Bosnian Podrinje Canton (MO/BPKG)
- ☐ University of Sarajevo (UNSA)
- ☐ BHIDAPA
- ☐ Center for Social Work Jajce (CSR/JJ)
- ☐ Ministry of Education, Science, Culture and Sports of the Una-Sana Canton (MONKS/USK)
- ☐ Ministry of Health, Labor and Social Welfare HNK (MZRSS/HNK)
- ☐ Catholic Relief Services (CRS)
- ☐ Center for Early Childhood Growth and Development - Public Institution Health Center of Sarajevo Canton (CRR/DZKS)
- ☐ Ministry of Education Sarajevo Canton (MOOKS)
- ☐ Ministry of Civil Affairs of Bosnia and Herzegovina (MCP)
- ☐ World Vision BiH (WVBiH)
- ☐ Office of the Ombudsman for human rights in Bosnia and Herzegovina (IOLJPBiH)
- ☐ SOS Children's Villages Bosnia and Herzegovina (SOSCVBiH)
- ☐ Ministry for Human Rights and Refugees of Bosnia and Herzegovina (MHRR)
- ☐ Ministry of Communications and Transport of Bosnia and Herzegovina (MKIPBiH)
- ☐ Association for Education and Advisory Support of Foster Care (AESHBIH)

Technical Assistance and Capacity Building



Principal Facilitator

(betweenness centrality)

The betweenness centrality metrics suggest that the seven clusters were separated from the main network:

- ❑ **Association "Novi Put" (ANP)** partnered with Foundation Trag (TRAG) to strengthen their capacity in the direction of combating human trafficking in 2023
- ❑ In 2023, **the Association of Supervisors (AS)** applied and partnered with the University of Banja Luka (UNIBL) to obtain professional counseling and strengthen their supervisory competencies.
- ❑ Additionally, **the Red Cross Society of Bosnia-Herzegovina (RCSBiH)** applied and partnered with the International Committee of the Red Cross (ICRC), Cantonal Pedagogical and Educational Institutes (CPPZS), and National Ministries (NM) in 2023 to strengthen their capability and/or obtain expertise in child—and adolescent-related policy advocacy, design, and implementation in the Federation of Bosnia and Herzegovina.
- ❑ **Center for Social Work Mostar (CSR/MNS)** partnered and approached the Government of Herzegovina-Neretva Canton (Vlada/HNK), Mostar City Administration (GrMo), and Public Employment Service of Herzegovina Neretva Canton (SZZHNZ) to strengthen their capacities in 2023
- ❑ The **Public Employment Service of Herzegovina Neretva Canton (CZDK)** had experience in partnering with the Cantonal Ministry for Labour, Social Policy and Refugees of the Zenica-Doboj Canton (MRSPI/ZDK), Regional Development Agency Tešanj (TRA), Private Companies (PrCom) to reinforce their capacities in child- and adolescent-related policy advocacy, design and implementation in 2023
- ❑ **Wings of Hope Foundation (WHF)** has addressed to FRIEDA, Agency for Gender Equality of Bosnia and Herzegovina (ARSBiH), Sarajevo Open Center (SOC) to obtain technical assistance and capacity building in 2023
- ❑ **JU Children's Home Mostar (Mostar)** named Foundation Out of Area (OoA), People in Need (PIN), and Cenzus among top partners they applied to strengthen their capacity in 2023.

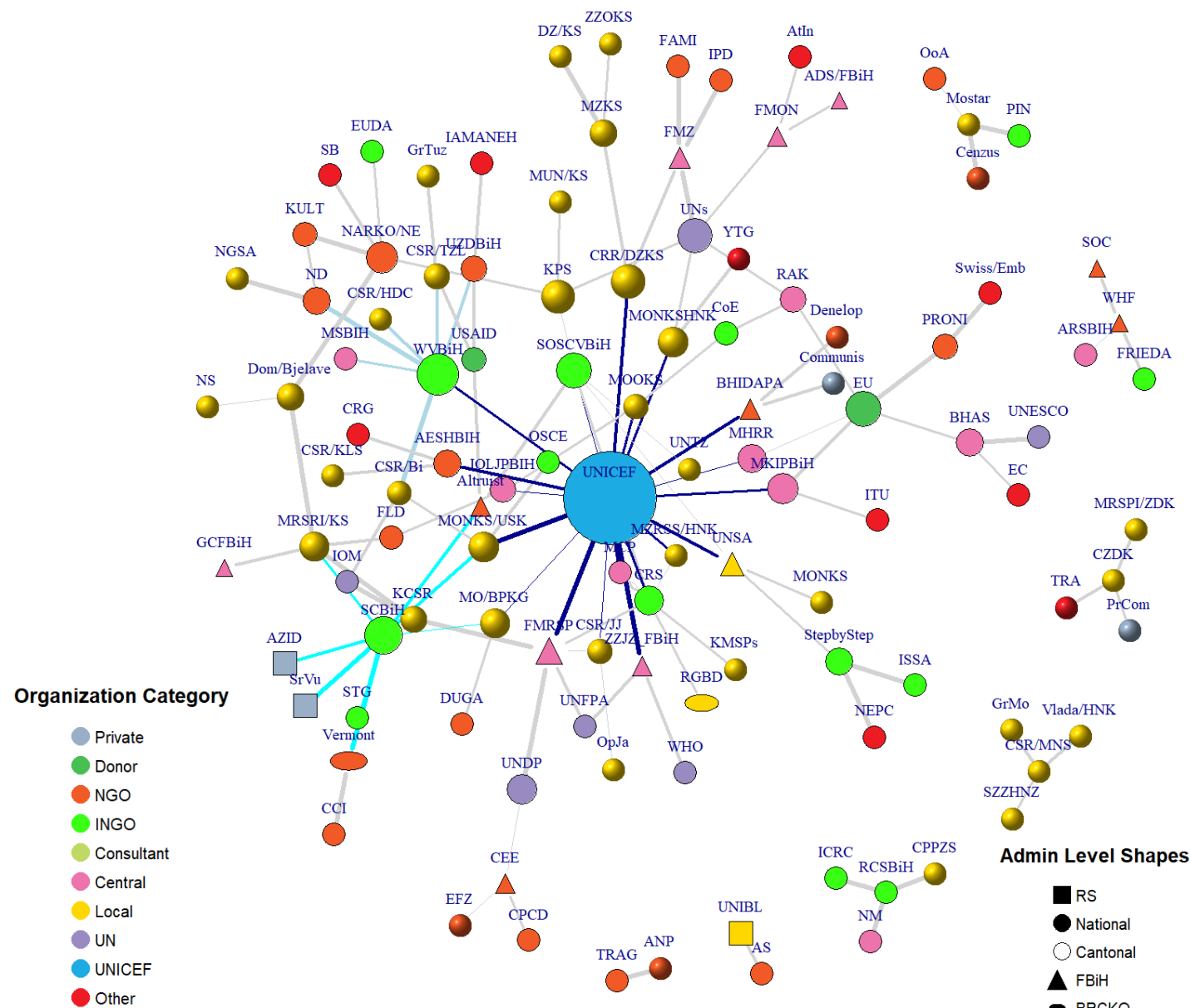
Technical Assistance and Capacity Building



Principal Facilitator

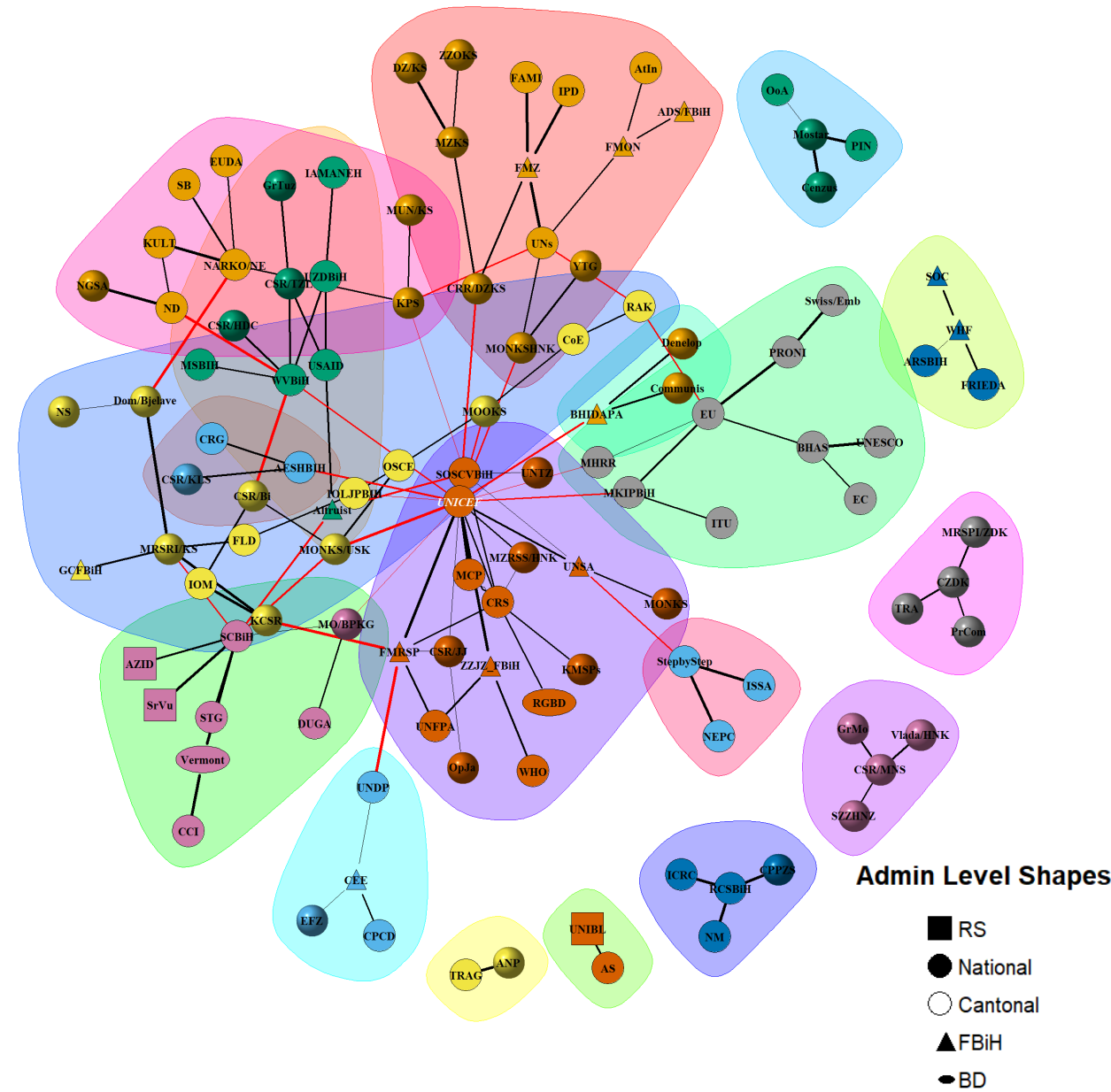
(betweenness centrality)

- ❑ The given map indicates that *there was a strong tie between organizations in the main and peripheral parts of the network.*
- ❑ The dark thick lines represent stronger ties (formal & frequent relationships), while light thin lines indicate weaker ties (informal & infrequent relationships). As nodes are connected with thicker lines, it illustrates that organizations in the network had strong ties on technical assistance and capacity building in 2023.



Communities (Louvain clusters)

- ❑ Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- ❑ The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- ❑ On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- ❑ Thicker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent).
- ❑ Red lines imply connections from one community member to another community member. Black lines indicate connections inside the community.



Technical Assistance and Capacity Building

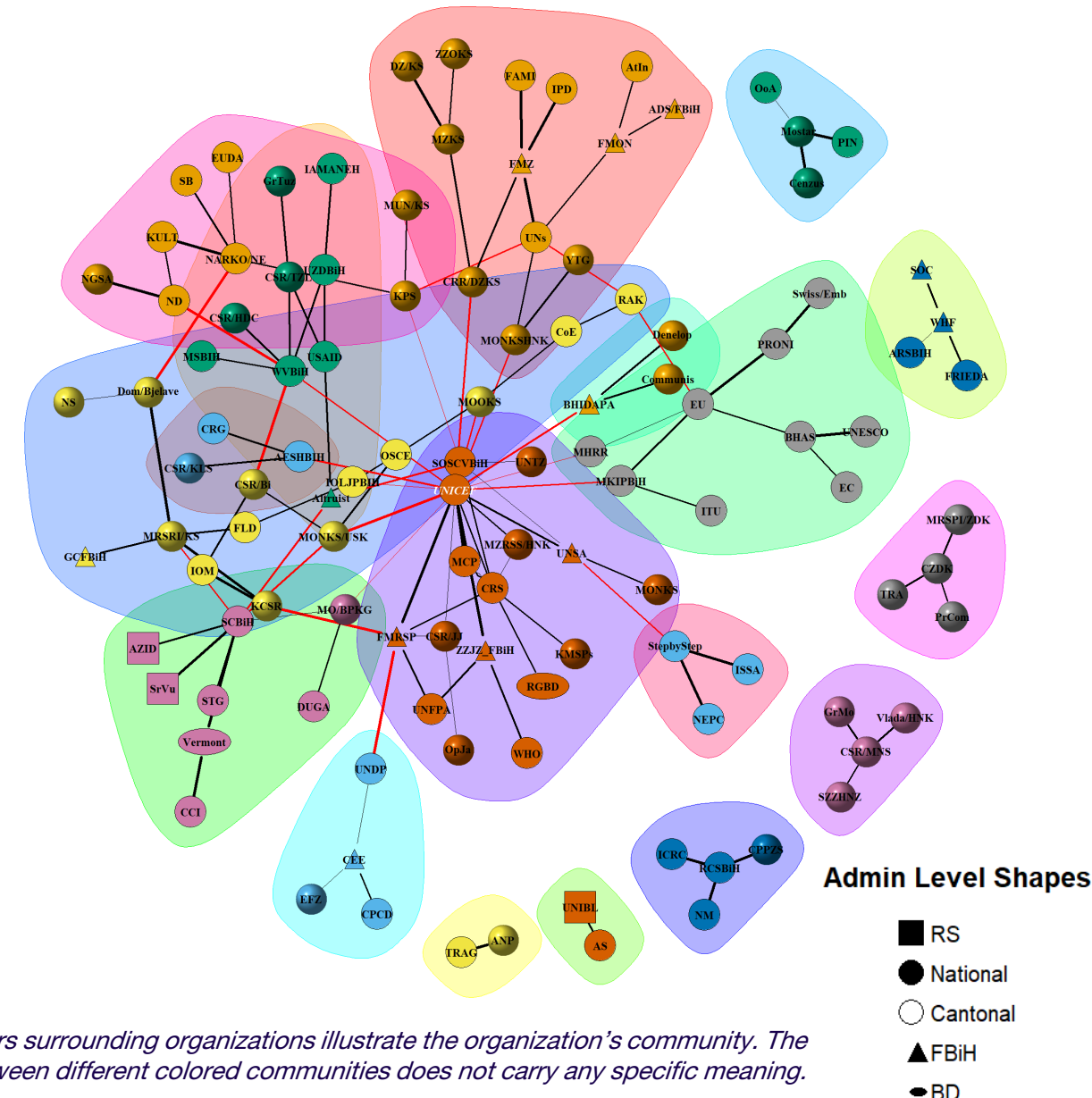


Communities

(Louvain clusters)

Prompting Question: To whom did you go for technical assistance / capacity-building on child-related programming, advocacy, or policy development/implementation in 2023?

- ❑ **18 communities** were detected among the 114 organizations in the TA&CB Issue.
- ❑ UNICEF was a member of a community (light brown color nodes) that had 15 other members.
 - 1) SOS Children's Villages Bosnia and Herzegovina (SOSCVBiH)
 - 2) University of Tuzla ((UNTZ)
 - 3) Ministry of Civil Affairs of Bosnia and Hercegovina (MCP)
 - 4) Ministry of Health, Labor and Social Welfare HNK (MZRSS/HNK)
 - 5) University of Sarajevo (UNSA)
 - 6) Catholic Relief Services (CRS)
 - 7) Ministry of Higher Education, Youth and Science of Sarajevo Canton (MONKS)
 - 8) Federal Ministry of Labour and Social Policy (FMRSP)
 - 9) Center for Social Work Jajce (CRS/JJ)
 - 10) Institute for Public Health FBiH (ZZJZ_FBiH)
 - 11) Cantonal Ministries of Social Policy in FBiH (KMSPs)
 - 12) Regional Government of Brcko District (RGBD)
 - 13) United Nations Population Fund (UNFPA)
 - 14) Municipality of Jajce (OpJa)
 - 15) World Health Organization (WHO)



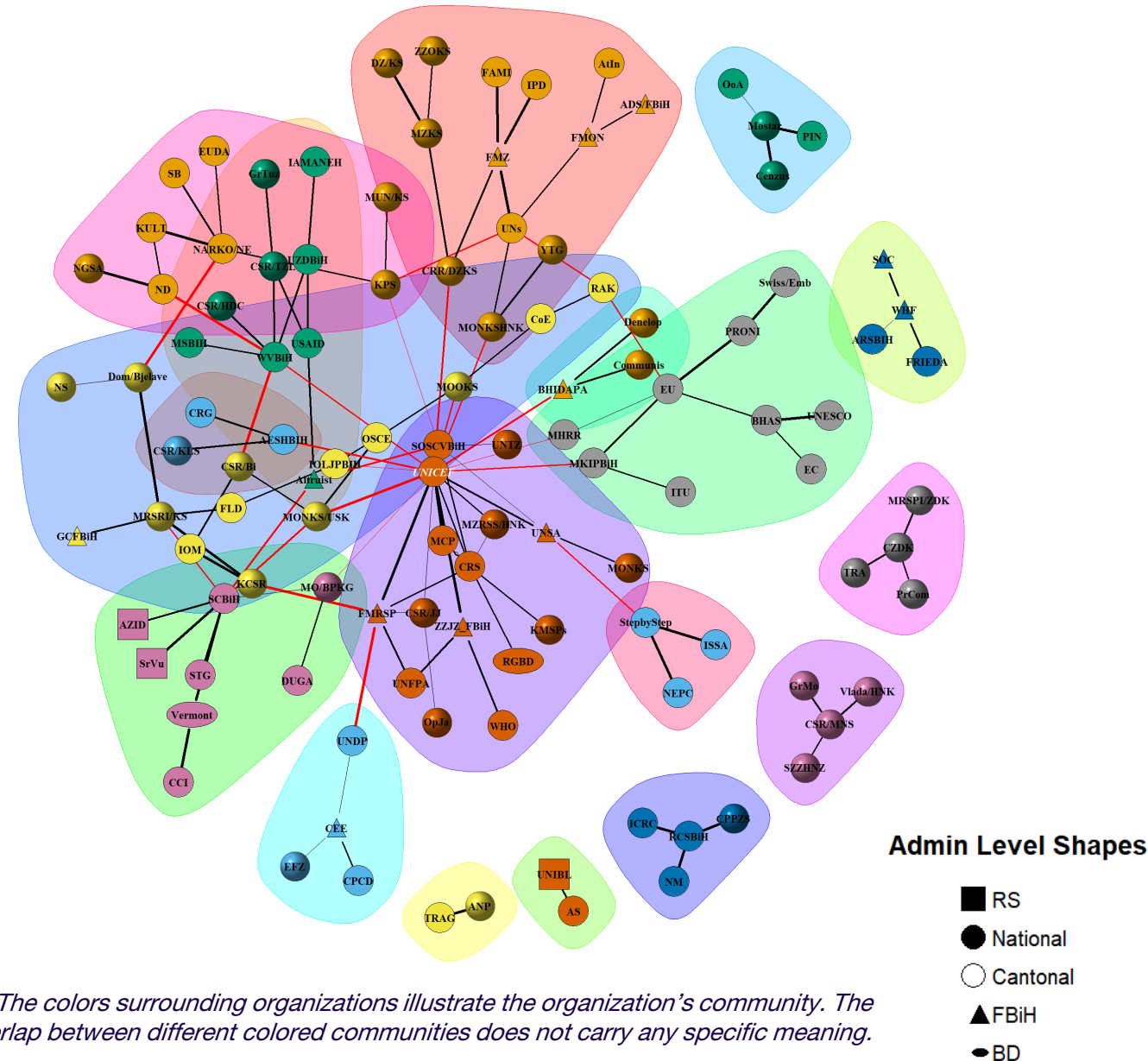
Technical Assistance and Capacity Building



Communities

(Louvain clusters)

- ❑ Seven of the 17 communities had no connection to other communities, as they were not named among top three partners by other organizations - thus, representing separate communities on the TA&CB issue.
- ❑ Most organizations had strong ties inside their communities and several organizations played a liaison role in connecting different communities. Those organizations were:
 - ❑ UNICEF
 - ❑ SOS Children's Villages Bosnia and Herzegovina (SOSCVBiH)
 - ❑ World Vision BiH (WVBiH)
 - ❑ Save the Children BiH (SCBiH)
 - ❑ Federal Ministry of Labour and Social Policy (FMRSP)
 - ❑ Center for Early Childhood Growth and Development - Public Institution Health Center of Sarajevo Canton (CRR/DZKS)
 - ❑ UN Agencies (UNs)
 - ❑ Association "Naša Djeca" (ND)
 - ❑ Cantonal Center for Social Work Sarajevo (KCSR)
 - ❑ Center for Educational Initiatives - Step by Step (StepbyStep)
 - ❑ United Nations Development Programme (UNDP)



**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

Bridging role activity

(Gould/Fernandez brokerage)

Prompting Question: To whom did you go for technical assistance / capacity-building on child-related programming, advocacy, or policy development/implementation in 2023?

Organization	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total Roles
UNICEF	N/A	N/A	N/A	92	238	330
SCBiH	0	7	7	10	32	56
WVBiH	0	0	0	8	34	42
CRS	0	5	5	8	16	34
FMRSP	0	0	0	4	22	26

- ❑ In 2023, among the **114 organizations**, the most prominent and active bridge and broker facilitating TA&CB issues was UNICEF.
- ❑ Due to the methodological limitation, UNICEF facilitated these connections mostly as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relationship between two same types of organizations).
- ❑ Far behind UNICEF, the second most prominent and active bridges and brokers on the TA&CP issue were Save the Children in BiH (SCBiH) and World Vision in BiH (WVBiH).

The primary activity in the scope of which organizations worked with partners regarding TA&CB (National)



- ❑ In 2023, the Technical Assistance and Capacity Building received by organizations operating at the national level, aimed at strengthening various areas, both thematically and institutionally:
- ❑ As capacity building and technical assistance is strongly associated with increasing the competences and skills of organizational personnel, it is no surprising that **a significant share of initiatives and activities named were oriented on building professional capacity in the organizations operating at the national level**. This efforts included staff trainings in the areas such as Excel, HR and strategic planning; strengthening the competences of employees in direct contact with children in care, providing support to the personal delivering professional counselling, education of trainers in the field of foster care, organizing workshops for working groups focus on the transition of young people from institutional care, etc.
- ❑ Similar to priorities identified in the republic of Srpska, organizations working at the national level also prioritized **the strengthening social work and foster care mechanisms in Bosnia and Hercegovina**. Even though overall goal was the common for many organizations, their priorities and approaches still varied and they put different areas under their focus. Specifically, organizations searched for technical assistance and capacity building in order to strengthen social work in Bosnia-Hercegovina, contribute deinstitutionalization of children homes, assisted the transition of young people from institutional care through organizing workshop for working group oriented on this segment, and strengthened competencies and capacities of individuals working with children under state care.
- ❑ Even though protection issues were not a cornerstone of technical assistance and capacity building initiatives, **some activities still referred to protection issues and aimed at increasing safety for children living in Bosnia and Hercegovina**. Namely, several organizations supported the establishment of preventive mechanisms against child abuse and addressed the migrant crisis with a focus on child protection, health and safeguarding against physical and sexual abuse.
- ❑ A single organizations searched for technical assistance and capacity building in 2023 in order to **revise forms for reporting educational statistics for primary and secondary educational institutions**.
- ❑ Lastly, few organizations approached other organizations for technical assistance and capacity building to organize various events in BiH or participate in the thematically relevant international events and/or meetings.

The primary activity in the scope of which organizations worked with partners regarding TA&CB (FBIH&BD)



- ❑ In 2023, organizations working on federal level received Technical Assistance and Capacity Building in several different areas (note that overlap among these areas within the same organization is also possible):
 - **Trainings and workshops to enhance individual capacity:** Interpersonal communication, counseling, psychiatric services, etc.
 - **Strengthening organizational (and field) capacity:** Financing and strategic planning, development of sectoral strategies, translation of legal documents, organizational capacity assessment, improvement of organizational sustainability, customer service and IT support.
 - **Collaboration on various topics with different organizations and/or experts,** including risk groups, violence and trafficking, early childhood development, mental health, protection of children's rights, strengthening youth activism, gender-transformative programs for youth, raising awareness and understanding of the consequences of abuse and the importance of early intervention, inclusion in higher education system, education in environmental protection, social work in crisis situations, healthy nutrition and improving nutrition for preschool and school-aged children, addressing intersectional vulnerability groups, and preparation of studies and feasibility assessments.
- ❑ Two organizations were surveyed only in **Brcko district of Bosnia and Hercegovina**. One of the organizations approached partners for technical assistance and capacity building to create alumni page for bringing all members together and another organization required technical assistance and/or capacity building for the program of social mapping and child protection.

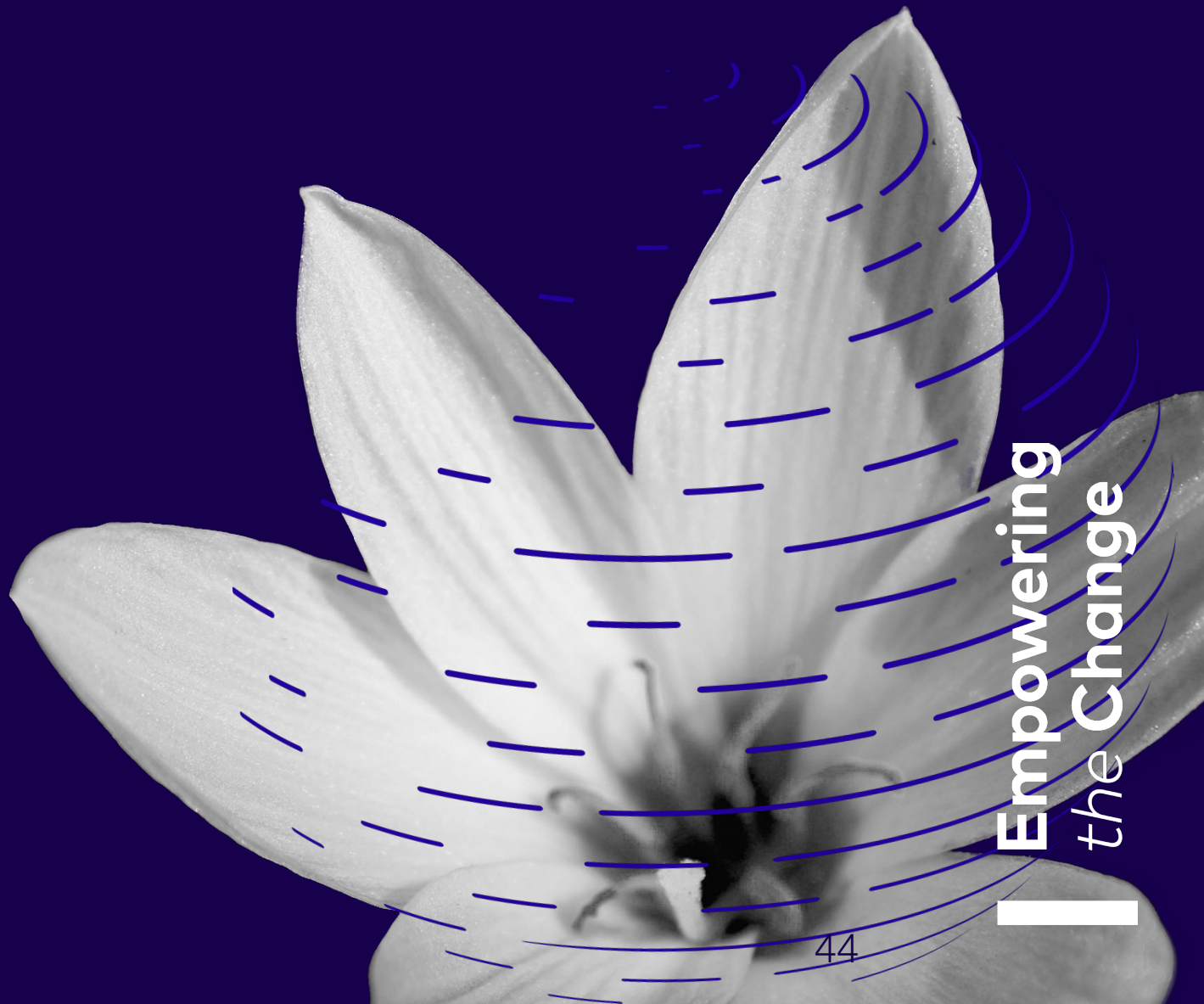
The primary activity in the scope of which organizations worked with partners regarding TA&CB (Cantonal)



- ❑ In 2023, Technical Assistance and Capacity Building received by organizations operating at the canton level placed significant emphasis on support through technical resources—such as building, renovations, furnishing, and equipping with various tools necessary for specific organizations to operate or to implement particular projects. It can be said that, in this regard, organizations at the canton level differ from others. Specifically, received technical assistance relates to:
 - **Renovation of office/work premises** (including construction of accessible paths for individuals with disabilities, installation of lighting, etc.).
 - **Furnishing of work premises.**
 - **Purchasing of technical equipment.**
 - **Acquisition of vehicles.**
- ❑ Additionally, Technical Assistance and Capacity Building included **Individual Capacity Building**—focusing on strengthening staff capacity through trainings (such as IT skills, monitoring skills and referral of children with developmental difficulties, enhancing teachers' capacity to work with children with developmental disabilities) as well as the recruitment of new personnel.
- ❑ Technical Assistance and Capacity Building also supported organizations in **the establishment or improvement of new work areas/programs**, including:
 - **Immunization of school-aged children.**
 - **Establishment of centers for early childhood development.**
 - **Creation of a center for early childhood development for people with disabilities.**



Fundraising



Empowering
the Change

Fundraising



Principal Facilitator

(betweenness centrality)

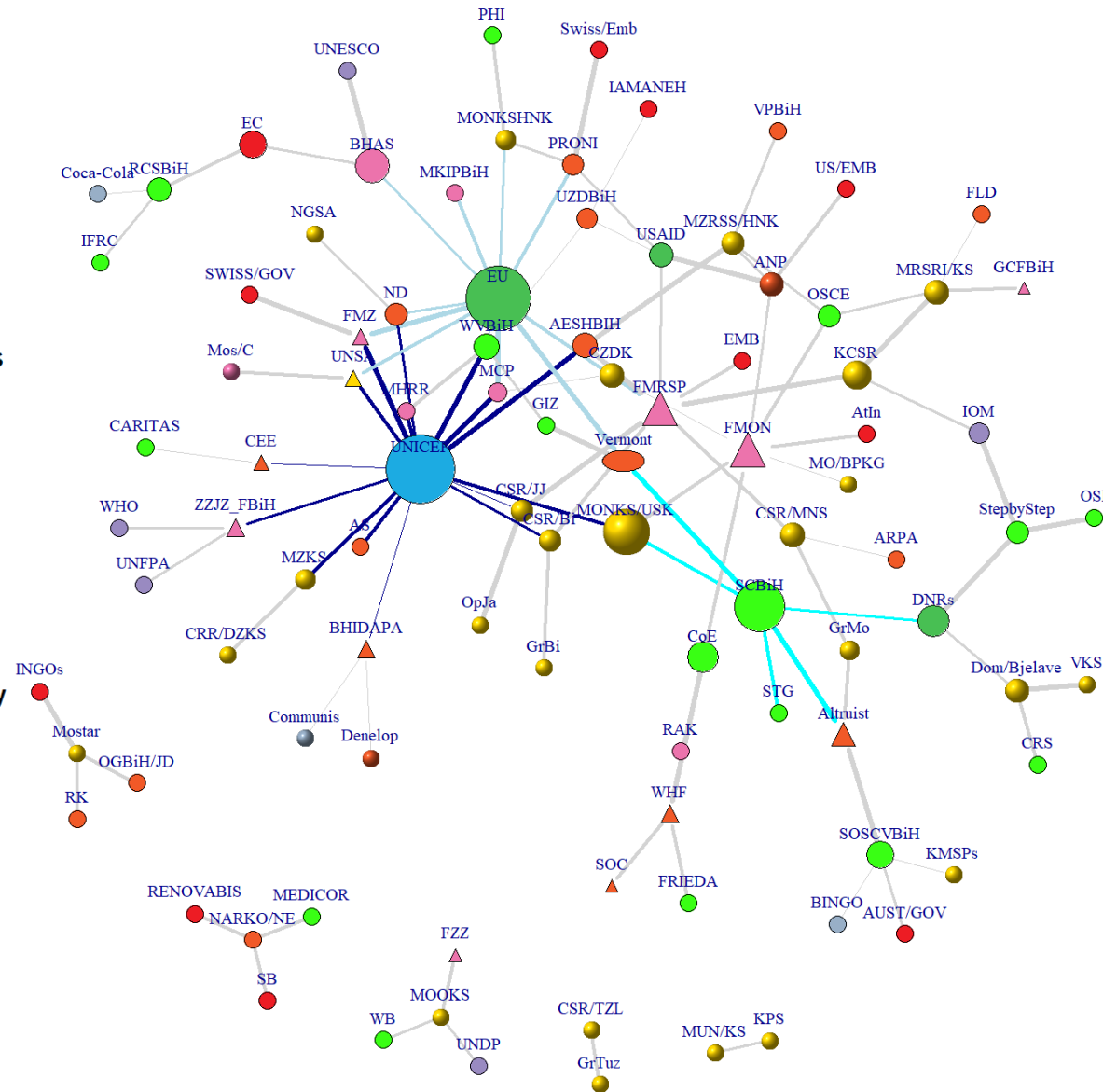
- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between nodes
 - *Thicker line* – stronger relationship (formal and frequent)
 - *Thinner line* – weaker relationship (informal and infrequent)
- ❑ **Color** - Type of organization
- ❑ **Shape** - Administrative level

Admin Level Shapes

- RS
- National
- Cantonal
- ▲ FBiH
- BD

Organization Category

- Private
- Donor
- NGO
- INGO
- Consultant
- Central
- Local
- UN
- UNICEF
- Other



Fundraising



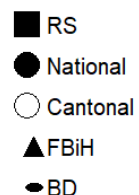
Principal Facilitator

(betweenness centrality)

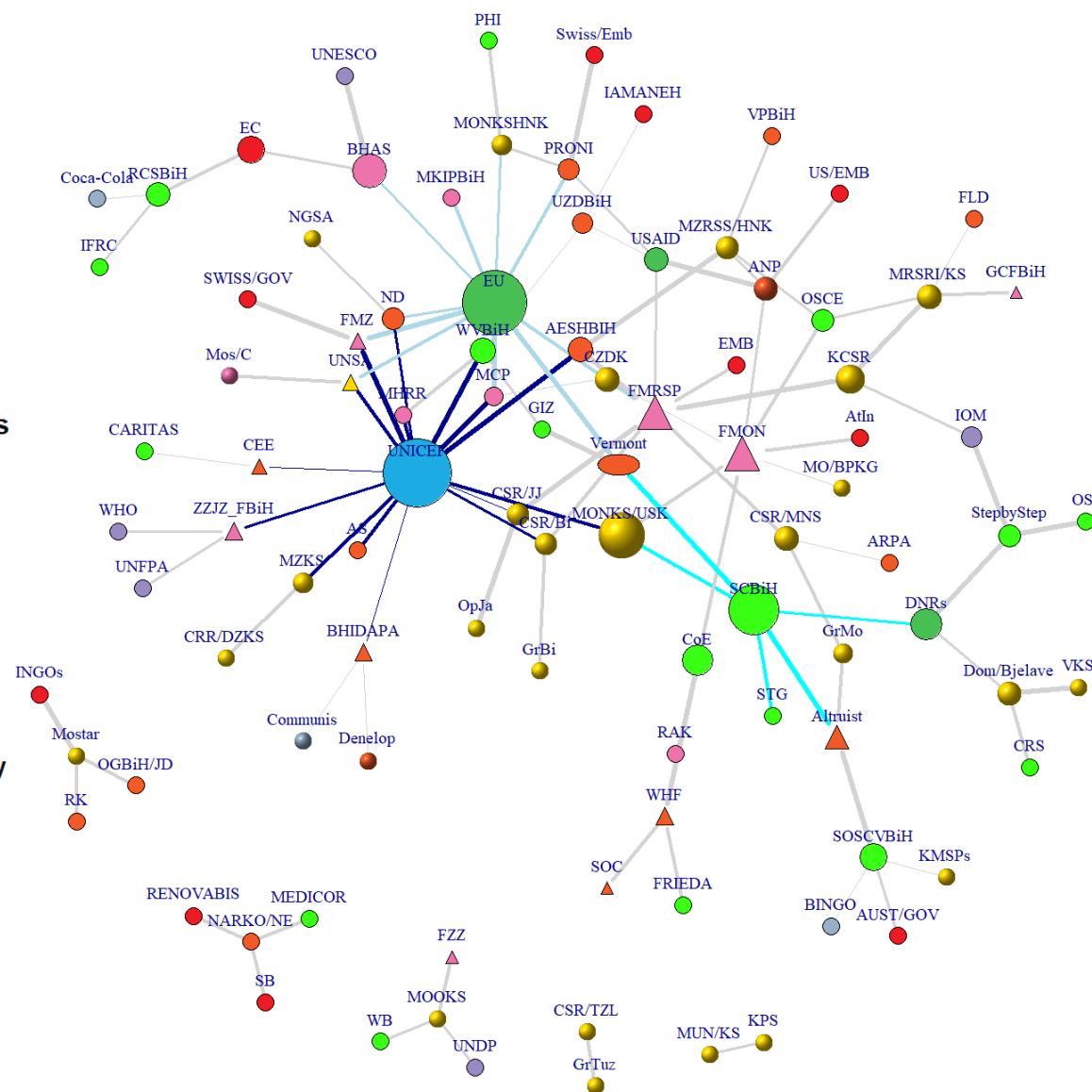
Prompting Question: In 2023, when you (your organization) needed to conduct fund-raising for child and adolescent-related programming, advocacy, or policy development/implementation, to whom did you turn? Please name the top 3 partners in priority order.

- 47 organizations were interviewed, and 97 organizations were identified for the Fundraising Issue in the Federation of Bosnia and Hercegovina in 2023.
- In 2023, among the 97 organizations in this network, the most prominent facilitators were **UNICEF** (the large blue color node) and the **European Union (EU)**.
- The next four most prominent facilitators were 1) Save the Children in BiH (SCBiH), 2) the Federal Ministry of Labour and Social Policy (FMRSP), 3) the Federal Ministry of Education and Science (FMON), and 4) the Ministry of Education, Science, Culture and Sports of the Una-Sana Canton (MONKS/USK).

Admin Level Shapes



Organization Category



Principal Facilitator

(In-degree centrality)

In-degree centrality metrics reveal that 15 inquired organizations named UNICEF among their top three partners they have applied to raise funding for child- and adolescent-related policy advocacy, design, and implementation. Those 15 organizations were:

- ☐ Federal Ministry of Health (FMZ)
- ☐ Institute for Public Health FBiH (ZZJZ_FBiH)
- ☐ Ministry of Health of Sarajevo Canton (MZKS)
- ☐ Center for Social Work Jajce (CSR/JJ)
- ☐ Ministry of Education, Science, Culture and Sports of the Una-Sana Canton (MONKS/USK)
- ☐ Center for Social Work Bihać (CSR/Bi)
- ☐ Center for Ecology and Energy, Tuzla (CEE)
- ☐ Association for Education and Advisory Support of Foster Care (AESHBIH)
- ☐ Association “Naša Djeca” (ND)
- ☐ University of Sarajevo (UNSA)
- ☐ BHIDAPA
- ☐ Ministry of Civil Affairs of Bosnia and Hercegovina (MCP)
- ☐ World Vision BiH (WVBiH)
- ☐ Ministry for Human Rights and Refugees of Bosnia and Herzegovina (MHRR)
- ☐ Association of Supervisors (AS)

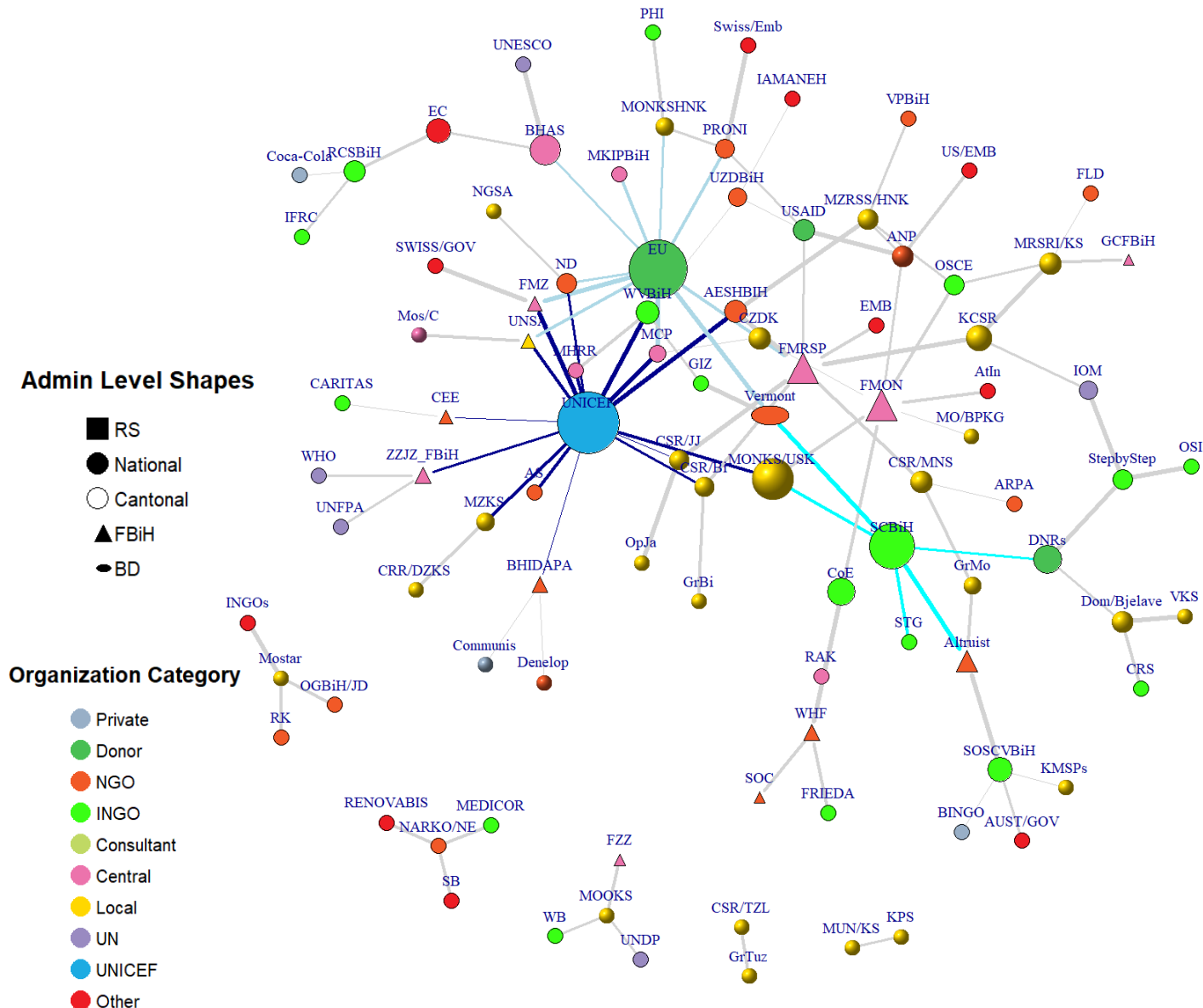
Fundraising



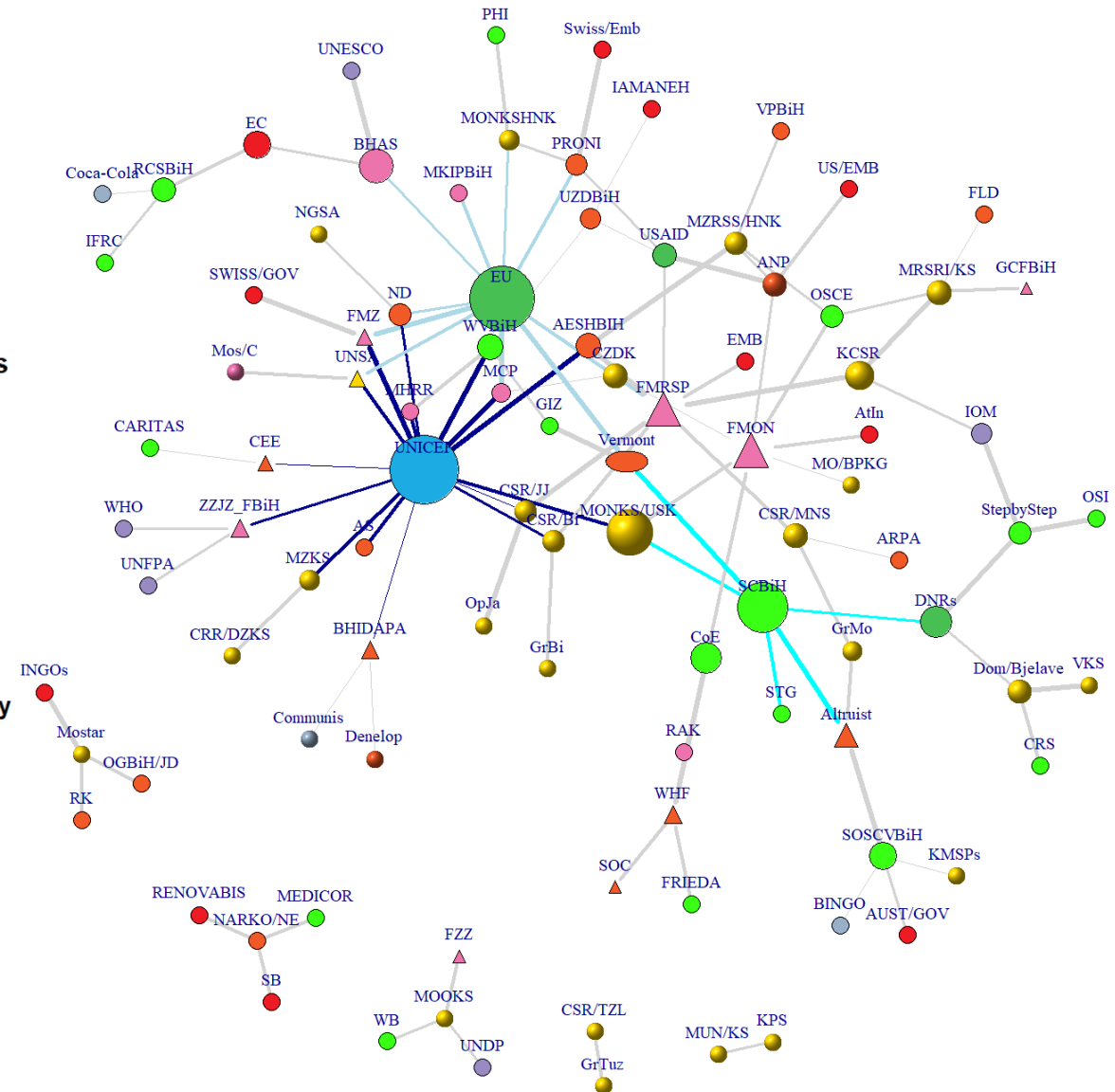
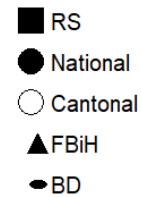
Principal Facilitator (betweenness centrality)

The betweenness centrality metrics illustrate that several organizations were separated from the main network component. Specifically:

- ❑ **Mostar** applied to INGOs, Association Obrazovanje Gradi BiH (OGBiH), and Rotary Club (RK) to raise funding for the child- and adolescent-related policy advocacy, design, and implementation in 2023.
- ❑ **NARKO/NE** have applied to RENOVABIS, Medicor Foundation Lichtenstein (MEDICOR), and Smart Balkans (SB) to obtain additional funding for child-related policy design and advocacy in 2023
- ❑ **MOOKS** has addressed to the Federal Institute for Employment (FZZ), the World Bank (WB), and the United Nations Development Programme (UNDP) to raise funding for policy advocacy and implementation in 2023.
- ❑ **JU "Center for Social Work" Tuzla (CSR/TZL)** partnered with Tuzla City Administration (GrTuz) to finance their regular activities concerning child- and adolescent-related policies in 2023
- ❑ **KJU Family Counseling Center Sarajevo (KPS)** has applied for additional funding from Municipalities of KS (MUN/KS) to find child and youth-related policies in 2023.



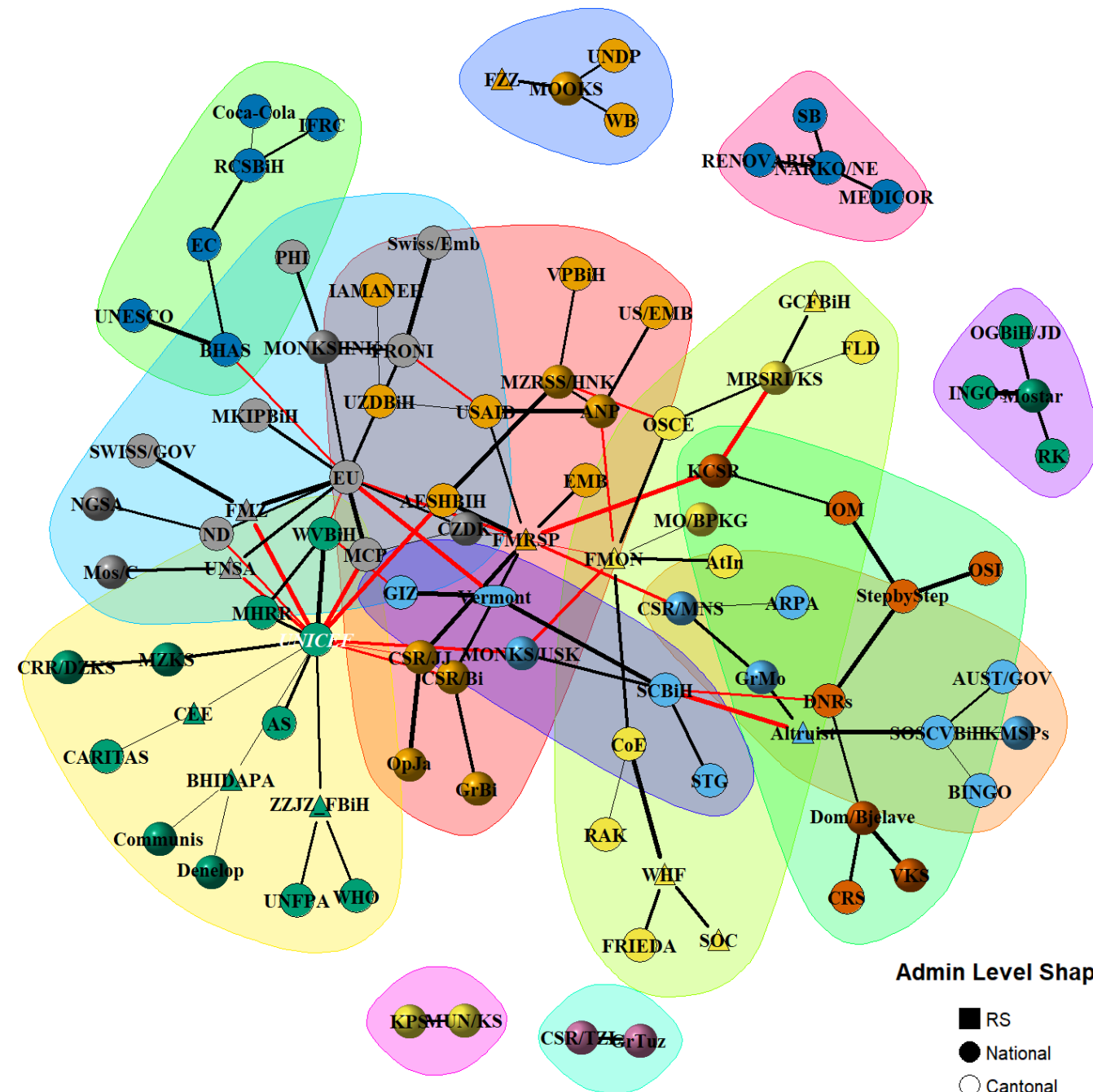
- ❑ On the map, the dark thick lines represent stronger ties (formal & frequent relationships), while light thin lines indicate weaker ties (informal & infrequent relationships). It is noticeable that ties are stronger around the center, where organizations have many connections, and organizations with fewer partners have weaker connection lines.
- ❑ Additionally, most connections to UNICEF are formal and frequent compared to the other two prominent facilitators.



Fundraising

Communities (Louvain clusters)

- Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- Ticker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)
- Red lines imply connections from one community member to another community member. Black lines indicate connections inside the community



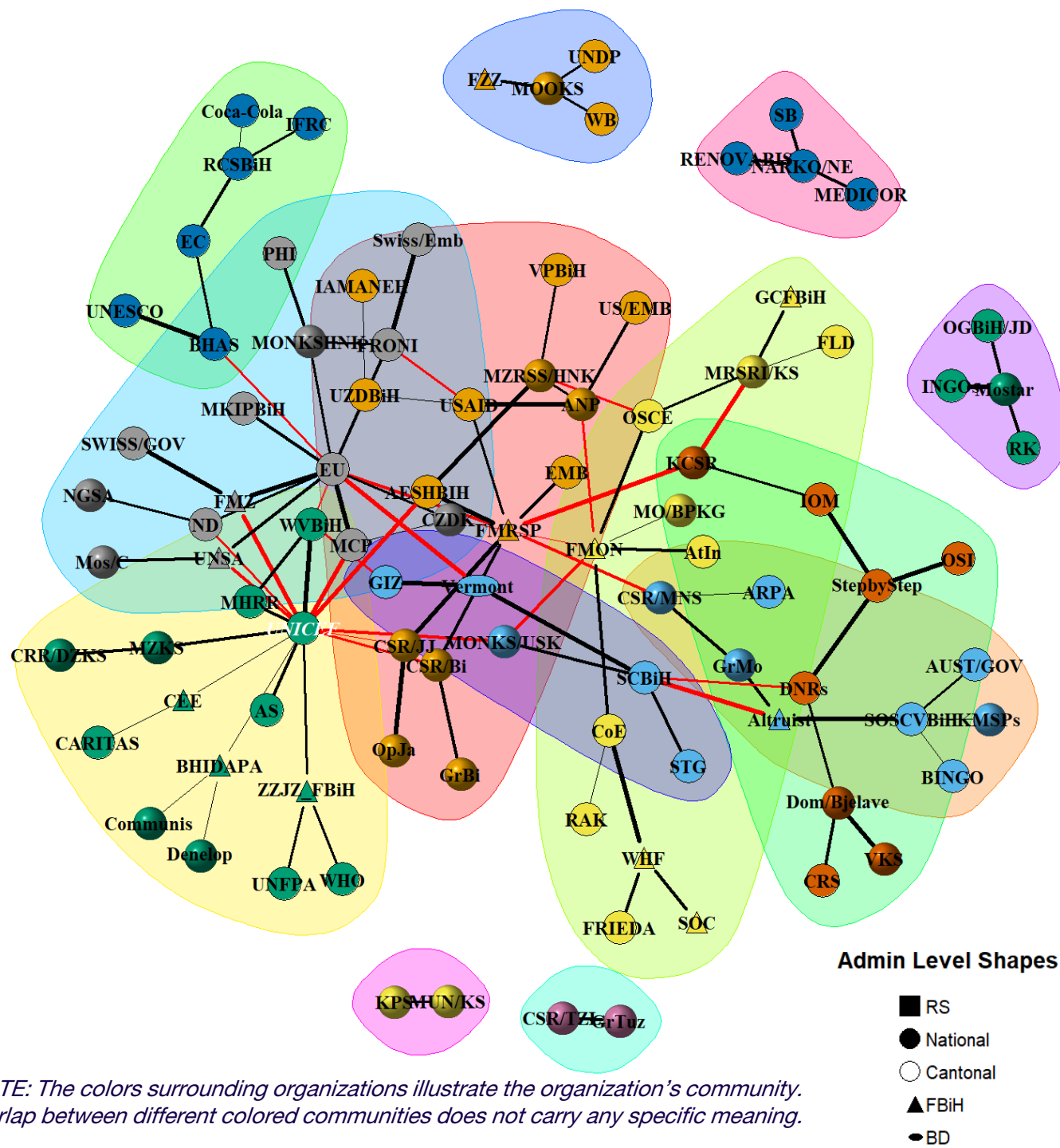
Fundraising

Communities

(Louvain clusters)

Prompting Question: In 2023, when you (your organization) needed to conduct fund-raising for child and adolescent-related programming, advocacy, or policy development/ implementation, to whom did you turn? Please name the top 3 partners in priority order.

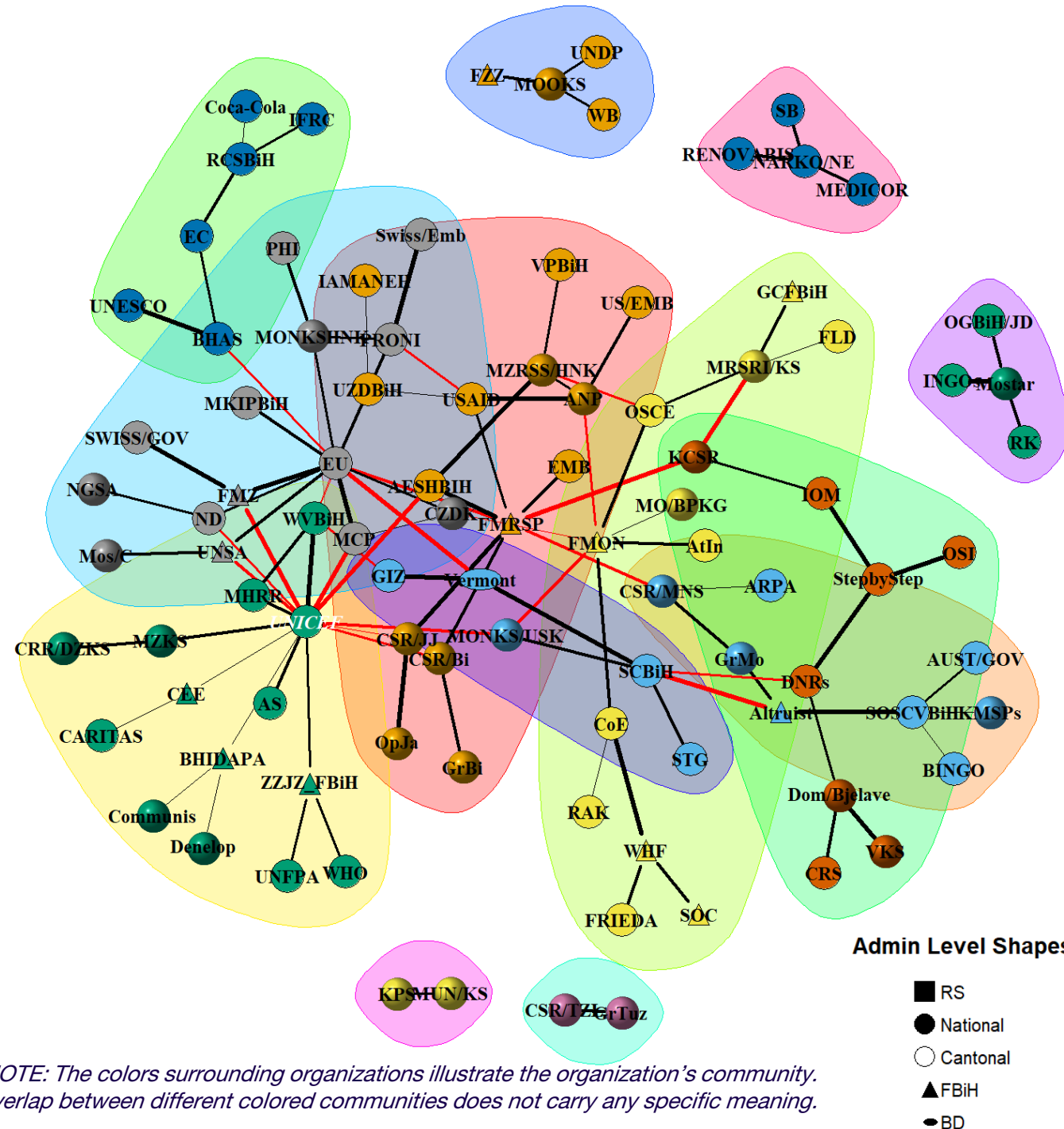
- ❑ **13 communities** were detected among the 97 organizations in the Fundraising Issue.
- ❑ UNICEF was a member of a community (light brown color nodes) that had 11 other members including:
 1. Association of Supervisors (AS)
 2. BHIDAPA
 3. CARITAS Bosnia and Herzegovina (CARITAS)
 4. Center for Ecology and Energy, Tuzla (CEE)
 5. Agency Communis (Communis)
 6. Center for Early Childhood Growth and Development - Public Institution Health Center of Sarajevo Canton (CRR/DZKS)
 7. Develop
 8. Ministry for Human Rights and Refugees of Bosnia and Herzegovina (MHRR)
 9. Ministry of Health of Sarajevo Canton (MZKS)
 10. United Nations Population Fund (UNFPA)
 11. World Health Organization (WHO)
 12. World Vision in BiH (WVBiH)



Fundraising

Communities (Louvain clusters)

- There were five separate communities; that is, members in these five communities only had connections with each other and no connections with members in other communities, as the community members were not interviewed, or they were not named among top 3 partners by other surveyed organizations.
- It is evident that the EU and UNICEF were in different communities
- Similar to other community maps, there was a lack of connections between different communities, and organizations were mostly invested in connecting with their community members. There were few state and international organizations facilitating inter-community partnerships regarding fundraising including the European Union (EU), UNICEF, Federal Ministry of Labour and Social Policy (FMRSP), Cantonal Center for Social Work Sarajevo (KCSR), Save the Children BiH (SCBiH), etc.

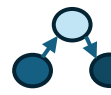


Fundraising



Bridging role activity (Gould/Fernandez brokerage)

Prompting Question: In 2023, when you (your organization) needed to conduct fund-raising for child and adolescent-related programming, advocacy, or policy development/ implementation, to whom did you turn? Please name the top 3 partners in priority order.

Organization	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total Roles
UNICEF	N/A	N/A	N/A	52	156	208
EU	0	0	0	32	96	128
FMRSP	0	0	0	14	42	56
FMON	0	0	0	8	34	42
SCBiH	0	4	4	2	10	20

- ❑ In 2023, among the **97 organizations**, the most prominent and active bridge and broker facilitating Fundraising issues was UNICEF.
- ❑ As other UN agencies were not interviewed in the survey, UNICEF facilitated these connections mostly as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relationship between two same types of organizations).
- ❑ The second most prominent and active bridge and broker was the European Union (EU).

The primary activity in the scope of which organizations worked with partners on fundraising (National&BD)



- ❑ The primary issue, initiative, program, or activity that the organizations worked on with fundraising can be categorized into several groups (one organization may have multiple fields). The directions are quite fragmented, making it difficult to identify any trends:
 - **Education:** Equipment for schools, improving the quality of education, educational policies, educational content, reforms and strategies in education.
 - **Response to Emergency Situations:** Migrant crisis, COVID-19 response programs for 2023, activities related to flood response last year, programs for responding to emergencies.
 - **Social Protection and Foster Care:** Sustainability of services for children at risk, strengthening centers for social work, defining costs for the care and accommodating the children without parental care in SOS Children's Villages.
 - **Children's Rights:** Establishment of a platform for children's rights.
 - **Migration:** Training professionals to work with migrant children, focusing on foster care.
 - **Media:** Organization of events.
 - **Statistics:** Creation of forms and web applications for educational statistics
- ❑ In the Brcko district (BD), the two surveyed local organizations collaborated with their primary partner on fundraising efforts in 2023 regarding the following two issues:
 - **Funding of the Youth Advisory Board** - This initiative aimed at making young people politically active by ensuring that they provide advice from their own perspective, which is then acknowledged and accepted.
 - **Strengthening Personal Capacities.**

The primary activity in the scope of which organizations worked with partners on fundraising (FBIH)



- ❑ The main activity, initiative, or program for which surveyed organizations approached others for Fundraising at the federal level was **Healthcare**. Notably, mental health was highlighted, but other issues were also mentioned, such as addiction and air pollution.
- ❑ Activities and issues related to **Social Protection** that were addressed through fundraising are quite diverse and include support for vulnerable low-income families and funding for day care service centers.
- ❑ Initiatives and programs oriented on **Child Protection** were also mentioned quite frequently by interviewed most aware respondents. The subjects and activities described under child protection referred to monitoring the protection of children's rights, development of referral mechanisms for the protection of children at risk of exploitation and human trafficking, improvement of institutional responses to combat human trafficking, advocacy in the fields of social protection and criminal justice.
- ❑ In isolated cases, the primary initiatives and activities related to Fundraising with partners in 2023 also involved: Acquisition of assistive technology and digitization, youth involvement in advocacy for clean air, prevention of terrorism, including the development of operational procedure standards for handling terrorism cases and training for educators and adolescents.

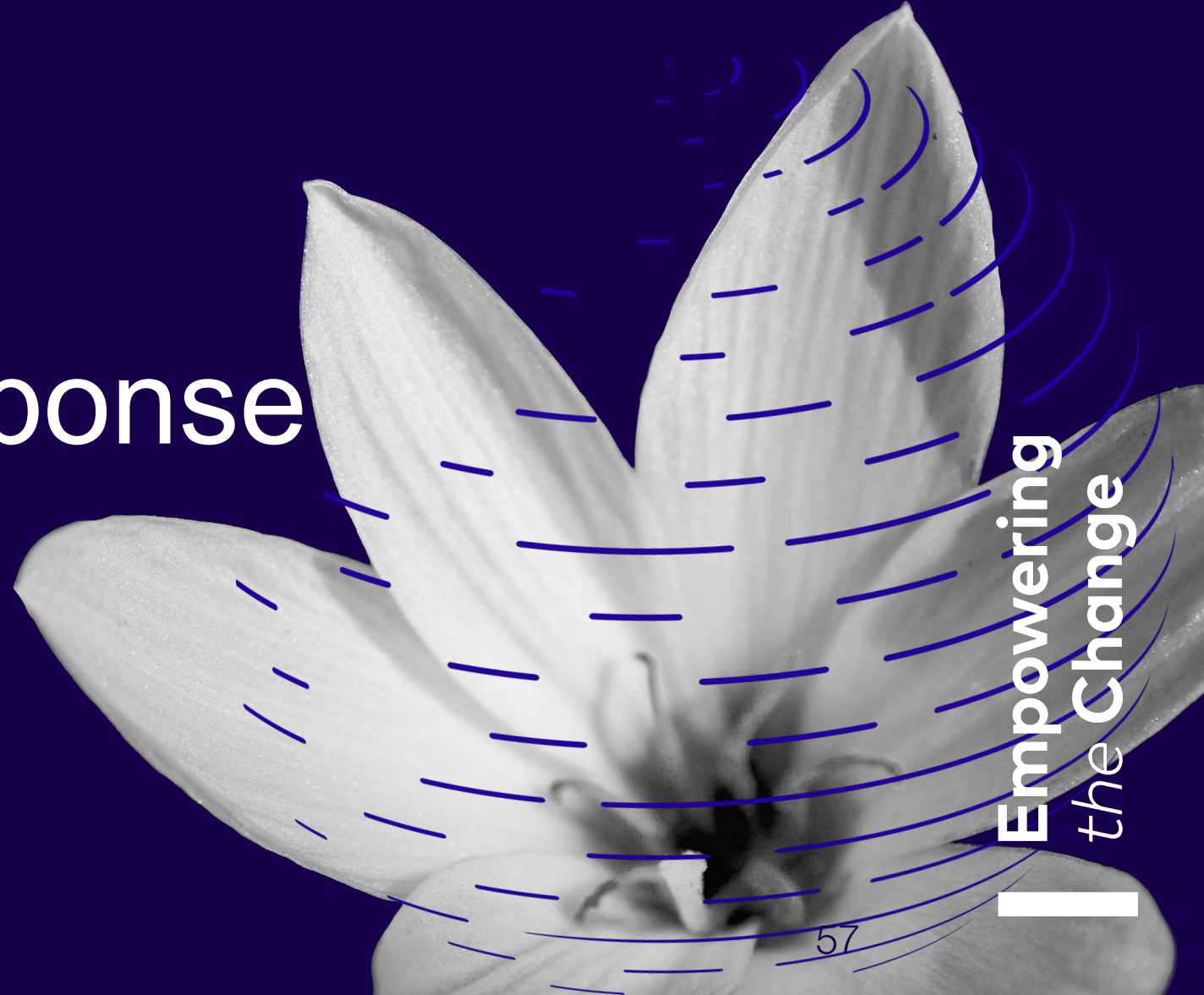
The primary activity in the scope of which organizations worked with partners on fundraising (Cantonal)



- ❑ The research revealed that at the canton level, the primary issue, initiative, program, or activity that organizations worked on with Partner #1 for Fundraising is **Social Protection and State or Foster Care** issues. This is because organizations primarily focus on this area, and activities from which they attempted to raise funds ranged from providing financial assistance to vulnerable families to offering various services to neglected children, young people transitioning from the state care, and families in crisis situations.
- ❑ Another key area of focus in terms of Fundraising is **Healthcare**, which includes nutrition, behavioral difficulties, disabilities, mental health issues and the provision of essential resources.
- ❑ Another area targeted by Fundraising activities is **Education**, which encompasses nearly every related aspect, including school reconstruction, technical equipment, textbooks, and student nutrition.



Emergency Response



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Involvement in emergency responses and types of activities organizations undertaken

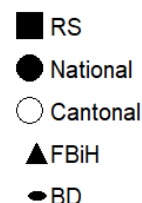


❑ The most recent **Emergency Response** since 2020, mentioned by the majority of surveyed organizations pertains to COVID-19, which affects everyone fairly equally, regardless of their level. Other events that have necessitated the need for emergency responses include:

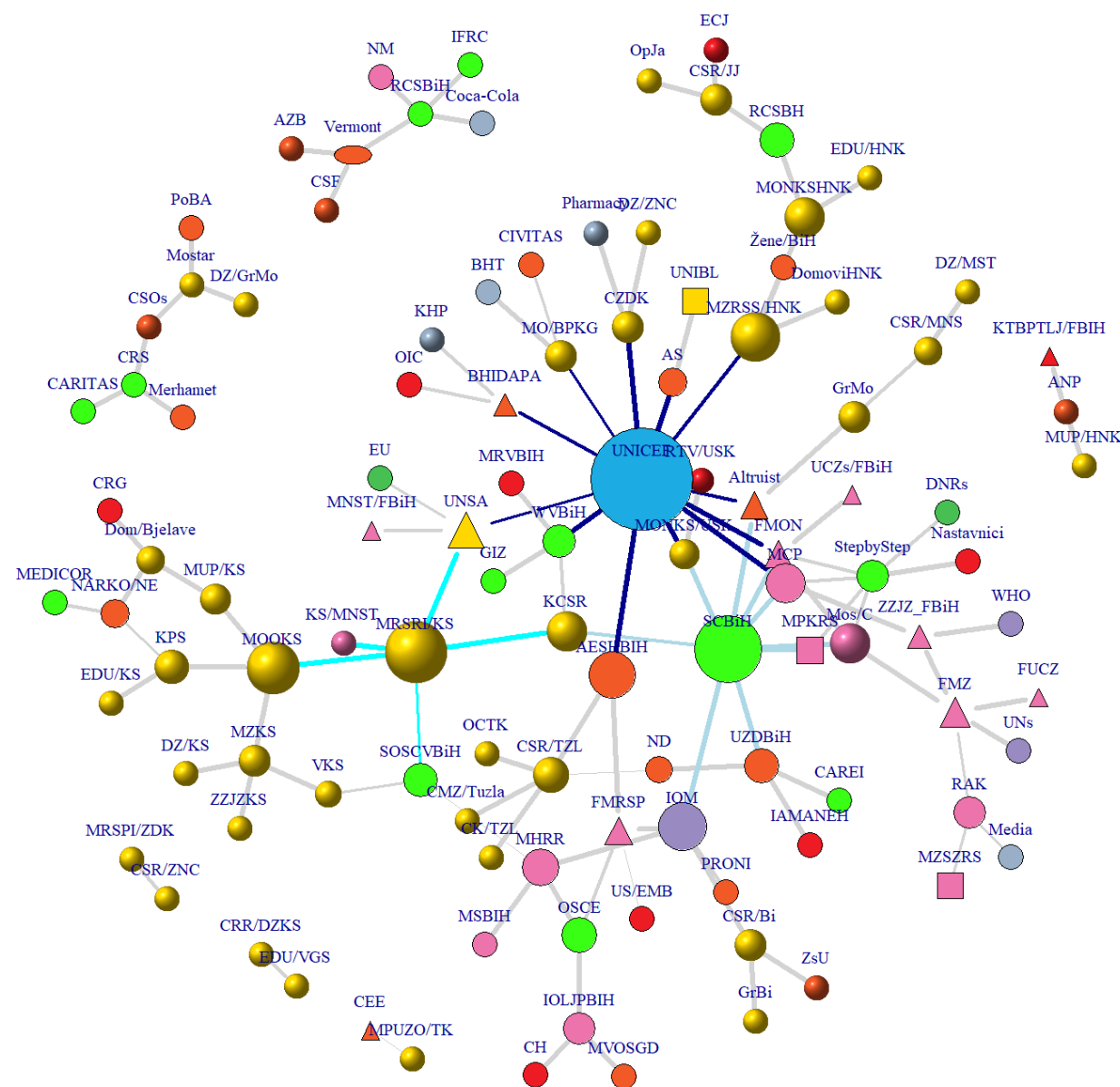
- **National Level:** Migrant crisis.
- **Federation Level:** Increased number of conflict-related divorces, placing children at risk, return of children from foreign battlefields, especially Syria and Iraq, sexual exploitation of children and young people by tourists in Mostar, and excessive air pollution in specific areas.
- **Cantonal Level:** Earthquake in a local village, epidemic of measles and whooping cough, development of guidelines for crisis situations in primary and secondary schools in a specific area, death of a newborn baby, preparation for potential crises in response to the increased number of violent situations in schools, increased levels of violence among children and young people, and migrant crisis.
- **Brcko:** Fire in Brcko.

(betweenness centrality)

- ## Admin Level Shapes



- Private
- Donor
- NGO
- INGO
- Consultant
- Central
- Local
- UN
- UNICEF
- Other



Emergency Response

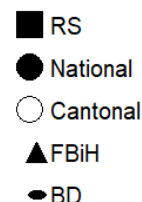


Principal Facilitator (betweenness centrality)

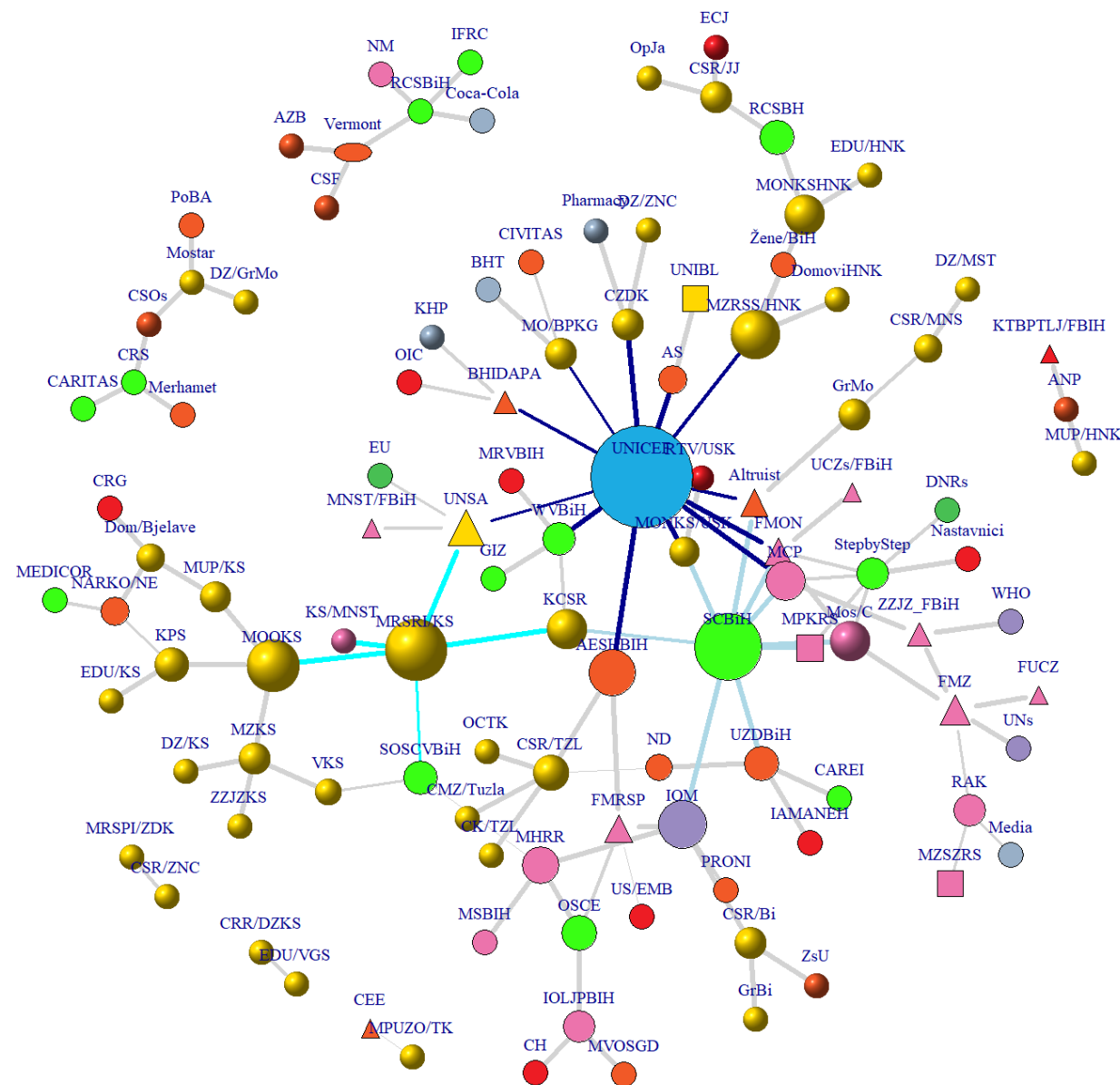
Prompting Question: When was the last emergency response related to children and adolescent issues your organization was involved with in Georgia since 2020? Please tell me what the emergency was and your top 3 partners for dealing with this emergency.

- ❑ 47 organizations were interviewed, and 111 organizations were identified for the Emergency Response Issue in the Federation of Bosnia and Herzegovina in 2023.
- ❑ In 2023, among the 111 organizations in this network, the most prominent facilitator (the large blue color node) was **UNICEF**.
- ❑ The next most prominent facilitator (larger light green node) was **Save the Children in BiH** (SCBiH).

Admin Level Shapes



Organization Category



Emergency Response



Principal Facilitator

(betweenness centrality)

The data analysis by in-degree centrality metrics observed that 12 inquired organizations named UNICEF among their top three partners whom they approached and addressed when responding to their last emergency case since 2020. Those 12 organizations were:

1. Ministry of Education, Youth, Science, Culture and Sports Bosnian Podrinje Canton (MO/BPKG)
2. University of Sarajevo (UNSA)
3. BHIDAPA
4. Day Care Center for Children with Disabilities ZDK (CZDK)
5. Ministry of Education, Science, Culture and Sports of the Una-Sana Canton (MONKS/USK)
6. Association for Education and Advisory Support of Foster Care (AESHBIH)
7. Ministry of Health, Labor and Social Welfare HNK (MZRSS/HNK)
8. Federal Ministry of Education and Science (FMON)
9. Ministry of Civil Affairs of Bosnia and Hercegovina (MCP)
10. World Vision BiH (WVBiH)
11. Association of Supervisors (AS)
12. Association Altruist Mostar (Altruist)

Emergency Response



Principal Facilitator

(betweenness centrality)

Under emergency response efforts, a total of six isolated clusters were identified that responded to different emergencies, including some emergencies being large-scale and nationwide, while some of them were local. The following clusters were separated on the map:

- ❑ **The Red Cross Society of Bosnia-Herzegovina (RCSBiH)** and **Vermont** create additional separate clusters when responding to different emergencies. **The Red Cross Society of Bosnia-Herzegovina (RCSBiH)** responded to the migrant crisis in 2020 and partnered with national ministries (NM), Coca-Cola, International Federation of Red Cross and Red Crescent Societies (IFRC), while **Vermont** responded to the fire in Brcko district and handled emergency in partnership with Citizen Security Forum (CSF) and Association Zlatna Buba (AZB)
- ❑ **Catholic Relief Service (CRS)** and **Mostar** also created a separate cluster. Specifically, **the Catholic Relief Service (CRS)** has worked with local Civil Society Organizations (CSO), Caritas in BiH (Caritas/BiH), and Merhamet to respond to the migrant crisis in 2020. **Mostar** has responded to the emergency caused by COVID-19 and it worked with Civil Society Organizations, Association Pomozi.ba (PoBA) and Health Centers Old Town Mostar (Dz/GrMo)
- ❑ **The Ministry of Labour, Social Policy and Refugees of Zenica-Doboj Canton (MRSPI/ZDK)** has partnered with the Center for Social Work Zenica (CSR/ZNC) to respond to the local emergency caused by the earthquake in one of the villages in 2022.
- ❑ **Center for Early Childhood Growth and Development - Public Institution Health Center of Sarajevo Canton (CRR/DZKS)** has partnered with the elementary schools in the area of the municipality of Vogošća (EDU/VGS) to respond to the COVID emergency in 2020.
- ❑ **Center for Ecology and Energy, Tuzla (CEE)** has worked with the Ministry of Spatial Planning and Environmental Protection of Tuzla Canton (MPUZO/TK) to respond to excessive air pollution in Tuzla Canton.
- ❑ **In 2023, the Association "Novi Put" (ANP)** responded to the problem of tourists sexually exploiting children and young people in Mostar. The organization partnered with the Coordination Team for the Fight against Human Trafficking FBiH (KTBPTLJ/FBIH) and the Ministry of Internal Affairs of Herzegovina Neretva Canton (MUP/HNK).

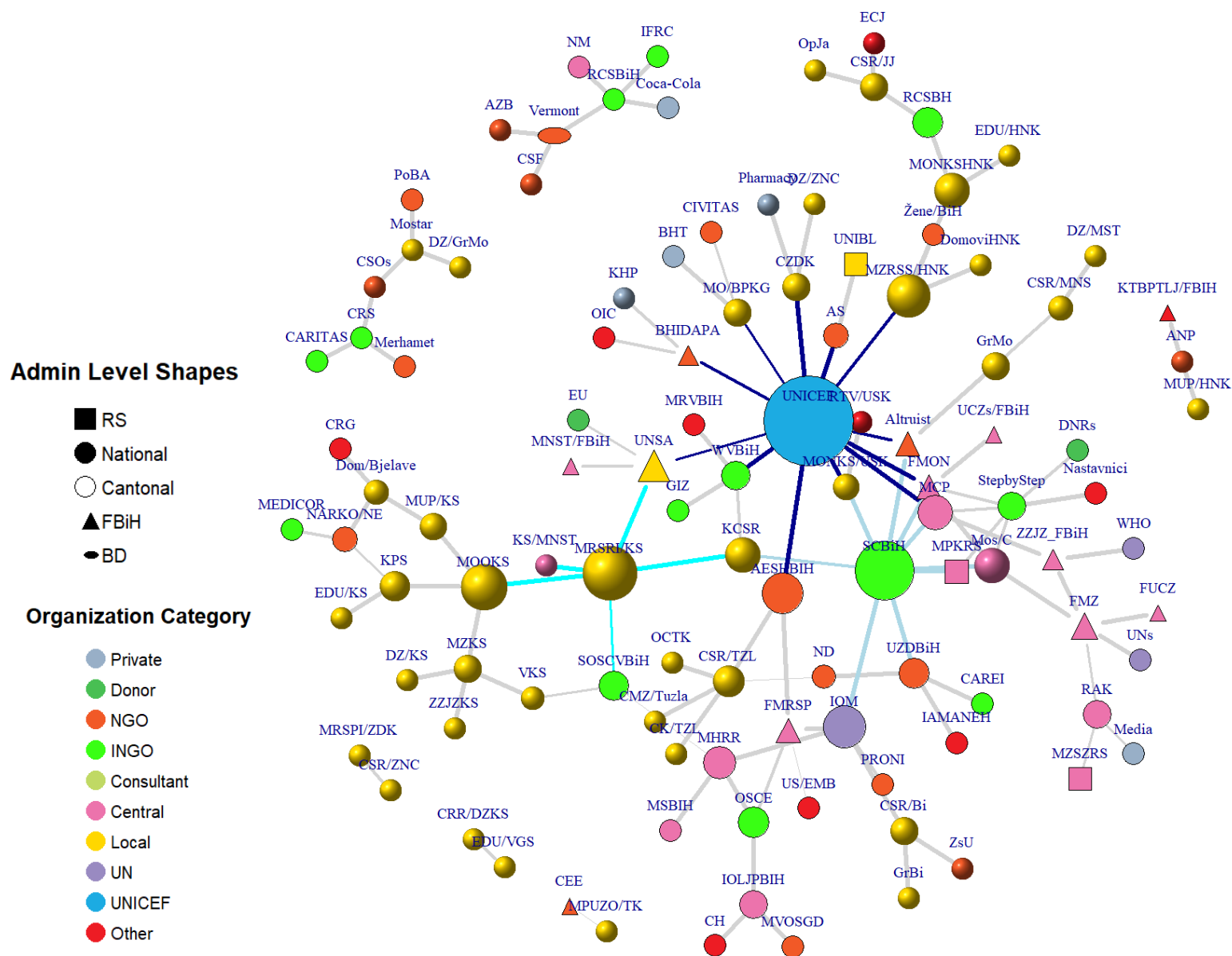
Emergency Response



Principal Facilitator

(betweenness centrality)

- On the map, dark thick lines represent stronger ties, while light thin lines indicate weaker ties. Even though a significant share of connections were informal and ad hoc partnerships under emergency response, the centrality map shows that those ties were still strong - even if organizations had informal or ad hoc partnerships, the frequency of their interaction was high (quarterly or weekly connection), which resulted in overall stronger ties and partnerships.



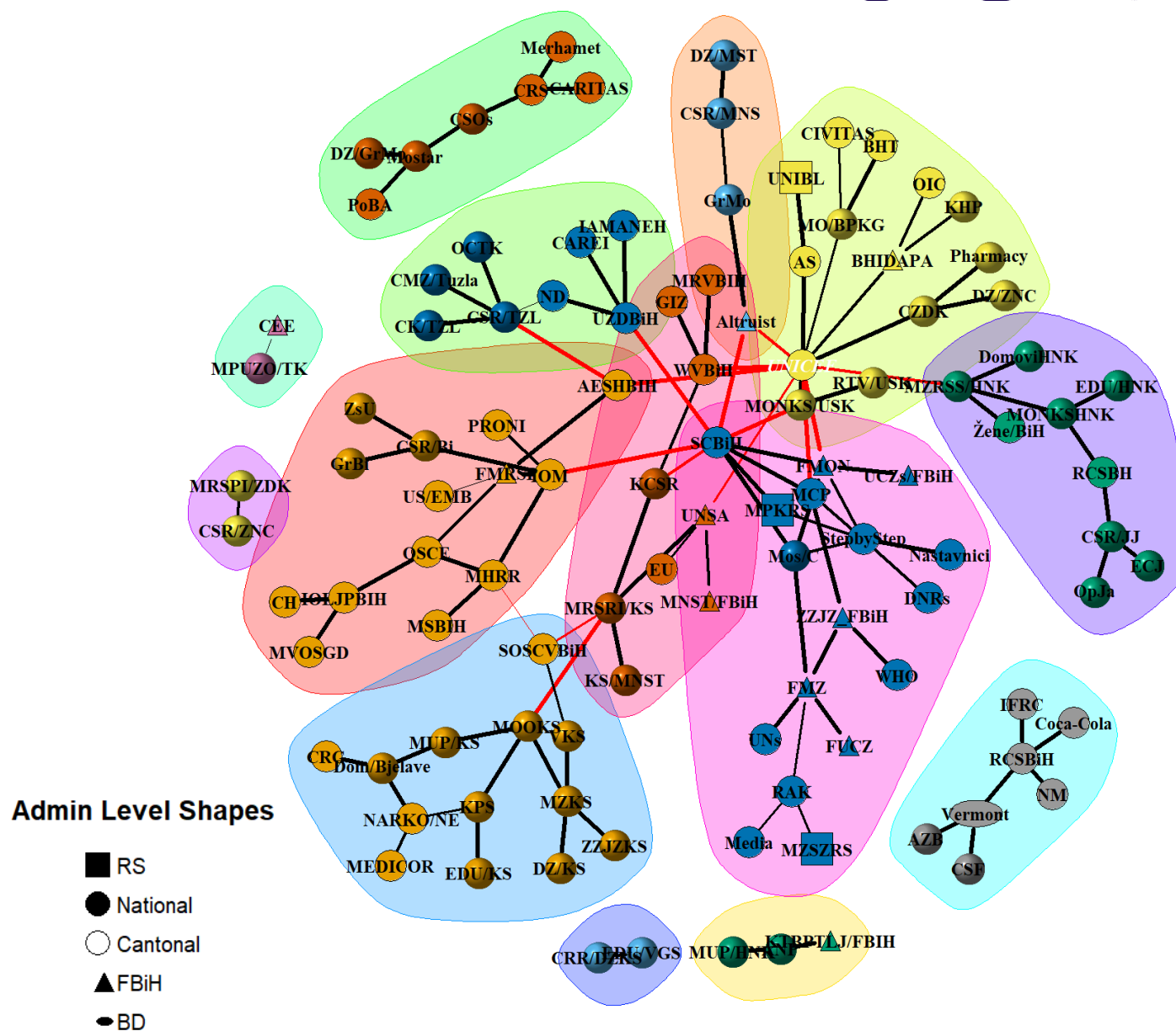
Emergency response



Communities

(Louvain clusters)

- Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- Thicker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)
- Red lines imply connections from one community member to another community member. Black lines indicate connections inside the community



Emergency response

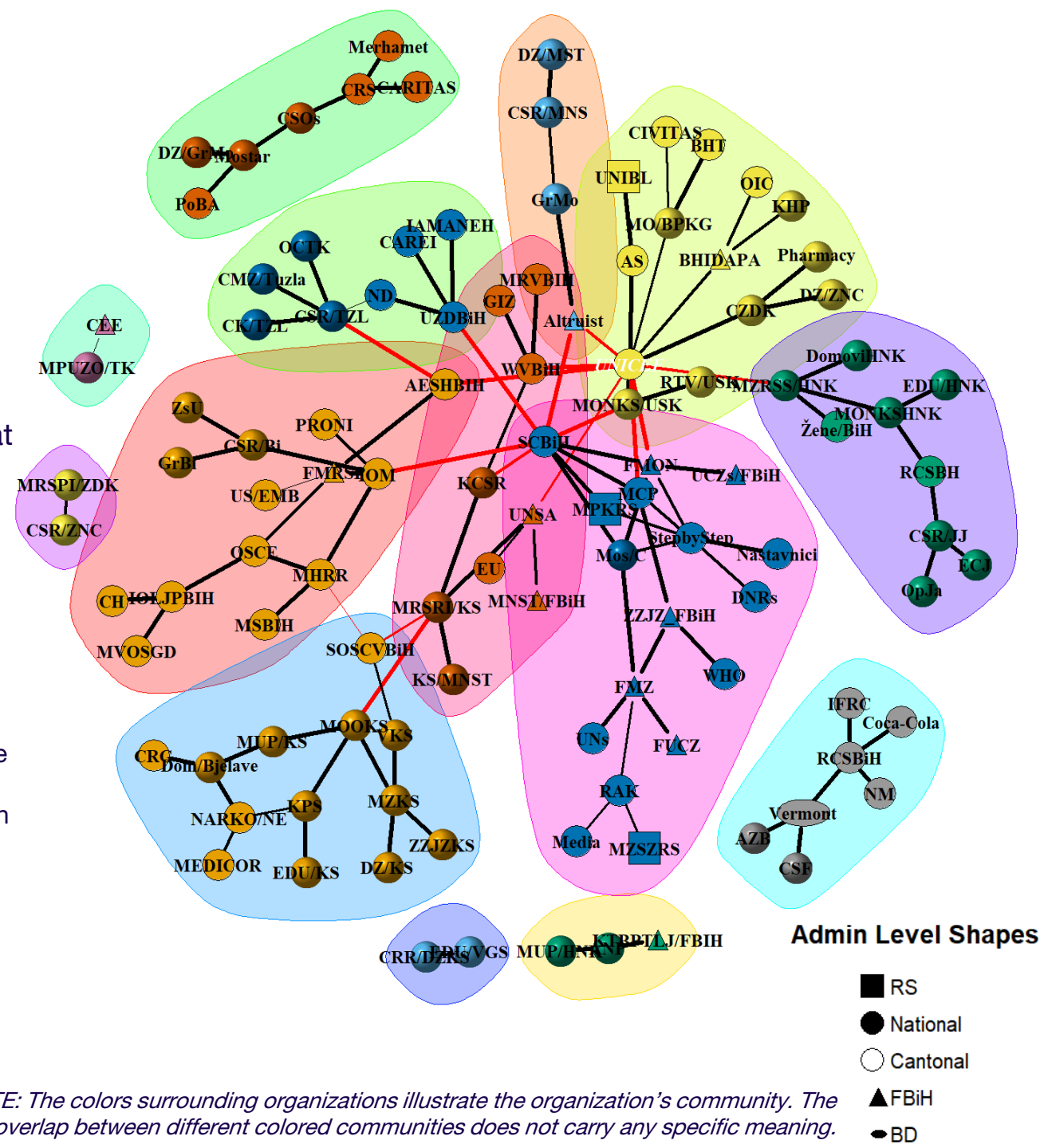
Communities

(Louvain clusters)

- ❑ 14 communities were detected among the 111 organizations in the Emergency Response Issue.
- ❑ UNICEF was a member of a community (light brown color nodes) that had 13 other members including:

- 1) Association of Supervisors (AS)
- 2) BHIDAPA
- 3) BH Telecom LLC Sarajevo (BHT)
- 4) CIVITAS Educational Center for Democracy and Human Rights (CIVITAS)
- 5) Day Care Center for Children with Disabilities ZDK (CZDK)
- 6) Health Centers in Zenica (DZ/ZNC)
- 7) Kocijan/Hercigonja Polyclinic (KHP)
- 8) Ministry of Education, Youth, Science, Culture and Sports Bosnian Podrinje Canton (MO/BPKG)
- 9) Ministry of Education, Science, Culture and Sports of the Una-Sana Canton (MONKS/USK)
- 10) Oaklander Institute California (OIC)
- 11) Radio-Television of the Una-Sana Canton (RTV/USK)
- 12) University of Banja Luka (UNIBL)
- 13) Local Pharmacy (Pharmacy)

- ❑ Six communities had no connection to other communities, thus, representing a group of separate communities on the Emergency Response issue.

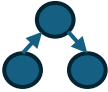


Emergency response



Bridging role activity (Gould/Fernandez brokerage)

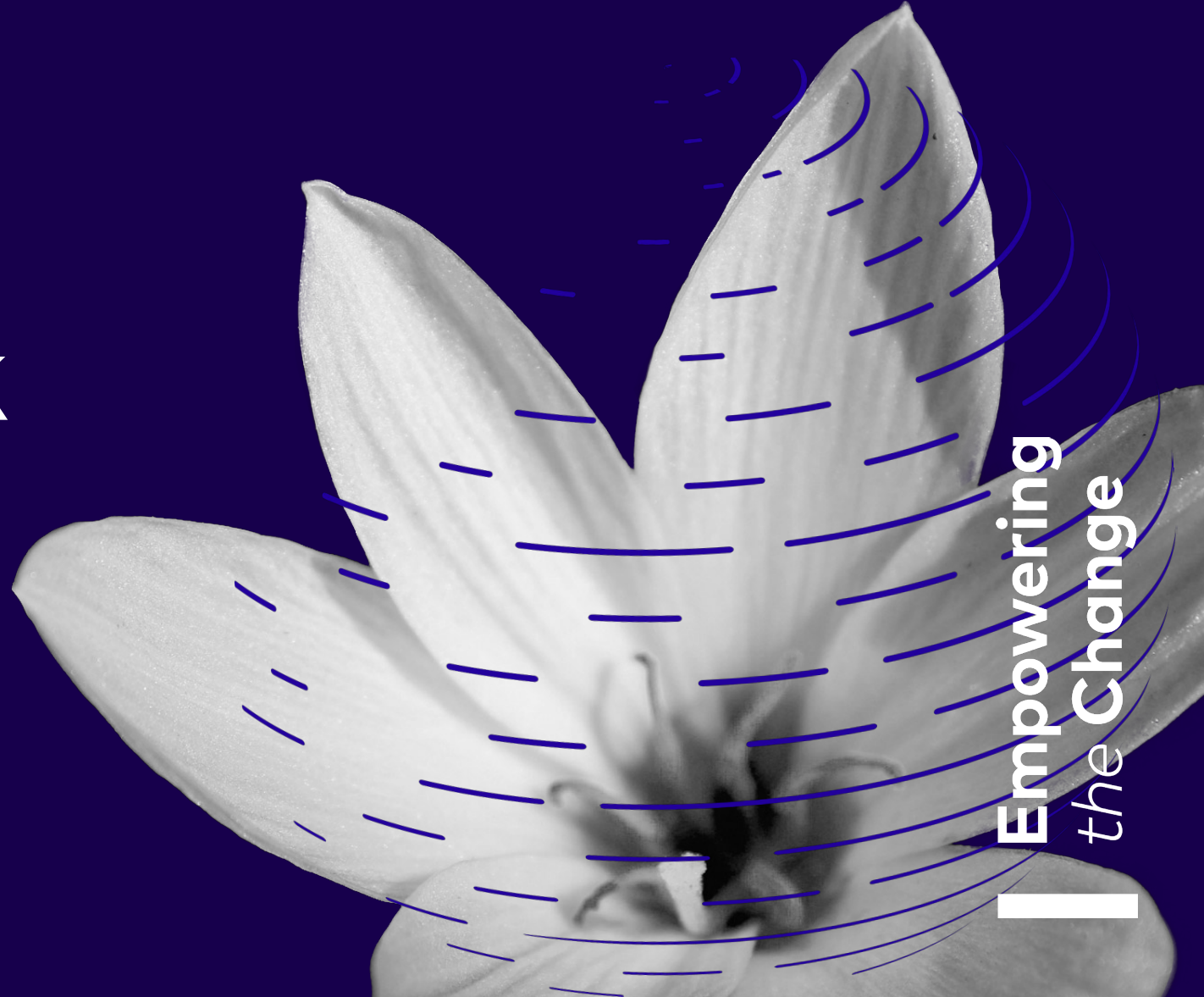
Prompting Question: When was the last emergency response related to children and adolescent issues your organization was involved with in Georgia since 2020? Please tell me what the emergency was and your top 3 partners for dealing with this emergency.

Organization	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total Roles
UNICEF	N/A	N/A	N/A	34	98	132
SCBiH	0	8	8	14	40	70
StepbyStep	0	0	0	10	18	28
CSR/TZL	6	6	6	2	0	20
FMZ	12	4	4	0	0	20

- ❑ In 2023, among the **111 organizations**, the most prominent and active bridge and broker facilitating Emergency Response issues was UNICEF.
- ❑ Similar to other positioning issues, UNICEF facilitated these connections mostly as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relationship between two same types of organizations).
- ❑ The second most prominent and active bridge and broker was Save the Children in BiH (SCBiH).



General Network



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General Network

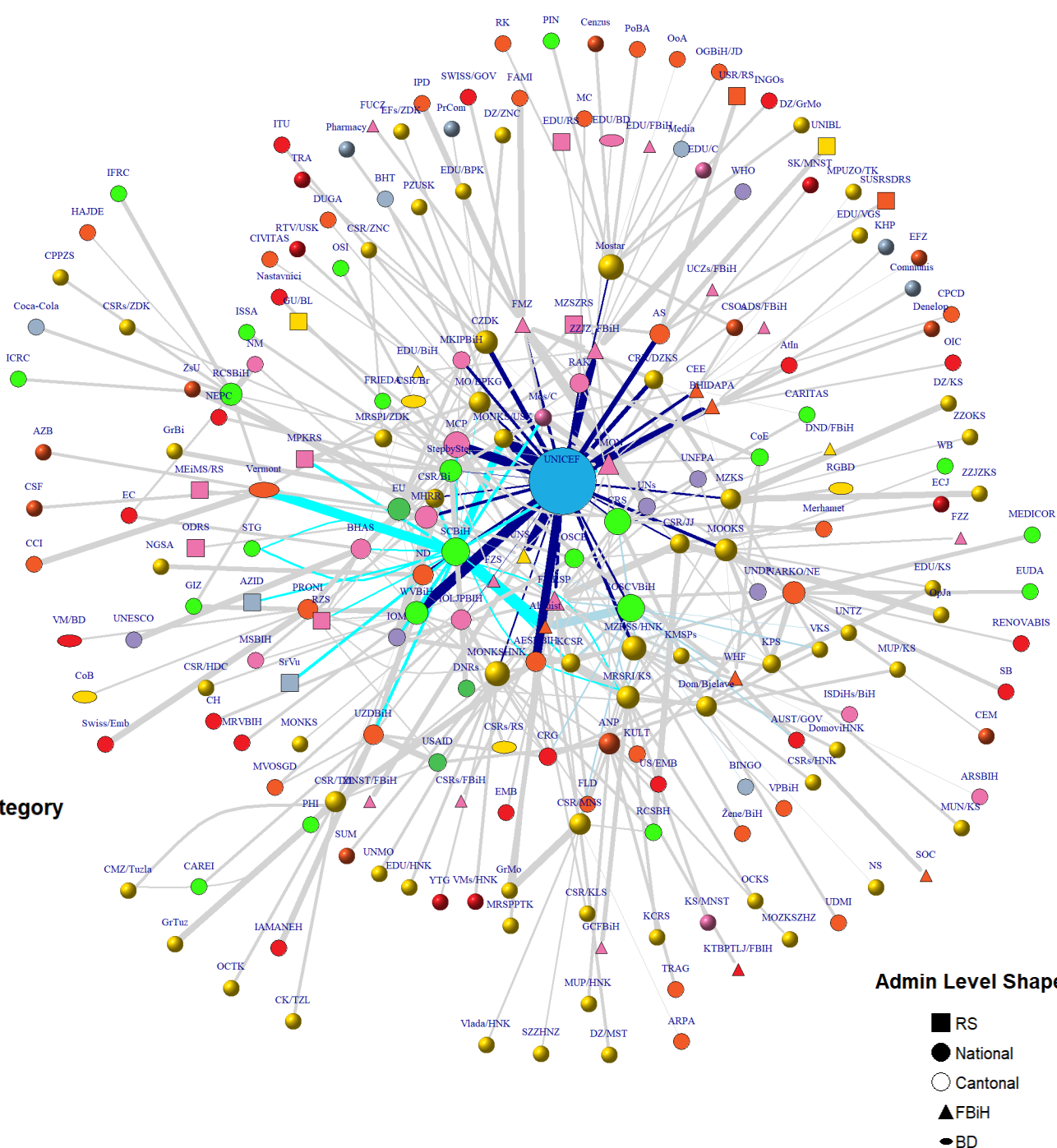
Principal Facilitator (betweenness centrality)

The General Network is based on connections in one or more of the four positioning issues.

- 47 organizations were interviewed, and 217 organizations were identified for one or more of the previous four issues in Bosnia Federation in 2023.
- In 2023, among the 217 organizations in this network, the most prominent facilitator (the large blue color node) was UNICEF.
- Total of 32 organizations named UNICEF among top three partners on at least one positioning issues

Organization Category

- Private
- Donor
- NGO
- INGO
- Consultant
- Central
- Local
- UN
- UNICEF
- Other



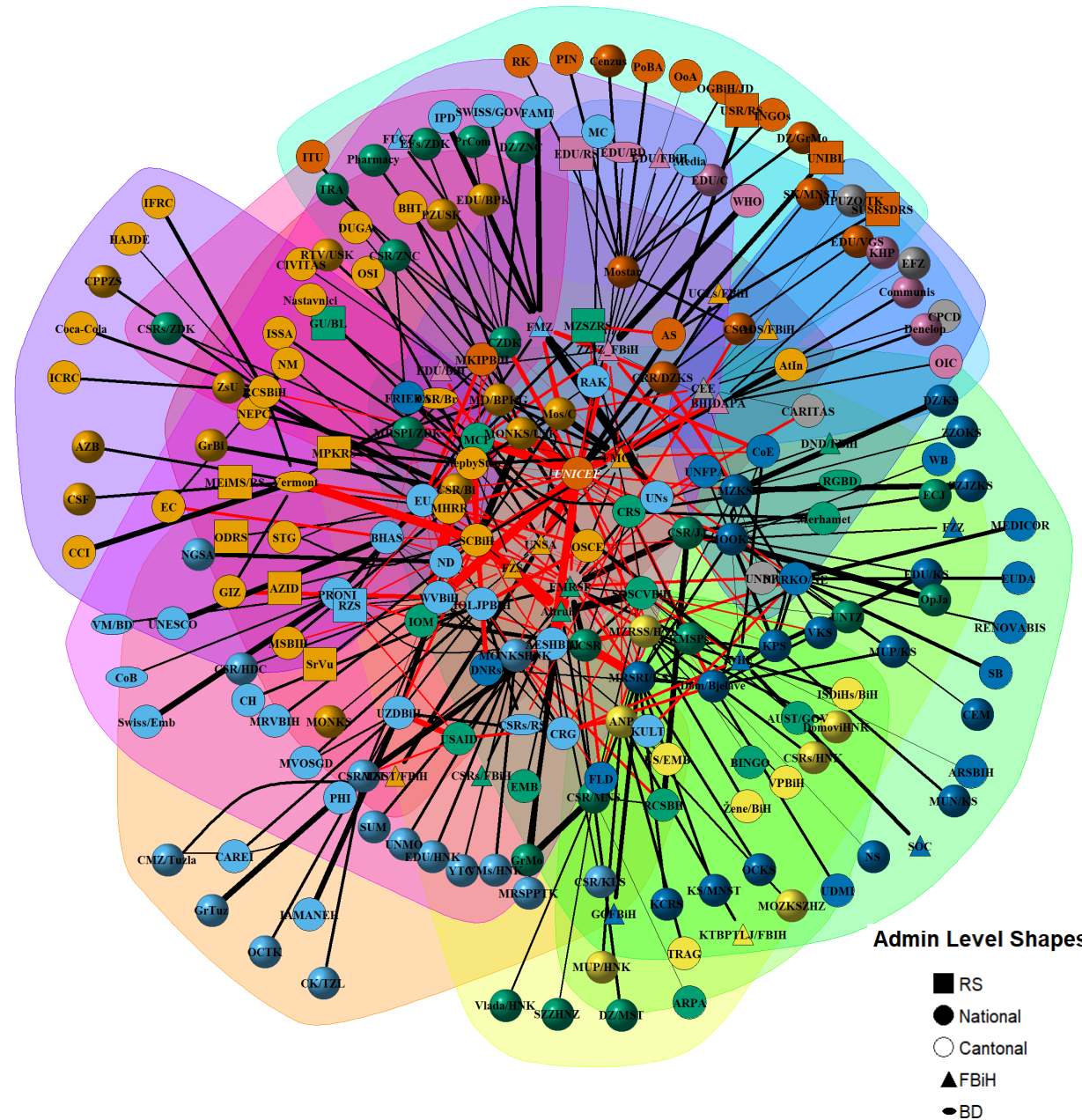
General Network

Communities

(Louvain clusters)

9 communities were detected among the 217 organizations in the overall General Network. UNICEF was a member of a community (dark blue color nodes) that had 31 other members including:

1. Association of Supervisors (AS)
2. Government of Republic of Austria (AUST/GOV)
3. The Company BINGO d.o.o (BINGO)
4. CARITAS Bosnia and Herzegovina (CARITAS)
5. Center for Ecology and Energy, Tuzla (CEE)
6. Center for the Promotion of Civil Society (CPCD)
7. Catholic Relief Services (CRS)
8. Center for Social Work Bihać (CSR/Bi)
9. Centers for Social Work in FBiH (CSRs/FBiH)
10. Eko Forum Zenica (EFZ)
11. Embassies of Foreign Countries (EMB)
12. Federal Ministry of Labour and Social Policy (FMRSP)
13. Bihać City Administration (GrBi)
14. City administration of Banja Luka (GU/BL)
16. International Organization for Migration (IOM) International Telecommunication Union (ITU)
17. Cantonal Ministries of Social Policy in FBiH (KMSPs)
18. Ministry of Civil Affairs of Bosnia and Herzegovina (MCP)
19. Ministry of Communications and Transport of Bosnia and Herzegovina (MKIPBiH)
20. Ministry of Spatial Planning and Environmental Protection of Tuzla Canton (MPUZO/TK)
21. Ministry of Health and Social Protection of the Republic of Srpska (MZSZRS)
22. Regional Government of Brcko District (RGBD)
23. SOS Children's Villages Bosnia and Herzegovina (SOSCVBiH)
24. Union of Associations of Professional Social Workers from the Republic of Srpska (SUSRSDRS)
25. UNDP
26. University of Banja Luka (UNIBL)
27. University of Tuzla (UNTZ)
28. Non-Governmental Organization "Žene s Une" Bihać (ZsU)
29. Homes for Neglected Children FBiH (DND/FBiH)
30. Cantonal Center for Social Work Sarajevo (KCSR)
31. Association of Social Workers of the Republic of Srpska (SR/RS)



*NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.

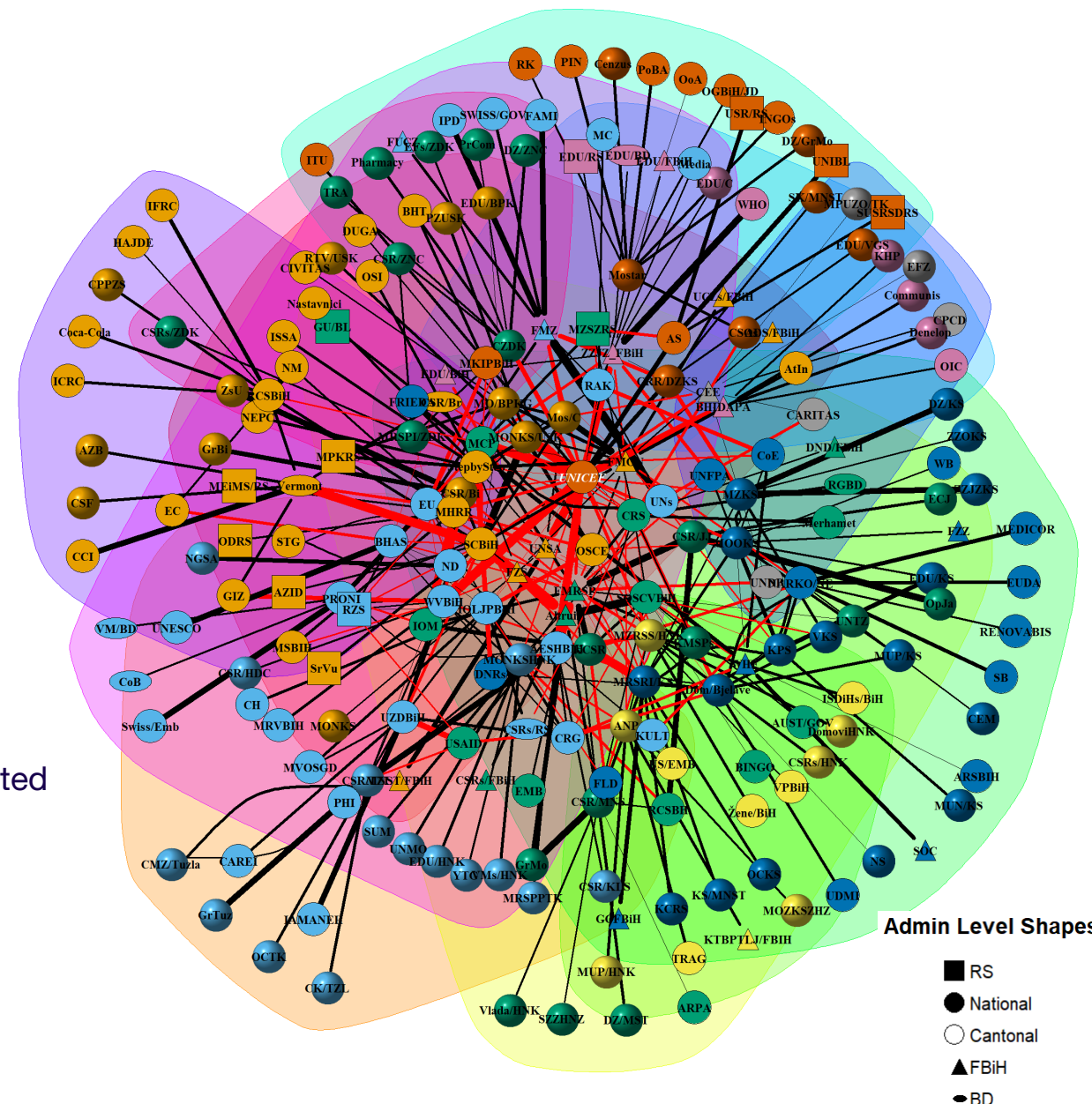
General Network

Communities

(Louvain clusters)

The General Network is based on connections in one or more of the four positioning issues.

- ❑ One community, comprised of Democracy International (DI) and Disaster Risk Reduction National Platform (DRRNP), had no connection to other communities, thus, representing a separate community in the General Network.
- ❑ The red lines are noticeable around the central part of the network members and organizations positioned on the peripheries were limited to communicating within their communities and had no inter-community connections



**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

General Network



Bridging role activity

(Gould/Fernandez brokerage)

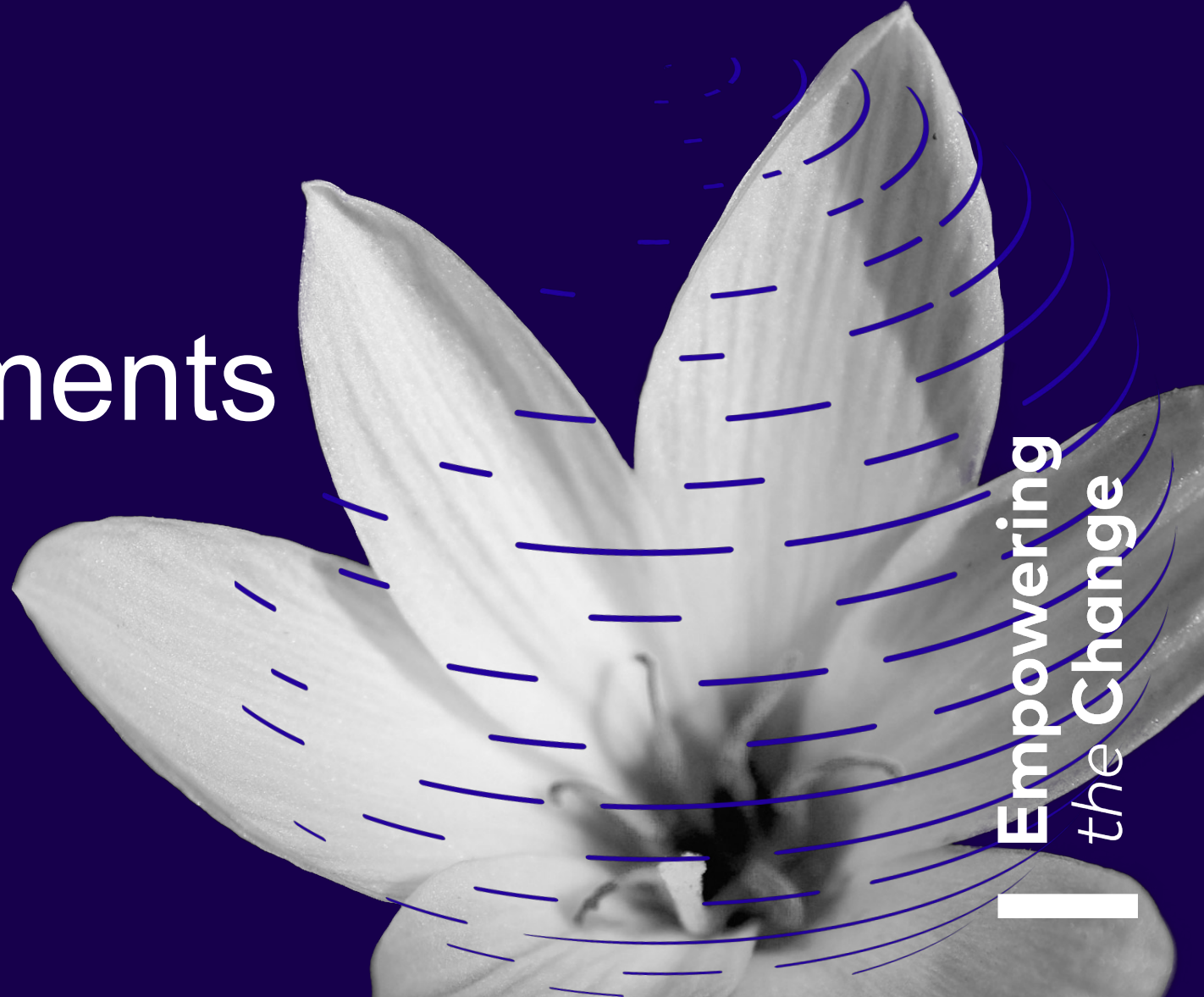
The General Network is based on connections in one or more of the four positioning issues.

Organization	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total Roles
UNICEF	N/A	N/A	N/A	230	672	902
FMRSP	10	68	68	44	226	416
SCBiH	6	48	48	58	248	408
FMON	20	58	58	24	112	272
SOSCVBiH	0	12	12	68	174	266

- ❑ In 2023, among the **217 organizations**, the most prominent and active bridge and broker facilitating one or more of the four positioning issues was UNICEF.
- ❑ As the survey did not involve interviewing other UN agencies, overall UNICEF facilitated these connections mostly as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relationship between two same types of organizations).
- ❑ The second most prominent and active bridges and brokers were the Federal Ministry of Labour and Social Policy (FMRSP) and Save the Children in BiH (SCBiH).



General Assessments



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The organizations effective at influencing or shaping policy for children and adolescents in the Federation of Bosnia and Hercegovina since 2019



Organizations	Percentage (%)	Count (N)
UNICEF	22%	33
Save the Children BiH	6%	9
Federal Ministry of Labour and Social Policy	5%	7
World Vision	5%	7
SOS Children`s Village BiH	4%	6
Ministry of Civil Affairs of Bosnia and Hercegovina	3%	4
Organization for Security and Co-operation in Europe	3%	4
United States Agency for International Development	3%	4
Humanitarian Organization International Forum of Solidarity	2%	3
Federal Ministry of Education and Science	2%	3
Cantonal Ministries of Education in FBiH	2%	3
NARKO NE	2%	3
TOTAL (N)	149	

*** The list of organizations is not complete. The table presents only the fourteen most frequently named organizations*

Key actors' organizational priorities toward policy for children and adolescents in 2023 (National)



□ The organizational priorities toward policy for children and adolescents in 2023 depend on the organization's profile and scale. However, at the national level, we can still identify common priorities among organizations, some of which focus on strengthening individual and organizational capacities both internally and externally, while others are aimed at new programs or services (mainly on Social Protection, State/Foster Care and Children's Protection). Specifically:

- **Strengthening Personal Capacity:** Training and enhancing the skills of professionals in social work centers, ministries, etc. (social workers, trainers, educators, etc.); providing professional support for staff and supervisors.
- **Strengthening Organizational Capacity and Networking:** Facilitating networking among organizations, coordinating activities with various institutions, and forming partnerships; raising awareness about the organization and strengthening the network of disseminators; collaborating with UN agencies and international partners for protecting the rights of children; creating a platform to promote children's rights that includes all stakeholders and enables an integrated approach and coordination among them.

Key actors' organizational priorities toward policy for children and adolescents in 2023 (National)



- ❑ Working on Programs related to Social Protection and State/Foster Care (deinstitutionalization, foster care, transitioning from state care services, legal framework):
 - Development of a roadmap for the deinstitutionalization of social protection institutions.
 - Deinstitutionalization of social protection institutions and reinforcement of the foster care system.
 - Analysis and reporting on the placements (of children without parental care) in the institutions
 - Improvement of legal frameworks for children and youth without parental care, for those at risk of separation from their families, for youth transitioning from alternative care, and for youth from socially vulnerable families.
 - Creating an analysis for programming initiatives—care projects for young people leaving public institutional care.
 - Workshops with young people in institutional care.

Key actors' organizational priorities toward policy for children and adolescents in 2023 (National)



❑ **Children's Protection** (various platforms for the protection of children's rights; issues of violence, trafficking, and safety):

- Formation of a Council for Children.
- Establishment of a platform for children's rights.
- Creation of a Committee for Children and Youth to serve as their direct voice in communication with decision-makers (with a special focus on the mental health of children and young people).
- Strengthening the system to combat begging and human trafficking through the establishment and operation of mobile teams within the local referral system, and developing policies and protocols aimed at proactively identifying potential child victims and referring them to social protection systems.
- Addressing high-conflict parental divorces and ensuring respect for children's rights.
- Focusing on children with developmental difficulties.
- Combating violence in schools.
- Enhancing children's safety in schools and the digital environment.

Key actors' organizational priorities toward policy for children and adolescents in 2023 (National)



- ❑ **Emergency Situations:** The rights and position of children on the move through the response to the migrant crisis; youth competitions in the field of first aid, including the "Misli Mine" competition, to promote humanitarian values.
- ❑ **Education:** Networking of primary and secondary schools (ensuring internet connectivity), creating internet packages for schools, working on minimum recommended ICT standards in schools and monitoring their implementation; creating an investment fund for connecting schools.
- ❑ In addition to the above, the organizational priorities in 2023 also included connecting communities in the border areas between the two entities, publication of various types of data, maintenance of a media and information literacy network and work on the IPA program (preparation of project assignments and implementation).

Key actors' organizational priorities toward policy for children and adolescents in 2023 (FBIH)



- ❑ The Organizational Priorities toward policy for children and adolescents in 2023 are quite diverse. Among them, the areas of **Healthcare, Children's rights, and Social Protection** and **State/foster Care** stand out, each of which is also characterized by its own diversity.
- ❑ **Healthcare** was one of the priority area for organizations operating at the federation level. The organizations including healthcare among their priority directions for 2023 highlighted the promotion of immunization among population, need to develop early childhood development services, promoting healthy lifestyle and nutrition, preventing children from addiction, reducing the stigma in the society around the mental health and behavioral difficulties, and introducing interdisciplinary approach enhance overall health.
- ❑ **Children's Rights and Violence:** The organizations working on protection fields mentioned priorities that served improving protection system in the FBIH and creating safer environment for children. Specially, organizations mentioned that they contributed to the formation of Council for Children, development of protective referral mechanisms for children who have been exploited and are at risk of human trafficking, prevention of violence against children and delivery of psycho-social services to the victims.
- ❑ **Social Protection and State/Foster Care** were two significant organizational directions for several surveyed stakeholders. Under social protection, organizations aimed at reducing poverty and socio-economic vulnerability of families with children through legislative amendments on social services and standardization of social services, as well as via development of other child protection policies in FBIH. In terms of foster care and state care, deinstitutionalization is the most prominent issue. Additionally, establishment of code of conduct to work with children was also mentioned under this part.
- ❑ **Educational field** was also another area of focus for number of interviewed organizations in 2023. Under educational priorities, organizations intended to raise the academic standards for educational facilities, offer capacity building for pre-university services, and prevent violence at the educational institutions. It is noteworthy that inclusivity of educational process was one of the most accentuated area of education. A few organizations were oriented on creating more inclusive environment, fostering inclusive education and involving children with special educational needs, children living at remote locations and children from marginalized groups into the educational processes
- ❑ In addition to the aforementioned priorities, organizational priorities also included **Capacity Building for both internal staff and professionals from various fields (for example, education for health professionals), strengthening expertise**, and developing organizational capacities. Additionally, projects related to air quality and the introduction of a new profession for photovoltaic system installers were highlighted.

Key actors' organizational priorities toward policy for children and adolescents in 2023 (Cantonal)



- ❑ Research conducted by organizations at the canton level indicated that in 2023, there was a notable focus on **Social Protection and State/Foster Care** as priorities. Emphasis was placed on both the creation and updating of relevant legislative frameworks, as well as the offering and strengthening of specific programs and services. Additionally, several organizations mentioned priorities related to Roma communities.
- ❑ While **Social Protection and State/Foster Care** are priorities, **Healthcare** also encompasses a wide range of important areas: immunization and management of behavior in crisis situations, combating addiction, establishing a center for early childhood development, early intervention and support for families of children with developmental disabilities, premarital counseling services, strengthening inclusion and occupational therapy.
- ❑ The identified priorities related to **Education** include the preparation and updating of legislation, as well as key aspects of education such as curriculum development, materials, and the quality of teaching and teachers, etc.: Preparation of the new law on primary and secondary education, curricular reform, improvement of teacher competencies and development of new pedagogical standards, quality management in educational institutions, provision of transport and textbooks for students, education for children with developmental difficulties, employment of psychologists in schools, adoption and initial implementation of the Youth Strategy, development of guidelines to respond to potential crises.
- ❑ **Protection** – the main focus within the topic includes prevention of juvenile delinquency, protection of children from violence and abuse, prevention of peer violence, prevention of certain types of undesirable behaviors.
- ❑ Another area mentioned by two organizations is **Support and Integration of Roma Communities**: social integration of Roma children through preschool education and advocating that social benefits for Roma families be contingent upon regular school attendance.

Key actors' organizational priorities toward policy for children and adolescents in 2023 (BD)



□ The results show that the priorities for 2023 identified by two surveyed NGOs related to youth included work on the following issues:

- Strategy for youth education.
- Youth employment.
- Peacebuilding and deradicalization.
- Support for marginalized communities.
- Fight against corruption.
- Involvement of young people in the decision-making process.

Annexes:



- ☐ Annex #1 – Inception report
- ☐ Annex #2 – The survey instrument in English
- ☐ Annex #3 - Cards used for study ENG
- ☐ Annex #4 – Informed consent form ENG
- ☐ Annex #5 - The list of organizations interviewed
- ☐ Annex #6 – SNA Database for RS 2024
- ☐ Annex #7 – Codebook for RS 2024
- ☐ Annex #8 – Data entry file for RS, 2024
- ☐ Annex #9 – Legends for RS SNA maps per positioning issues
- ☐ Annex #10 – Brokerage roles of network organizations identified under each positioning issue
- ☐ Annex #11 – Communities identified under each positioning issues
- ☐ Annex #12 – R script for SNA maps RS



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