

WE ARE ALL CITIZENS

FINAL PROGRAMME REPORT
EEA GRANTS GREEK NGO PROGRAMME

FUNDING PERIOD:
2009 – 2014

IMPLEMENTATION
2013 – 2017

PUBLICATION DATE:
JULY 2017



IMPROVING OUR SOCIETY BY EMPOWERING CIVIL SOCIETY

*By Dimitris S. Vlastos
President of the Board
Bodossaki Foundation*

Every day, in every region across Greece, many active citizens are involved in a vast kaleidoscope of civil society initiatives, including NGOs, informal groups and social enterprises. These initiatives have diverse priorities and activities but share a common goal: that of improving our society. In these difficult times for Greece, the role of civil society is more important than ever, as a vital force for strengthening democratic institutions, fostering solidarity and promoting social participation.

Yet, for a number of reasons, the civil society sector in Greece remains underdeveloped compared to that in much of Europe, both in terms of its size and its impact. The economic and financial crisis has also created new challenges for the sector, leading to a great increase in demand for the activities and services of civil society organisations at a time when funding both from the state and from individuals has dwindled.

In this context, the EEA Grants NGO programme has been exceptionally important for our country. Through this programme, in the 2009-2014 funding period, the donor states - Iceland, Liechtenstein and Norway - generously allocated €7.34 million to support civil society in Greece.

It has been a great honour for the Bodossaki Foundation to act as Fund Operator for such an impactful programme. Indeed, the programme is completely harmonious with the Foundation's own priorities. Building on over 40 years' of experience of funding non-profit organisations in Greece, the Bodossaki Foundation has made strengthening Greek civil society a strategic goal and a central pillar of its work. We have therefore been absolutely committed to making the programme a success and to implementing it to the best of our ability.

The name that we chose for the programme, *We are all Citizens*, reflects our belief that each and every one of us shares the responsibility for creating a strong civil society, but also that civil society should be an arena that is open to all. This belief has also shaped approach to managing the programme: we have aimed to listen to the needs of civil society actors and to design a programme that responded to the real priorities of those working at the front line.

We are extremely proud of the achievements of the programme, which are summarised in the following pages. These results could not have been achieved without the valuable advice and support of the EEA Grants Financial Mechanism Office and the Norwegian Embassy. Above all, the achievements of the programme are thanks to the positive response of the Greek NGOs and to the dedication of their staff and volunteers. Although the programme is completed, the commitment of the Bodossaki Foundation to supporting Greek civil society continues, reinvigorated and reinforced by this positive experience.

STRENGTHENING ACTIVE CITIZENSHIP, REDUCING ECONOMIC AND SOCIAL DISPARITIES

*By Sotiris Laganopoulos
Programme Director*

The Greek NGO programme *We are all Citizens* has now reached its final stage. The programme has significantly contributed to the EEA Grants' objectives of reducing social and economic disparities as well as strengthening the Greek Civil Society.

As a result of the 7.34M€ funding received by Iceland, Liechtenstein and Norway, a total number of 75 projects have been implemented around Greece, by approximately 100 project promoters and partners. The total number of people who directly benefit from the programme is estimated at more than 205,000; mainly coming from socially vulnerable groups such as, people with disabilities, migrants, refugees and asylum seekers, people at risk of poverty and social exclusion, unemployed, victims of hate crime, homophobia, domestic violence and trafficking. Significantly, 2.9M€ has been allocated to children and youth-related projects.

During the programme's implementation phase, emphasis has been given to reducing social inequality, poverty and social exclusion, on the protection of human rights, including the rights of minorities, on the *Capacity Building* of NGOs and on the promotion of democracy, transparency and good governance.

All NGOs that have received funding through the programme took part in *Capacity Building* activities. In fact, under *We are all Citizens*, an unprecedented range of capacity development activities has been implemented, setting new standards for civil society empowerment in Greece for years to come.

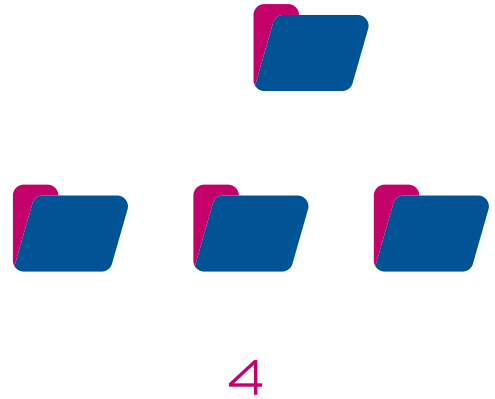
We are also delighted that, during the programme, the development of bilateral relations between Greek NGOs and organisations in donor countries has been encouraged, resulting in productive partnerships and common projects, shared knowledge and best practices.

As head of the programme's implementation team on behalf of the Bodossaki Foundation, I can sincerely say that we have been provided with a unique opportunity of implementing imaginative and innovative projects, building solid partnerships and establishing a challenging and rewarding working environment. We have all strived to deliver the best possible results. We do hope that the facts and figures provided in this report bear testament to our efforts.

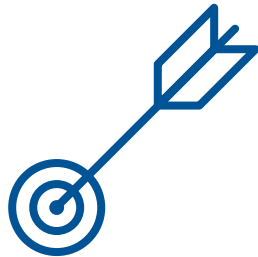
The programme's website www.weareallcitizens.gr will continue to remain online in the next months, hosting the programme's results and achievements

Stay in touch!

THE PROGRAMME IN NUMBERS



Objectives



- Strengthened civil society
- Enhanced NGOs' contribution to social justice, democracy and sustainable development

Open calls for project proposals

Provision of welfare and basic services for selected target groups increased

Democratic values, including human rights, promoted

Strengthening the capacity of NGOs and an enabling environment for the sector, promoted

Advocacy and watchdog role developed

THE SELECTION PROCESS

TOTAL BUDGET

€7,340,000



571
APPLICATIONS
RECEIVED



485
ELIGIBLE
APPLICATIONS



43
SMALL PROJECTS
(up to €50,000)

75
PROJECTS HAVE BEEN
IMPLEMENTED



32
BIG PROJECTS
(up to €250,000)

Final project selection per call

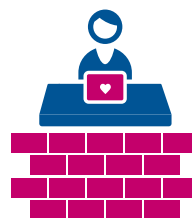
31 projects
related to social welfare services

23 projects
related to democratic values and human rights

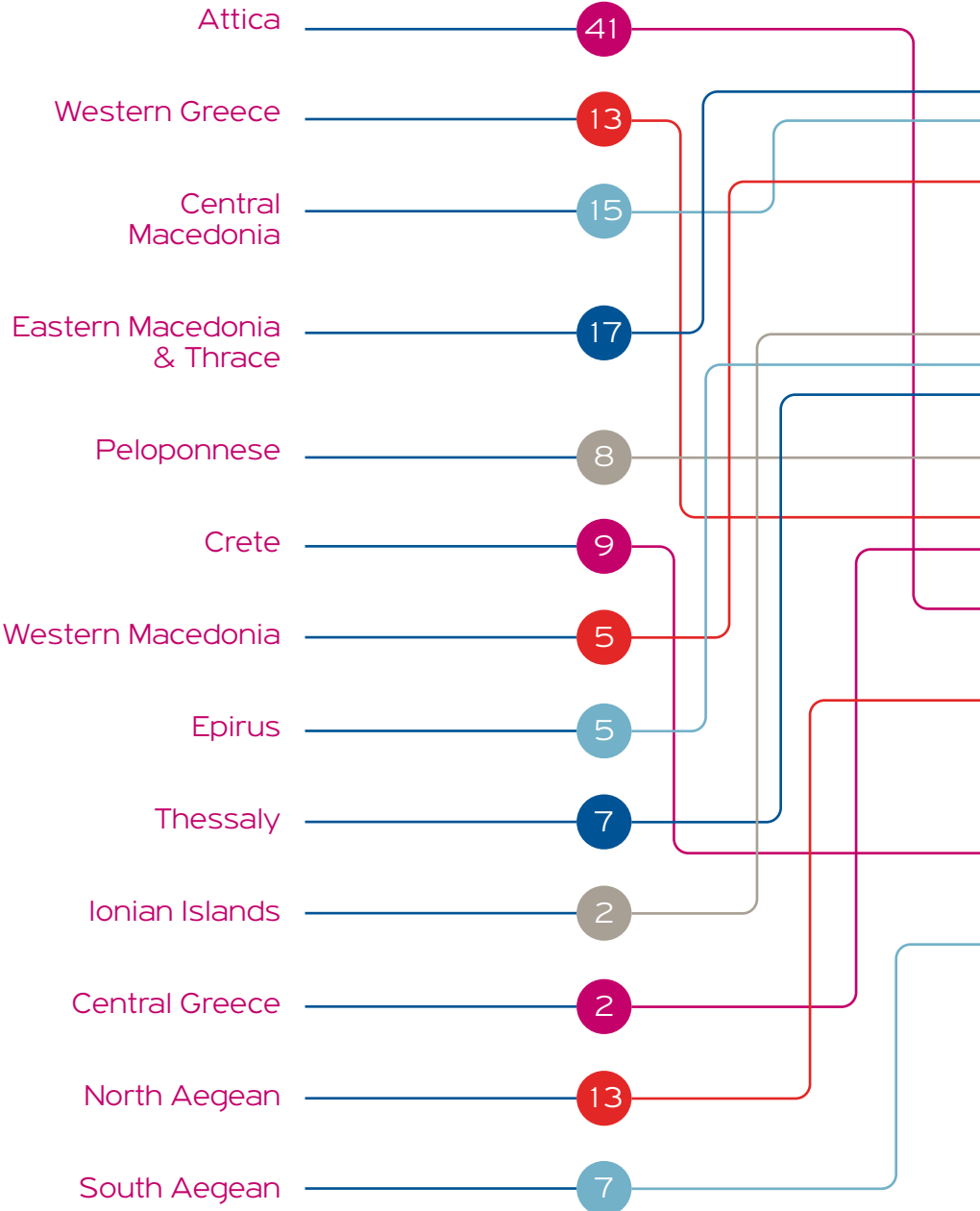
12 projects
related to capacity development

9 projects
related to advocacy

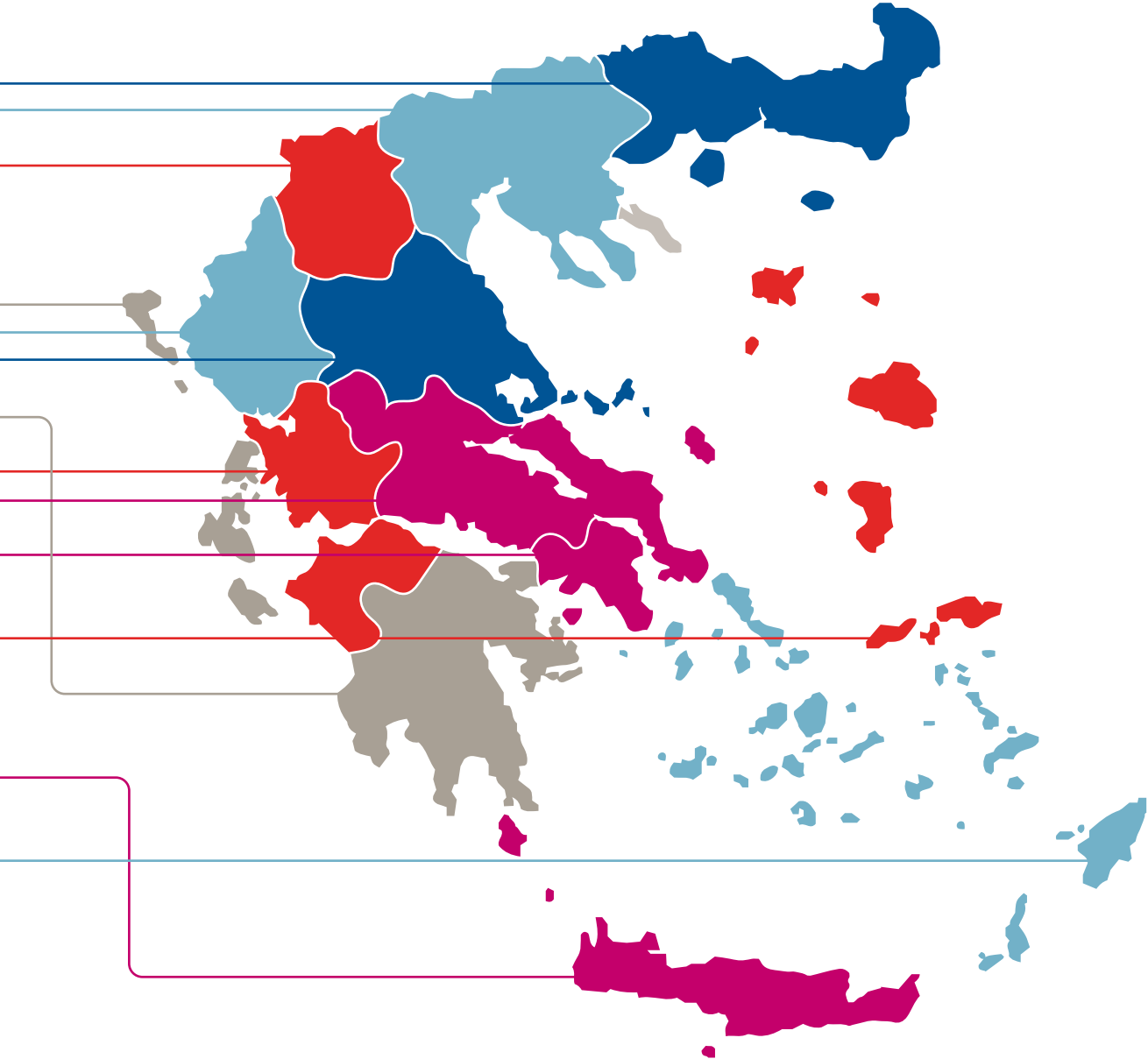
BY
64
PROJECT PROMOTERS
&
43
PROJECT PARTNERS



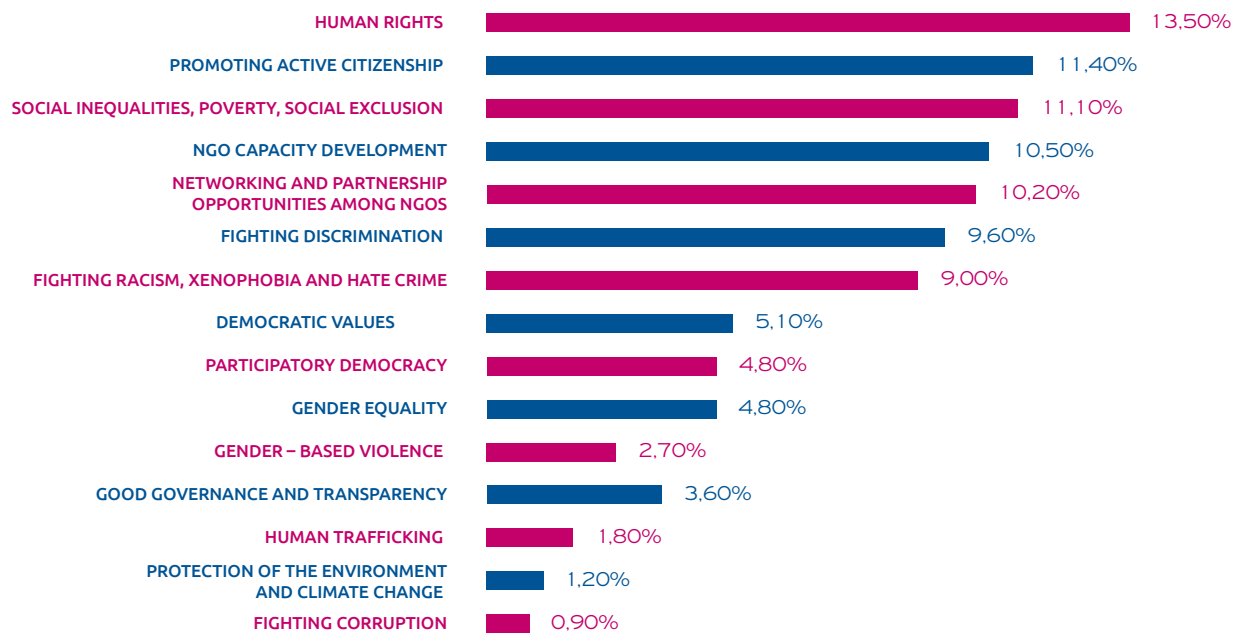
GEOGRAPHY OF ACTIVITIES



Nationwide:
13 projects



KEY AREAS OF SUPPORT



THE PROGRAMME'S SOCIAL IMPACT

VOLUNTEERS INVOLVED



BENEFICIARIES

205,213

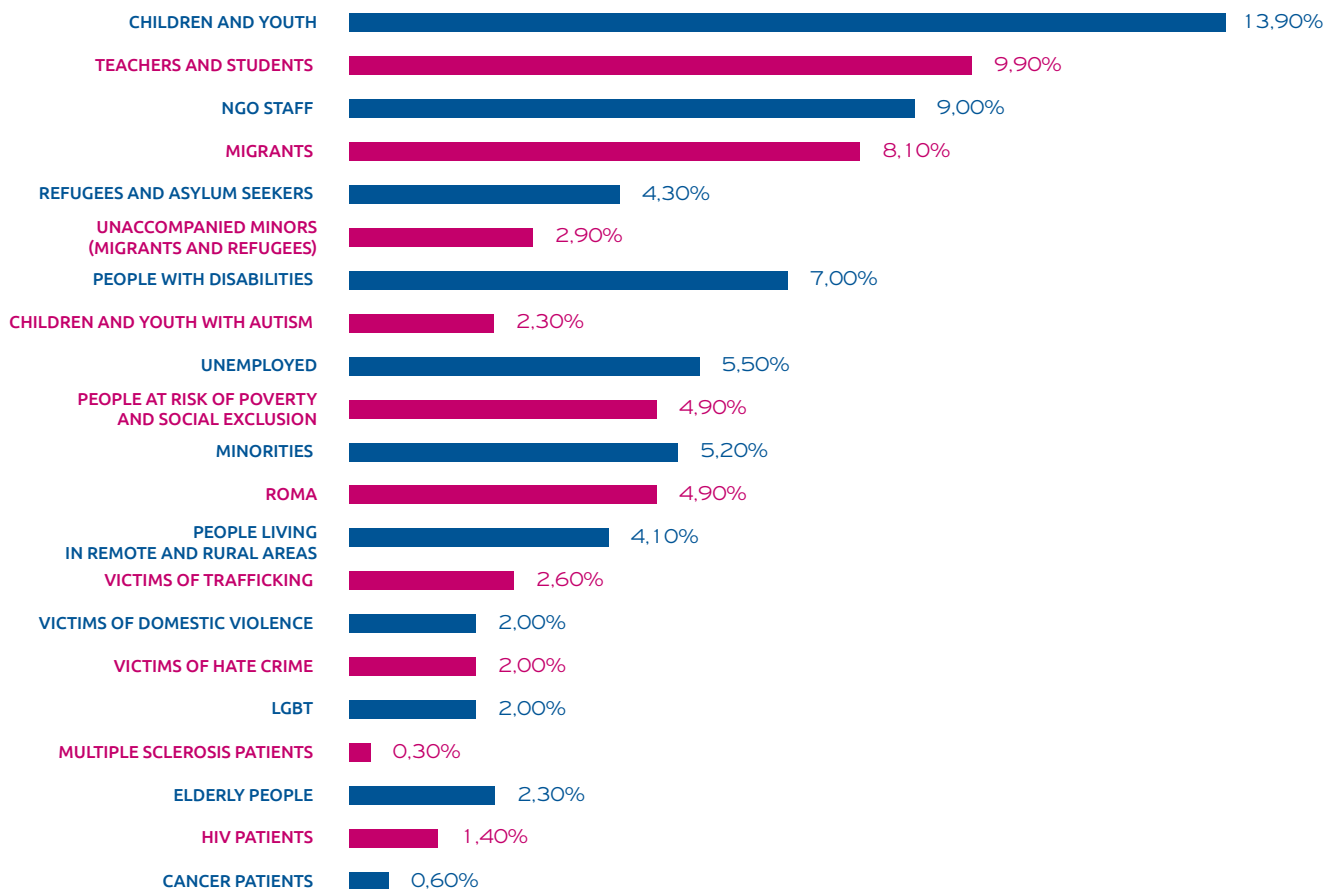
VOLUNTEERS CONTRIBUTED

26,722

HOURS



Beneficiary groups



SUSTAINABILITY* OF PROJECTS / RESULTS

ARE SUSTAINABLE
AND WILL CONTINUE

67,50%



LIKELY
TO BE CONTINUED

27,30%



WILL NOT
BE CONTINUED

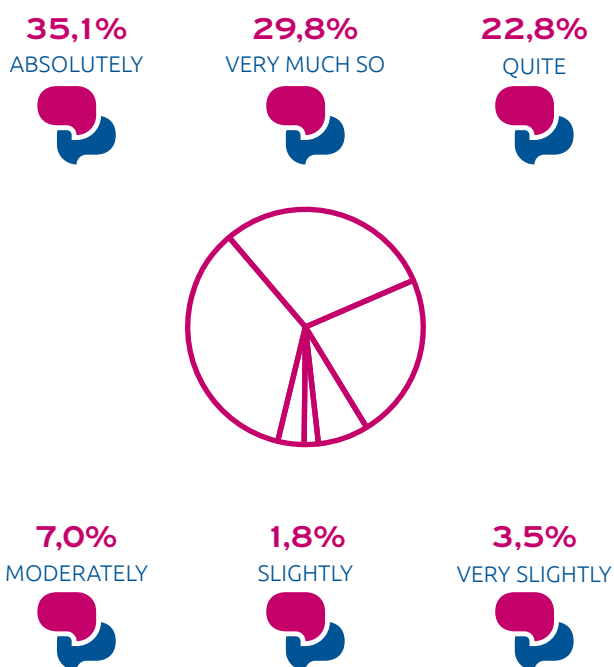
5,20%



**The term sustainability implies, either that NGOs have found additional / new funding for their projects, or that the projects' results will continue to have a multiplying effect on the Greek civil society.*

Has the programme given you the opportunity to network with organisations from other countries?

Positive feedback as to the networking opportunities created by *We are all Citizens* sums up to 87.7% of the total responses received by project promoters. Only 7% replied 'moderately'; 1.8% replied 'slightly' and 3.5% replied 'very slightly'.



Has the programme given you the opportunity to enhance your organisation's capacity?

Positive feedback on the opportunities to promote the work of the NGOs sums up to 89.4% of the responses received by project promoters. Only 10.5% replied 'moderately'.



Data presented in this section are the result of an in-depth evaluation questionnaire carried out by the Bodossaki Foundation between June and August 2016 to all project promoters involved in We are all Citizens.

IN THEIR OWN WORDS*

“ A protection net was constructed and strengthened among multiple socially vulnerable groups number at a time when protection is becoming a challenge because of the current economic and political circumstances ”

“ The programme gave birth to a vibrant community and brought together the financial institutions with the base of an active civil society ”

“ Through the programme, the relationship of trust between ourselves, our supporters, our members and our volunteers has been strengthened ”

“ We believe that the programme enhanced the concept of good governance, active participation and solidarity; it promoted the idea of conscious citizens, mobilised local communities and encouraged NGOs to strengthen their social role ”

“ The programme has helped us get closer to other NGOs from Greece and abroad and has supported our employees to gain experience and believe in the potential and value of their work ”

**Quotes presented in this section are the result of an in-depth evaluation questionnaire carried out by the Bodossaki Foundation between June and August 2016 to all project promoters involved in We are all Citizens.*

FINANCIAL DATA

Grant distribution per programme objective / call

Social welfare services	€2,680,000
NGO advocacy	€750,500
Human rights and democratic values	€1,800.000
NGO capacity development	€725,350



Total grant amount spent*

€5,786,699.35

Total absorption rate

97,16%

**NGO Capacity development, bilateral, complementary activities and management costs are not included in this figure.*

Absorption rate per programme objective / call

Social welfare services	98,61%
NGO advocacy	100,00%
Human rights and democratic values	92,84%
NGO capacity development	99,60%

ENHANCING SOCIAL JUSTICE



CALL:

Provision of welfare
and basic services to selected
target groups increased

€35,211,600

REQUESTED

FOR THE IMPLEMENTATION OF

54
SMALL
PROJECTS



164
BIG
PROJECTS

€2,642,640

GRANTED

FOR THE IMPLEMENTATION OF



22
SMALL
PROJECTS



9
BIG
PROJECTS

Highlights and results

The call “Provision of welfare and basic services to selected target groups increased”, aiming to provide welfare services to the most socially vulnerable, was designed amidst the economic and financial crisis in Greece, at a time when it was not possible to foresee the full implications of the continued economic and financial crisis or the outburst of the refugee crisis.

Through this call, a total amount of 2,642,640€ has been channeled towards the implementation of 31 projects all over Greece. All projects have contributed to the support of socially vulnerable groups via the provision of social welfare services, the reduction of poverty, social inequality and the promotion of social inclusion.

More specifically, the funded projects achieved the following results:

- In total 64,925 people received the social welfare services they needed according to the vulnerability
- 31,601 beneficiaries received social welfare services including medical & mental health services on a daily rate
- 19,994 beneficiaries were assisted per social support unit
- 4,303 migrants, victims of trafficking, members of minorities, and Roma children received the necessary social welfare services

Overall, within a context of a long dragging economic recession and an overwhelming refugee crisis, the projects under this call have succeeded in creating an inclusive umbrella of social welfare services that empowered and supported the most vulnerable social groups. Activities carried out under this call have also demonstrated the capacity of Greek NGOs to support the most vulnerable population groups in a crisis context but also the great need to further enhance civil society development in the social welfare area.

The context*

Since 2010, Greece has been experiencing an unprecedented economic and financial crisis. According to official data released by the Greek authorities*, the Greek GDP has continuously been shrinking since the beginning of the crisis - apart from some weak growth in 2014. Unemployment rates have also increased since 2009, reaching a high percentage of 27,5% in 2013 before gradually declining down to 24,9% in 2015. Youth unemployment, in particular, is estimated to have climbed up to 50% during the years of the crisis.

Within this extremely challenging context, the refugee crisis broke out in 2015 with more than 1,000,000 people having entered Europe through Greece between 2015 – 2016. Children travelling without a family member or relative, officially referred to as unaccompanied minors, have been identified as the most vulnerable of the refugee population.

*Sources: The Hellenic Statistics Authority, Eurostat

STANDING FOR HUMAN RIGHTS



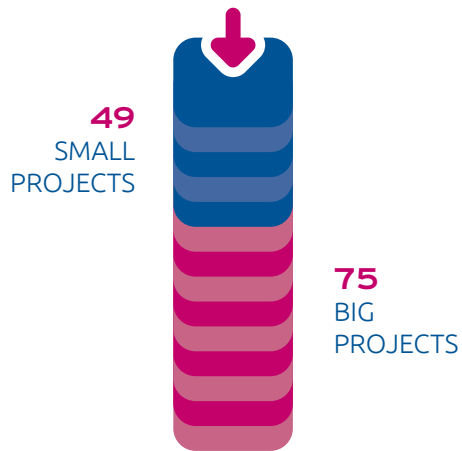
CALL:

Democratic values,
including human rights,
promoted

€10,800,000

REQUESTED

FOR THE IMPLEMENTATION OF



€1,671,148

GRANTED

FOR THE IMPLEMENTATION OF



The context

As the economic crisis that hit Greece in 2010 has deepened, the enjoyment of fundamental human rights, such as the right to health and social security, the right to work and the right to housing have been greatly undermined. Austerity policies that had to be speedily adopted by the government without proper public consultation have also challenged social stability, while the great influx of migrants and refugees in 2015 - 2016 has affected social cohesion. Therefore, promoting human rights, tolerance and multicultural understanding within the scope of this call has been crucial.

Results and highlights

Through We are all Citizens, 1,671,148m€ was allocated to 23 projects all over Greece, with the aim to “promote democratic principles, including human rights”. The majority of the projects tackled hate speech, extremism and hate crime, racism and xenophobia, while promoting tolerance and multicultural understanding, the rights of particularly vulnerable target groups such as Roma populations.

More specifically, the funded projects achieved the following results:

- In total, 56,647 people benefited from these projects, through human rights education
- Eight of the funded projects focused on trainings in schools aiming to prevent intolerance, bullying on basis of nationality, colour, gender, status and disability, reaching out to a total of 26,651 children, parents, volunteers and teachers.

- Another four projects increased social awareness on human rights and advocated multicultural understanding, against hate speech, racism and discrimination, targeting 2,662 children and adults nationwide.

- Three of the funded projects promoted a fostering environment for women, victims of gender based violence and/or trafficking (either by provision of legal services/consultancy and/or empowerment) and raised awareness for gender based violence and human trafficking, targeting 1,503 individuals.

- Three projects specifically focused on inclusion and empowerment of Roma communities, affecting the lives of 2,487 individuals.

- The rest of the projects benefited 23,344 people covering a wide range of issues in the area of human rights including mental health and citizen participation.

An important legacy of this call is the operation of advocacy centres which have benefited numerous people who had the chance to be informed about their rights and social benefits and to report discrimination in education, at work and/or in healthcare. Also, a very positive development which occurred because of the efforts of a funded project, was the adoption of Law 4375/2016, which gives asylum seekers the right to work. Previously, asylum applicants were not allowed to be employed while their asylum applications were pending.

EMPOWERING CIVIL SOCIETY



CALL:

Strengthening the capacity of NGOs and an enabling environment for the sector, promoted

The context

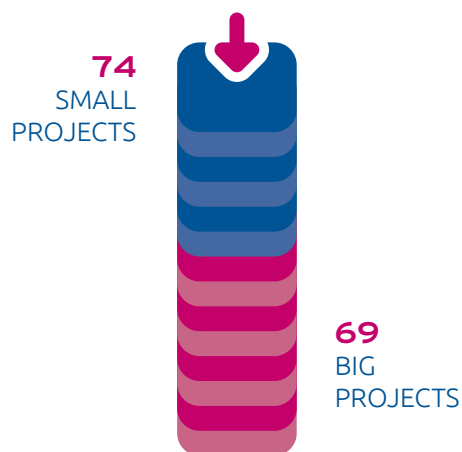
Since the onset of the socio-economic crisis in Greece, the NGOs have responded to a growing demand for their services, at the same time when state funding was significantly decreased. Established NGOs have scaled up their efforts and new ones were established, in an attempt to fill in the gap left by the failing welfare state. At the early stages of the programme, while there was no shortage of dynamism, the NGO sector was characterised by a need for professional skills, tools and know-how, which could take these organisations to the next level and contribute to an efficient and effective civil society. A majority of NGOs provided a limited scope of services, often being unable to address the full spectrum of the needs of their beneficiaries. The need for research, partnerships and transfer of international best practices to address this issue was significant. Greek NGOs also needed better and more formal processes, clear strategies and shared resources (e.g. electronic platforms).

The lack of a legal framework for NGOs and volunteerism, and the absence of a national NGO registry, further contribute to the systemic challenges faced by the sector.

€8,373,960

REQUESTED

FOR THE IMPLEMENTATION OF



Results and highlights

Through the expected outcome “increased capacity of NGOs and an enabling environment for the sector promoted”, a total amount of 722,418€ was allocated in 12 projects, aimed to contribute to the increased know-how of NGOs and the creation of conditions that would allow for the enhanced contribution of NGOs to the lives of the beneficiaries.

This was achieved in two ways, the first being funding of NGOs in the logic of an ‘internal investment’, which would allow them to build their infrastructure, improve their professional skills and organisational capacity and to implement innovative activities. Throughout this call, 223 smaller or grassroots organisations demonstrated increased capabilities in relation to sustainability and extension of their activities. Specific projects included the establishment of fund-raising and volunteer management departments, the creation of operation manuals and business plans and the development and implementation of pilot projects to better serve the end beneficiaries.

The second way to achieve the aims of the call was the funding of NGOs to transfer know-how to and build infrastructure for the broader NGO sector. This included, among others, thematic seminars, the transfer of know-how and implementation of an impact measurement methodology (Social Return on Investment) and the development of an open-source electronic platform for volunteer management.

Thus, there were 9,315 beneficiaries of capacity-building projects for NGOs and other stakeholders that promoted democracy, transparency, good governance and citizen participation.

As a result of the 12 projects, a total 281 NGOs were directly or indirectly strengthened, reaching a total of 29,700 beneficiaries.

€722,148

GRANTED

FOR THE IMPLEMENTATION OF



5

SMALL
PROJECTS



7

BIG
PROJECTS

PROMOTING DEMOCRACY AND TRANSPARENCY



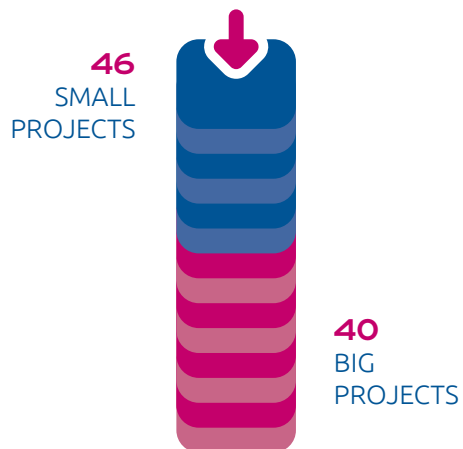
CALL:

Advocacy and watchdog
role developed

€7,874,152

REQUESTED

FOR THE IMPLEMENTATION OF



€750,493

GRANTED

FOR THE IMPLEMENTATION OF



The context

One of the major concerns of modern democracies is the alienation of citizens from the political processes. In this context, as in many others, civil society constitutes an important element of the democratic process. It provides citizens with an alternative way, alongside those of political parties and lobbies, of channeling different views and securing a variety of interests in the decision-making process.

Results and highlights

Through *We are all Citizens*, a total amount of €750,493 was allocated to 9 projects all over Greece, with the aim to enhance citizens participation in decision making, promote active citizenship and advocate for the rights of the most vulnerable social groups.

Through *We are all Citizens*, two new online platforms for consultation and citizens participation were developed. The democracit.org platform provides a set of user-friendly IT tools that allow citizens to express themselves in a structured way on the public consultation of draft legislation and quantifies the impact of the open consultation on the legislation process. The paratiro.gr platform collects data on the main mortality causes of wild animals in our country, which are then used by experts to draft policy papers addressed to the central and local authorities responsible for policies on biodiversity issues.

Citizens' participation on issues and policies that affect them is achieved through web applications and in physical space. More than 1,000 people participated in innovation laboratories for developing model participatory decision-making processes at local and national level in Athens, Thessaloniki, Messologi and Kozani, while through another funded project addressing the issue of political management of water urban resources, citizens, NGOs, responsible local bodies and municipal enterprises for water supply and sewerage sat at the same table and jointly developed action plans for water issues in their area, based on the principles of good governance. The project had more than 12,000 beneficiaries in 10 Greek cities.

For a nation of active citizens, focus on education and on how to instill the values of social responsibility and solidarity in the younger generations is a prerequisite. Thanks to *We are all Citizens*, more than 20,000 students participated in trainings on human rights and intercultural understanding through relevant programmes. In addition, an innovative project managed to promote volunteerism through a complete set of educational material approved by the Greek Ministry of Education, addressed to the teacher and the student. The project was implemented in public schools during the 2015 - 2016 academic year, with excellent results and more than 1,000 teachers and students as participants and beneficiaries.

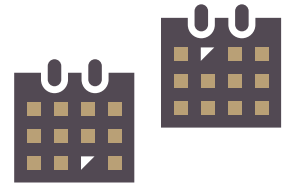
In the context of defending the rights of specific vulnerable social groups, two projects should be highlighted. The first project advocated for the rights of people living with HIV / AIDS, affirming that cooperation and coordinated action between patients' associations and organisations from civil society can produce great results, increase the visibility of vulnerable groups and assert their rights. The second project focused on the recording of incidents of racist violence towards migrants and refugees. A total of 179 incidents of hate crimes were reported, while more than 2,400 migrants were informed of their rights. The project's significant results were included in the annual report for 2015 of the Racist Violence Recording Network.

Facts and Figures:



€203,634

FOR **50** BILATERAL INITIATIVES



From NOVEMBER 2013 to FEBRUARY 2017



36

with partners from **NORWAY**

1

with partners from **LIECHTENSTEIN**

12

with partners from **ICELAND**



Implemented by
55
GREEK
NGOS

In partnership with
76 ENTITIES

from **ICELAND**
LIECHTENSTEIN and **NORWAY**



NGOS



PRIVATE SECTOR
institutions



PUBLIC SECTOR
institutions



34



8



34

BILATERAL RELATIONS

The context

Encouraging bilateral relations between the donors and the beneficiary states is a prerequisite for all EEA Grants programmes. *We are all Citizens* has, in fact, been a major springboard for the promotion of bilateral relations between Greek NGOs and the donor states. The programme has greatly contributed to widening cooperation, achieving shared results and increasing knowledge and mutual understanding between Greece on the one hand and Iceland, Liechtenstein and Norway on the other hand.

Highlights and results

A total amount of 203,634€ has been dedicated to the implementation of 50 bilateral initiatives between entities from Greece and the donor states. More than 80 entities from Greece and the donor states have been involved in over 30 study trips and participated in dozens of matchmaking sessions, study visits and meetings, trainings, conferences and other events. Approximately 600 participants and stakeholders, representatives of NGOs based in Greece, Iceland, Liechtenstein and Norway, representatives of central and local government, universities, experts and activists in the Donor States have joined forces, have established partnerships and have exchanged know-how and expertise.

In their own words

“ We left Oslo with a renewed vision and ideas that are applicable to a certain way in our facilities as well, [and the] determination to maintain our contacts with the people we met in Kappelveien ”

“ We left Reykjavik full of experiences, new collaborations and hope for the future of Democracy while acknowledging the gap between how Democracy works in practice in our country and how it should work ideally. Patience and perseverance are the key lessons we get from the Vikings of political innovation! ”

“ Throughout our visit we had the opportunity to share with our colleagues in Liechtenstein our experience from the work we have been doing in our association and to realise how close we are in terms of our general philosophy, the provision of daily support and our educational approaches ”

COMPLEMENTARY ACTIONS

The context

The *Complementary Actions* of the *We are all Citizens* programme were instrumental in raising awareness and building capacity in the thematic areas of horizontal concern to the EEA Grants and this particular programme. Addressing the wider public, NGOs in Greece and other EEA Grants beneficiary countries, staff members of several Fund Operators and a variety of stakeholders at a national and regional level, complementary actions have resulted in useful tools and enhanced knowledge in the fields of human rights, sustainable development and good governance. In doing this, the Council of Europe (CoE) and the EU Fundamental Rights Agency have been major reference points whose work has reached numerous NGOs and stakeholders in Greece.



Highlights and results

Complementary Actions addressing issues of horizontal concern to this programme have taken place at both the national and regional level and, inter alia, have ensured dissemination of the work of the Council of Europe (CoE) and the Fundamental Rights Agency of the European Union (FRA). These actions include: participation in events organised by the aforementioned regional organisations; translation of CoE manuals and campaign videos into Greek; provision of thematic training workshops; co-organisation of festivals and conferences; and other events. Complementary Actions have offered this programme the space to actively support the No Hate Speech Movement of the CoE. Highlights include the co-organisation of the first two anti-trafficking festivals in Greece that attracted thousands of visitors. “Bookmarks”, a CoE manual for combating hate speech online through human rights education, was translated into Greek, with its publication being followed by a training workshop at national level. More than a hundred schools from throughout the country have so far requested print copies of “Bookmarks” for use in activities with students. “Mirrors”, a CoE manual for combating anti-gypsyism through human rights education, was translated into Greek. Its publication was complemented by a training workshop at national and regional level in collaboration with the CoE and its Greek ROMED Programme partner for Greece, NGO Antirropon. A “Guide for Gender Mainstreaming the Actions of Civil Society Organizations” was produced in Greek and English introducing this topic for the first time in a comprehensive and user-friendly manner, while a successful pilot training workshop was subsequently organised. An exhibition that combined data from the FRA survey on Roma, photographs from the field taken by the NGO “Positive Voice” during the implementation of its project and the DOSTA! Campaign videos of the CoE raised awareness on the situation of the Roma in Greece. On many occasions, tools produced in the context of Complementary Actions have been made available online free of charge, as is the case with all highlighted actions. Under the activity Discussions on Hate Speech, held from March 2016 to September 2016, an estimated number of 2,800 people have either participated in or followed on line a series of four vivid discussions themed around racism and discrimination, organised in Athens in collaboration with

YouthNet Hellas and the bookstore Free Thinking Zone. With the participation of different stakeholders like NGOs representatives, legal experts, scientists and active citizens, this complementary action raised awareness of the issue of hate speech online and offline and opened a public dialogue about the way that hate speech affects people with different sexual orientation, immigrants, refugees as well as the general public in everyday life. This activity contributed to the horizontal concerns of the programme by promoting tolerance, multicultural understanding, and respect for the rights of minorities including combatting hate speech, extremism, racism, xenophobia and homophobia.

Significantly, much of the material produced is available for future use, a fact that could reinforce the sustainability of the actions and their results.

All the afore-mentioned publications are available online through the programme’s website www.weareallcitizens.gr

Recorded talks under the activity Discussions on Hate Speech can be accessed via blod.gr and the DOSTA! campaign videos are available on the Bodossaki Foundation YouTube channel.

It is estimated that more than 16,500 individuals benefitted from Complementary Actions, while many EEA Grants Fund Operators have been able to increase their capacity and strengthen their networks through this programme.

NGO CAPACITY BUILDING PROGRAMME

The context

Capacity building refers to a process of strengthening an organisation in order to increase its effectiveness and social impact, and achieve its goals and sustainability over time. *We are all Citizens* gave particular emphasis to strengthening the capacity of the NGOs who were supported through the programme. All of the organisations acting as project promoter participated in a range of learning activities, in the context of the *NGO Capacity Building Programme*.

Highlights and results

The *NGO Capacity Building Programme* was the most comprehensive programme of its kind to be implemented in Greece to date, consisting of a range of complementary activities.

At the start of the programme, each organisation was individually assessed using a specially developed tool, the *capacity map*, in order to identify its capacity level and development needs, as well as the good practices which could be shared. The process was repeated at the end of the programme, to enable the results to be assessed.

The NGOs followed a comprehensive 120-hour training programme, taught by 19 trainers and covering 8 thematic units: *Effective Leadership, NGO Management, Human Resource & Volunteer Management, Marketing PR & Communications, Fundraising & Income Diversification, Human Rights & Ethical Practices, Financial Management, and Project Management*. This programme was taught in four cycles, meaning that in total over 400 hours of training activities were implemented.

The organisations were also encouraged to share their strengths and success stories, via the *Forum*, a series of 34 good-practice sharing sessions.

The programme also offered one-to-one mentoring to the organisations. The mentoring team included 14 highly qualified pro bono mentors from a range of professional backgrounds, including the fields of management, HR management, law and communications. In total around 200 hours of pro-bono mentoring were conducted.

ASSESSMENT OF THE ORGANISATIONS



91% evaluated the programme as 'very good' or 'excellent'

87% made useful new contacts

95% demonstrated improved capacity, on average in 7 aspects

NGO achievements

The *NGO Capacity Building Programme* was received very positively by the organisations. 91% of the participating NGOs evaluated the programme as very good or excellent. 87% of the participating NGOs stated that they had made new, useful contacts as a result of the programme. Most importantly of all, 95% of the participating organisations demonstrated improved capacity by the end of the programme. On average they showed an improvement in 7 different aspects of organisational development.

Some of the key areas of the organisations' achievements include the following:

MANAGEMENT PROCEDURES:

45 organisations improved their general management procedures. This included developing their approach to strategic planning, improving their financial planning, and developing their organogram.

VOLUNTEER MANAGEMENT:

44 organisations improved their approach to volunteer management, including in terms of supervision & appraisal of volunteers, internal communications with volunteers and volunteer training

TRANSPARENCY AND ACCOUNTABILITY:

37 organisations increased their transparency and accountability, including in terms of improving their on-line data, their financial controls and their complaints procedures.

FINANCIAL SUSTAINABILITY:

25 organisations increased their financial sustainability. This included finding new sources of funding, diversifying their funding base and expanding their fundraising team



In their own words

“ The NGO Capacity Building Programme was a unique experience which filled us with new knowledge and ideas and generally opened our horizons. We may not be a big organisation – and we may never be – but learning how to act and function like a big organisation is one of the main things we gained ”

“ The assessment of our organizational capacity was a new experience for me, and extremely interesting. The questions were very important, covering areas which are of direct relevance to our organisation. I will share it with the Board, so that we can progress with improvements regarding volunteers and staff assessments etc. so that we can become more formalized ”

“ Our experience of participating in the NGO Capacity Building Programme was highly positive. We gained valuable knowledge and good practices that we have either adopted or intend to immediately integrate into the everyday work of our organisation ”

“ It was an excellent initiative with very rich material and a breadth of themes that are all useful and necessary to the correct functioning of NGOs ”

“ The programme was a flood of information, discussions, reflections, exchanges and getting to know other NGOs ”

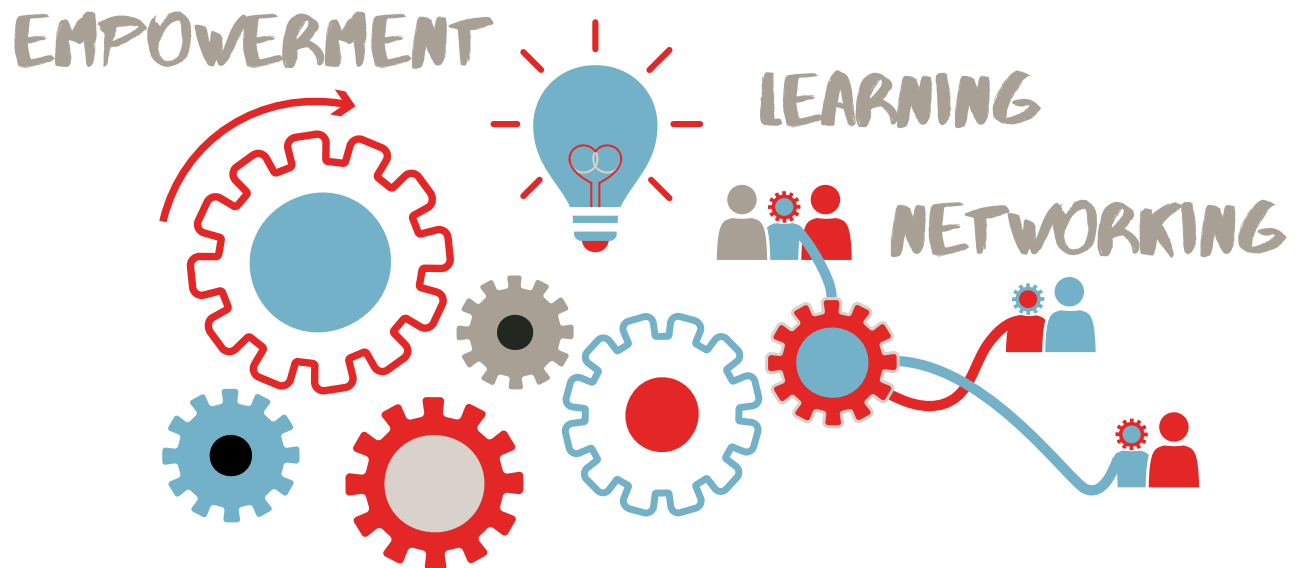
“ I can honestly say, having participated in many seminars and trainings, that it was one of the positive and substantial trainings that I have attended ”

GETTING
READY FOR
BUILDING
CAPACITY



THE WAY FORWARD

The Bodossaki Foundation is committed to continue supporting the *Capacity Building* of Greek NGOs. A lasting legacy of *We are all Citizens* is the Foundation's new *Capacity Building* initiative *Social Dynamo* (www.socialdynamo.gr). In partnership with the *SynAthena* team of the Municipality of Athens, *Social Dynamo* offers learning opportunities, professional support and networking. All of the learning materials created during the *NGO Capacity Building Programme* are freely available online, via the e-learning platform that can be accessed via the *Social Dynamo* website.



THE 75 PROJECTS UNDER THE “WE ARE ALL CITIZENS” PROGRAMME

PROVISION OF WELFARE AND BASIC SERVICES TO SOCIALLY VULNERABLE GROUPS		ADVOCACY AND WATCHDOG ROLE DEVELOPED	
PROJECT	PROJECT PROMOTER	PROJECT	PROJECT PROMOTER
1	Food Aid and Promotion of Healthy Nutrition Program "Diatrofi": Implementation in remote and rural areas Institute of Preventive Medicine Environmental and Occupational Health, Prolepsis	18	Integrated intervention in order to enlarge access to prevention and treatment services Health and Environmental Protection of Health Centre of Chalandritsa Area Association
2	Artability – Creation of a service focused on artistic activities for the social inclusion of people with and without disabilities of all ages Cerebral Palsy Greece (CPG)	19	Tell us! Colour Youth -Athens LGBTQ Youth Community
3	Network of counseling services for promoting dementia prevention and non-pharmacological interventions within public local authorities Athens Association of Alzheimer Disease and Related Disorders	20	A different approach to equal opportunities for all young people Hellenic Organization For the Youth (HOFY)
PARTNERS		21	Together Within Cyclis: Education, Culture, Environment
Association for Regional Development and Mental Health - Epapsy		22	Ploutos "Protasi" Movement For Another Lifestyle
C.M.T. Prooptiki		23	Welfare services for refugees Assyrian Union of Greece
4	Public Health: prevention-testing-support Praxis - Programs of Development, Social Support and Medical Cooperation	24	Accessibility centres for children and youth Four Elements
PARTNERS		25	Home support to families by volunteers Home-Start Athens
Doctors of the World - Greek Delegation		PARTNER	
Positive Voice		Home-Start Greece	
Centre for Life		26	Social Tutorial Charity Association «Saint John the Merciful», Choristi, Drama
5	One Stop Shop: empowerment and integration of refugees Greek Council for Refugees	27	Support and opportunities for young autistic and their families Kozani Association of Parents, Guardians and Friends of Persons with Autism
PARTNER		28	"Aging in Action" - Creative aging in the Ioannina prefecture, Region of Epirus, Greece Society of Psychosocial Research and Intervention, Ioannina
Greek Forum For Refugees		29	Munting Nayon Daycare Center Facilities and services upgrade Unity of Filipino Migrants in Greece-Kasapi
6	Self-help, Networking and Therapeutic Support in coping with depression at urban and isolated areas Association for Regional Development and Mental Health (EPAPSY)	PARTNER	
PARTNERS		Engineers of the Earth	
Ελληνική Εταιρεία Διαταραχών Διάθεσης με Διακριτικό τίτλο «ΜΑΖΙ»		30	Empowerment of unemployed immigrant women Athens Network of Collaborating Experts
Nordland Hospital Trust		31	"Agapi" supports socially vulnerable groups Blood donor association of Xanthi prefecture "Agapi"
7	Guardianship Network for Unaccompanied Minors Metadrasi, Action for Migration and Development	PARTNER	
PARTNER		The Association of Guardians, The Companion)	
Vergeforeningen Folgesvennen		8	Youth Support Center "Youth Land!" ARSIS Association for the Social Support of Youth
PARTNERS		PARTNERS	
Elix Citizens in Action		Family Support Center - Holy Archdiocese Of Athens	
9	Support and legal services for victims of hate crime Hellenic League for Human Rights	9	Support and legal services for victims of hate crime Hellenic League for Human Rights
PARTNERS		PARTNERS	
Doctors of the World - Greek Delegation		Greek Council of Refugees	
METAdrasi, Action for Migration and Development		NGO Syneirmos	
COLOUR YOUTH		Greek Forum of Refugees	
10	Establishment of a musical laboratory in the premises of «MERIMNA» Therapeutic educational centre for people with intellectual disabilities «MERIMNA»	10	Establishment of a musical laboratory in the premises of «MERIMNA» Therapeutic educational centre for people with intellectual disabilities «MERIMNA»
11	Support Circle for the Families of the Thriassian Plan Children Support Center of Elefsis	11	Support Circle for the Families of the Thriassian Plan Children Support Center of Elefsis
12	Art workshops for therapy and expression for children and young people with autism Association of Parents, Guardians and Friends of People with Autism, County Rethymno	12	Art workshops for therapy and expression for children and young people with autism Association of Parents, Guardians and Friends of People with Autism, County Rethymno
13	Multicolor Hug NGO Civis Plus	13	Multicolor Hug NGO Civis Plus
14	Advocacy for Multiple Sclerosis in Western Greece Public Benefit Association for the Care and Relief of Aged and Disabled named "FRONTIZO"	14	Advocacy for Multiple Sclerosis in Western Greece Public Benefit Association for the Care and Relief of Aged and Disabled named "FRONTIZO"
PARTNER		PARTNER	
Greek Association for the Treatment of Multiple Sclerosis in Western Hellas		15	LEAP (Listen – LEArn – Play) Science For You (SciFY)
PARTNER		PARTNER	
Department of Audio and Visual Arts of the Ionian University		16	Day Care Mental Health Center of Adolescents Children and Adults - Ivi Association for the mental health - S.O.P.S.Y. Patras
16	Day Care Mental Health Center of Adolescents Children and Adults - Ivi Association for the mental health - S.O.P.S.Y. Patras	17	Women in self-education – Breast ultrasound Cancer society & friends of Argolida "Solidarity"
17	Women in self-education – Breast ultrasound Cancer society & friends of Argolida "Solidarity"	PARTNERS	
PARTNERS		PRAXIS- Programs for Development, Social Support and Medical Cooperation	
Centre for Life – For the support of people living with HIV/AIDS		9	DemocracIT Science For You (SciFY)
PARTNERS		PARTNERS	
ELKE Harokopio University		Place Identity GR - Clusters	

DEMOCRATIC VALUES, INCLUDING HUMAN RIGHTS	
PROJECT	PROJECT PROMOTER
1	Legal Aid and Empowerment of Victims of Gendered Violence
	Diotima-Centre for Research on Women's Issues
2	Breaking the bonds of fear - Say no to hate: Information and awareness raising campaign against hate speech
	Human Rights Defence Centre
	PARTNER
	The European Wergeland Centre (Norway)
3	Action Platform for the Rights in Mental Health
	Society of Social Psychiatry and Mental Health
4	Rom and the Right to health
	Positive Voice
	PARTNER
	Hellenic Liver Patient Association «Prometheus»
5	Participative Platform for Culture: A Pilot Program at the Municipality of Korydallos
	Network for Employment and Social Care
6	React: Recording - Intervening - Tackling Discrimination - Protecting Human Rights
	PRAKSIS - Programs of Development, Social Support and Medical Cooperation
	PARTNER
	NGO Civis Plus
7	Friktoria: Paving the way for the citizens of tomorrow
	Antirropon NGO
	PARTNER
	Unesco Club for Culture of Peace
8	Enhancing intercultural dialogue and strengthening the capacity of refugee communities to defend and exercise their fundamental rights
	Greek Council for Refugees
9	Integrated intervention to support potential victims of human trafficking in the Municipality of Thessaloniki
	Family and Childcare Centre
	PARTNER
	Common benefit enterprise of Thessaloniki
10	Diversity and Racism
	Museum of Greek Children's Art
11	Promoting human rights and the integration of second generation immigrants through intercultural dialogue and cooperation
	Athens Network of Collaborating Experts (ANCE)
	PARTNER
	Greek Forum of Migrants
12	Find Human Rights a Home
	METAction, Action for Migration and Development
13	(Andar Drosero mesti Pent!): From Drosero to Freedom!
	Cultural and Educational Roma Women's Association of Drosero - Xanthi "Elpida"
14	The Re-Flower Project
	Amaka
15	Development of a support mechanism for advocacy and self-advocacy of people with intellectual disabilities
	Support and social care centre for people with intellectual disability - ESTIA
16	Forming Citizens
	Cyclisis - Education, Culture & Environment
17	Cores of Knowledge
	Children Support Center of Elefsis
18	A Creative Human Rights Lab
	Society for the Care of Minors
19	Bullying - Free: Promoting a democratic school without bullying
	Cell of Alternative Youth Activities
20	Multicultural troupe Anasa: A caravan without borders
	Anasa
21	Attempting Together
	Psychosocial Research Organization
22	Welcome to our shack
	Pelion Mountain
23	See and act differently
	SKEP

STRENGTHENED CAPACITY OF NGOS AND AN ENABLING ENVIRONMENT FOR THE SECTOR, PROMOTED	
ΕΡΓΟ	ΦΟΡΕΑΣ ΥΛΟΠΟΙΗΣΗΣ
1	Social Return on Investment
	Equal Society
2	Volunteering: Life Attitude
	Consumers' Association «The Quality of Life»- Ekpizo
	PARTNER
	Research Center- Athens University of Economics and Business
3	Create Network support the transition of the Elderly Mentally trailing people
	Support and social care centre for people with intellectual disability- Estia
	PARTNERS
	National Association of Parents and Guardians of people children mental training
	Vocational Training Centre «Margarita»
	Hellenic Dementia Society
4	Development of Counseling Centre for Women and Migrant Women "The Women House"
	Association of Women Associations of Heraklion and Heraklion Prefecture
	PARTNER
	Association for the prevention and handling of violence in the family
5	Rural NGOs: Catalysts of Social Cohesion and Sustainable Development
	Euracademy Association
6	Natural and Individualized Social Networks for Persons with Intellectual and Developmental Disabilities
	PETAGMA "Parents Association for Supported Living of the Mentally Impaired"
	PARTNER
	Hellenic Association of Organizations supporting disabled Individuals- Mentally Handicapped-Non-profit organization «MELEDON!»
7	Partnership of Youth & Citizens' Society in Action
	Association Of Friends-Volunteers of the Society for the Protection of Minors of Thessaloniki
	PARTNERS
	Society for the Protection of Minors of Thessaloniki
	Development Agency of Eastern Thessaloniki's Local Authorities - Anatoliki S.A.
8	10 Years Callisto: Capacity Building & Application of Accountability Principles
	Callisto, Wildlife and Nature Conservation Society
	PARTNER
	Hellenic Ornithological Society
9	Capacity Building of RSI "Panos Mylonas"
	Hellenic Research and Educational Institute (RSI) "Panos Mylonas" for the Road Safety and the Prevention / Reduction of Traffic Accidents
10	Develop structures and procedures related to volunteering for NGOs across Greece, through enhancing the communication among NGO and volunteers, the development of educational programs for NGOs and the creation of volunteer programs for private companies and their employees
	VOLUNTEER4GREECE NGO
11	Bonds: Strengthening and Networking of Mental Health Organizations to Improve Services to the Community
	Society of Social Psychiatry and Mental Health
	PARTNERS
	Panhellenic Federation of the Social Cooperatives of Limited Liability
	Social Cooperative Activities For Vulnerable Groups «Edra»
	Panhellenic Association for Psychological Rehabilitation and Work Integration
	Non - Profit Society Aktaia
12	Care for Effectiveness, Sustainability, Participation, Transparency
	Merimna – Society for the care of children and families facing illness and death
	PARTNER
	Friends of Merimna

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