

It is stressed to assisted groups that CARE will be as flexible as possible. It is made clear that their activities are, within reason, according to their own terms. CARE will not pressure an organisation to perform a project or activity that the group does not self-prioritise (CARE 1999: 9).<sup>21</sup>

However, despite CARE Canada's long-term project goal to "help build peace in Northwest Bosnia-Herzegovina," the means identified to accomplish it were all *short-term*.<sup>22</sup> Thus, as of April 1999, CARE Canada no longer operates in BiH, although its efforts have been transferred to Kosovo where it has undertaken another major partnership with CIDA.<sup>23</sup>

Third, in its quarterly reports to CIDA, CARE Canada, as noted above, emphasises its success as an efficient and cost-effective non-profit organisation. The indicators that it predominantly uses are quantitative and descriptive ones rather than qualitative and cognitive ones. For instance, the quantitative measures indicate how many people directly or indirectly benefited; how many women's groups were worked with; how many visits by local doctors, nurses and social workers were made, and so on. Descriptively, the reports refer to efforts such as certain workshops being held to, for example, create personal networks of "capacity building professionals". However, no emphasis was placed on qualitative indicators in CARE Canada's Final Report (1999).

### 2.3 ICACBR

The War Victims Rehabilitation Project is a cooperative endeavour between the BiH government and the World Bank to facilitate the identification, rehabilitation, and integration of people disabled by the war back into their homes and communities. The contribution of the ICACBR, which is affiliated with Queen's University, is to work with the local authorities, international organizations, health care providers, and the disabled to advance the concepts and practice of Community Based Rehabilitation (CBR). Since ICACBR's involvement in BiH began in 1993, CIDA has provided approximately C\$5.5 million.<sup>24</sup>

First, calling into question the mainstream literature's concern with publicly funded NGOs, the CBR program adopted in BiH is multifaceted. The operational difficulties of the term

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<sup>21</sup> In their general comments about NGO activities in BiH, both Gagnon (1998) and Demichelis (1998) argue that the most effective ones are precisely those that allow the local communities to define their own problems and solutions. However, Gagnon in particular, stresses that the sustainability of these projects depends on a *long term* and integrative approach.

<sup>22</sup> These included two medium scale reconstruction projects; four small-scale reconstruction projects; and strengthening at least four local groups of civil society through technical and/or financial support (CARE 1999: 1).

<sup>23</sup> One of the reasons why CARE Canada was able to receive donor funds from CIDA so quickly was that it is one of 40 NGOs which has gone through a pre-screening process and is eligible for CIDA's International Humanitarian Aid Program (IHAP), which provides up to C\$500,000 for immediate relief efforts.

<sup>24</sup> While this analysis will focus on ICACBR's efforts in BiH, team members have worked on projects in the Asia-Pacific region, North and South America, Central and Eastern Europe, and Africa including such conflict zones such as Afghanistan, Cambodia, Croatia, Mozambique, and Sri Lanka. Similar CBR projects in Russia and Kosovo have been adopted as well.