

FINAL EVALUATION

**Enhancing the physical and mental state of employees
and beneficiaries of the social protection, education and
health sector and criminal justice system in Montenegro**

Evaluators: Stefan Popovic and Masa Elezovic



PROJECT TITLE

Enhancing the physical and mental state of employees and beneficiaries of the Social Protection, Education and Health sector and Criminal Justice system in the Montenegro

PARTNERS

International Association for Human Values
Art of Living Montenegro
Local Municipalities

LOCATION OF THE ACTION

Montenegro:
Berane, Bijela, Bijelo Polje, Kolasin, Mojkovac, Niksic, Pljevlja, Podgorica, Spuz

DURATION OF THE ACTION

March 28th - September 11th 2016

TOTAL SPENT COST OF THE ACTION

6.000 £

Purchaser:

International Association for Human Values, United Kingdom

SUBCONTRACTOR

Art of Living Montenegro

EVALUATORS

Stefan Popovic is political scientist with extensive experience in work on social welfare and child protection programmes, as well as on good governance programmes within notable international organizations.

Masa Elezovic is a graphic designer, marketing manager and researcher on women and human rights with broad experience in project implementation within multiple national and international organizations and NGOs.

Table of Contents

INTRODUCTION	1
THE PROJECT	3
PROJECT GOALS	3
WORKING MATERIALS	4
CONTACT	4
EVALUATION	5
OBJECTIVE OF THE EVALUATION	5
METHODOLOGY	5
OVERALL OBJECTIVE	5
SPECIFIC OBJECTIVES	6
RELEVANCE	6
IMPACT	8
EFFICIENCY	8
SUSTAINABILITY	8
CHALLENGES	9
CONCLUSION	9
RECOMMENDATIONS	9
INDIVIDUAL PROGRAMMES	10
HOME FOR CHILDREN WITHOUT PRIMARY CAREGIVERS, BIJELA, MONTENEGRO	10
INSTITUTION FOR IMPLEMENTATION OF PENALTY SANCTIONS, SPUZ, MONTENEGRO	10
THE SECRETARIAT FOR GENERAL ADMINISTRATION AND SOCIAL SERVICES OF THE MUNICIPALITY BERANE	12
OFFICE FOR GENDER EQUALITY OF MUNICIPALITY OF BIJELO POLJE	14
SECRETARIAT FOR SOCIAL SERVICES, MUNICIPALITY OF PLJEVLJA, MONTENEGRO	15
PUBLIC INSTITUTION FOR ACCOMODATION, REHABILITATION AND RESOCIALIZATION OF THE ABUSERS OF PSYCHO-ACTIVE SUBSTANCES “KAKARICKA GORA”, PODGORICA, MONTENEGRO	18
MUNICIPALITY OF MOJKOVAC, MONTENEGRO	19
MUNICIPALITY OF KOLASIN, MONTENEGRO	22
WOMEN’S SAFE HOUSE IN MUNICIPALITY OF NIKSIC, MONTENGRO	24

INTRODUCTION

International Association for Human Values

The association was created in Geneva in 1997 by Sri Sri Ravi Shankar as a global platform for humanitarian initiatives that solve problems by uplifting human values.

Through its country organizations and partners, IAHV conducts service projects and raises funds for humanitarian and disaster relief initiatives throughout the world. IAHV is registered in the following countries: France, Germany, United Kingdom, The Netherlands, Denmark, Italy, Norway, Russia, Slovenia, USA, Canada, Serbia, South Africa, Kenya, India, United Arab Emirates, Australia, St. Lucia and the Dominican Republic.

IAHV offers programmes to reduce stress and develop leaders so that human values can flourish in people and communities. They foster the daily practice of human values – a sense of connectedness and respect for all people and the natural environment, an attitude of non-violence, and an ethic of social service. The programmes enhance clarity of mind, shift attitudes and behaviors, and develop leaders and communities that are resilient, responsible, and inspired. More about the IAHV can be found at www.iahv.org.

For this project, the IAHV UK contracted the Art of Living Montenegro to introduce and teach AOL methods to employees and beneficiaries of the Montenegrin Social Protection, Health and Education sector and Criminal Justice System.

International Art of Living Foundation

One of the world's largest volunteer-based non profits, the Art of Living is dedicated to creating a stress-free, violence-free society. The AOLF community is diverse and attracts people from all walks of life backgrounds and religious orientations. It is operating in 155 countries.

AOLF offers numerous highly effective educational and self-development programs and tools that facilitate the elimination of stress and foster deep and profound inner peace, happiness and well-being for all individuals. These programs, which include breathing techniques, meditation, yoga, and practical wisdom for daily living, have helped millions around the world to completely transform their lives.

In addition to these courses offered globally, AOLF, working in special consultative status with the United Nations Social and Economic Council, has successfully implemented numerous humanitarian projects and service initiatives including: conflict resolution programs, disaster relief, sustainable rural development, empowerment of women, prisoner

rehabilitation, education for all, environmental sustainability. More about the AOL Montenegro can be found at www.artofliving.org.

The Art of Living Montenegro

Was registered and become active in Montenegro in 2009. It operates in the cities of Podgorica, Tivat, Niksic, Kotor, Bar, Budva, Bijelo Polje, Berane, Pljevlja, Mojkovac, Kolasin and Herceg Novi. The programmes, in cooperation with different organizations, institutions and individuals are being implemented across the country. Most of the programmes were being implemented for general population, from which many joined the mission of the organization – creating the One World Family. The AOL Montenegro is a voluntary organization that functions through enthusiasm and professionalism of its members. It has five internationally certified trainers and fifty instructors trained to deliver simple programmes within their own communities. The Steering Committee has a role of coordination of the voluntaries' initiatives. More about the AOL Montenegro can be found at www.artofliving.me.

THE PROJECT

The project “*Enhancing the physical and mental state of the employees and beneficiaries of the Social Protection, Education and Health sector and Criminal Justice system in Montenegro*” at municipalities of Pljevlja, Bijelo Polje, Berane, Mojkovac, Kolasin, Podgorica, Niksic, Spuz and Bijela and was implemented by the Art of Living Montenegro organization, on behalf of the International Association for Human Values UK.

Programme is designed to teach the participants about Art of Living techniques designed to strengthen the individuals, relax them, raise their self-confidence and reduce the stress accumulated through either the stressful jobs they perform, or the living conditions they are experiencing, either as beneficiaries of the social protection system, serving prison sentences or being subjects of the substance-abuse rehabilitation centers etc. These aims are to be achieved to the provision of the series of seminars and lectures about the Art of Living techniques to the mentioned groups and conduction of two programmes: **Happiness program** & **Breath Water Sound program**. Happiness program is designed to strengthen participants and is intended for beneficiaries and employees alike. Breath Water Sound program is aimed at employees. After the completion of program, the employees are able to train current and future beneficiaries. This way the project stays sustainable and has long term benefits.

These institutions are chosen because of the nature of their work and the accessibility for their beneficiaries who have the need for these types of projects due to their hard life circumstances. Thanks to great communication with people employed in these institutions the trainers equipped them with skills and tools to continue practicing and encouraging beneficiaries to continue these good practices.

PROJECT GOALS

Main project goals are divided in 4 categories. First goal was to help people in need who are beneficiaries of Social and Health Protection Sector, Education Sector and those in the Criminal Justice System of Montenegro. Second one was helping employees to reduce work related stress and equipping them with AOL techniques that can be used in their daily work with beneficiaries. Third project goal was to upgrade capacities of AOL trainers to work with marginalized groups. Fourth goal was to strengthen AOL network of participants and volunteers.

WORKING MATERIALS

All participants of the Happiness program received brochures with pictures of each exercise and detail elaboration of all the techniques they covered so that they can continue to practice the methods independently later on.

Participants of the “Breath-Water-Sound” programme received manuals with detail instructions related to independent running of this basic programme with third parties. These manuals help them structure their future work with beneficiaries of institutions where they are employed.

CONTACT

Brochures contain all the contacts of the organizer. AOL is present in many cities and they can join weekly exercise, humanitarian actions and stay informed about everything that AOL does. Further more, online chat groups are formed in every city so that participants can stay in touch with the trainers, discuss together and more easily organize themselves.

Happiness program

AOL Happiness program is aimed at empowering individuals to overcome stress, depression and aggression. It consists of various stress-elimination techniques which include breathing, meditation and yoga. Most body toxins are released through the breath. After having released a substantial amount of emotional and physical stress through special breathing technique the entire perception on life is changed. The heart of the program is a series of take-home yogic breathing techniques that quickly clean out stress and raise energy levels, bringing back to a clear and positive state of mind. Understanding the nature of the mind gives them a greater perspective on life that enables participants not to get bothered by issues that create frustration, impatience, worry and more. The scientifically indicated benefits of the practices include higher levels of optimism, greater levels of antioxidant enzymes, stronger immunity, improved emotional regulation and more. Easy yoga poses can be incorporated into a daily routine for greater health benefits.

Breath Water Sound program

Simple breathing, sound relaxation, and meditation techniques are taught to relax the individual. These techniques teach people how to handle negative emotions such as anger, regret and depression. By dealing with these emotions, there is a sense of peace and relaxation. What follows is mental clarity, confidence and focus to find solutions for challenges of contemporary living – be it substance abuse, work related stress or lack of basic amenities.

When empowerment starts with individual transformation, it is sustainable. For communities are made up of individuals and empowered people naturally lead their communities towards progress.

EVALUATION

OBJECTIVE OF THE EVALUATION

The aim of this evaluation is to establish **the relevance** of the implemented project, **impact**, **efficiency** and **sustainability**. Additionally, the evaluation analyses positive and negative aspects of the project, so that the lessons learned might be taken into consideration for the further efforts in this area.

METHODOLOGY

Through the reports of the conducted work in each institution and municipality and the questionnaires that the beneficiaries of the Project filled, we measure the overall objective, the specific objectives, expected results and conducted activities.

Questionnaires:

Two questionnaires were given to participants after the completion of program. One was given to beneficiaries and the second one was intended for employees. Questionnaires were comprised of open questions and of statistical questions. Open questions were asking participants to provide their general impression of the program, which parts of the exercises they liked and disliked the most and also the space for provision of their own notions and ideas on the activities conducted and eventual message to the trainer who delivered it. Second part asks them to rate from 1 to 4 (where 1 means the lowest and 4 the highest grade) the general impression of the activity, to rate their mood and feeling before and after the sessions and to rate whether the activity was suitable to their needs, if the activity is usable to personal development, if it would help them to perform better at work, if it would strengthen cooperation and relations with colleagues or would they continue practicing Art of Living methods.

OVERALL OBJECTIVE

The overall objective of this Project is reduction of stress (whether work related or caused by the living conditions), increase of self-esteem and strengthening of mental state of the employees of the Social and Health Protection Sector, Education Sector and Criminal Justice System of Montenegro and of their beneficiaries.

The Project also intend to equip the mentioned categories with knowledge that enables them to practice basic Art of Living techniques independently and to transfer acquired knowledge to the third parties. Finally, the Project strives to promote Art of Living techniques and philosophy to both targeted groups and wider audience, therefore spreading the mission of the International Association of Human values beyond the extent of this specific project.

SPECIFIC OBJECTIVES

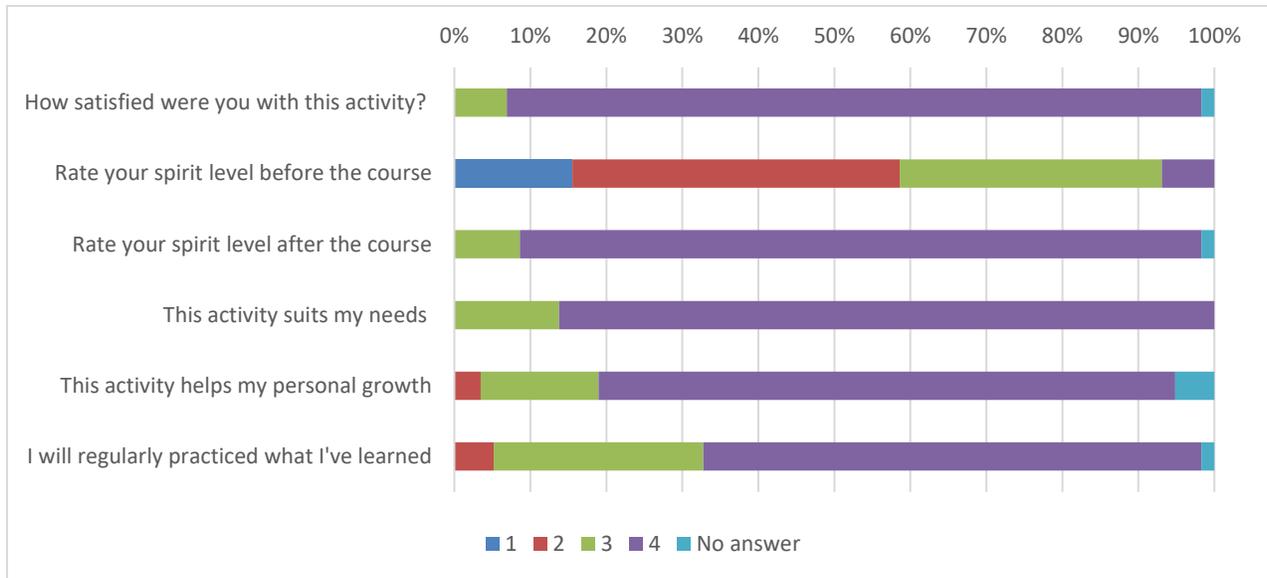
SPECIFIC OBJECTIVE	INDICATOR
Raising spirit level of participants	90% of participants rated their spirit level with maximum score
Teaching participants techniques that suit their needs	86% of participants rated the activity suiting their needs with maximum score
Helping participants in their future work performance	81% of participants rated with a maximum score that the activity helps them to do a better job
Helping participants with their personal growth	76% of participants rated with a maximum score that the activity helps them with their personal growth
Encourage participants to continue practicing what they've learned	93% of participants rated with a maximum score that their willingness to continue practicing what they've learned

Source: Art of Living Trainings in all Municipalities – questionnaire combined

RELEVANCE

Evaluation of relevance refers to the project application itself. An analysis of the project's relevance regarding the requirements: Whether the real problems were identified?

The project recognizes the problem well. This is supported by second part of the questionnaire results which show a drastic increase in spirit level of the participants after the completion of the program. 59% rated their spirit level with a mark lower than 3 stating their spirit level was bad or extremely bad, while 90% marked their spirit level with a maximum grade after the program. 86% of participants stated that the programme absolutely suits their needs while 93% intends to continue practicing AoL techniques.



Source: Art of Living Trainings in all Municipalities – all answers combined

Some of the comments state:

I feel amazing and it suits me perfectly.

I am completely satisfied with exercise and I feel totally relaxed.

Programme completely suits the need of today's alienated human and the closeness we feel during exercises is just what is needed.

Considering where I am right now, this is a true refreshment. (substance abuse programme beneficiary)

Target groups analysis

Target group analysis shows weather the right beneficiaries of project activities were identified.

The targeted groups are indeed affected with great deal of stress whether due to the nature of their work or (in case of the beneficiaries) the living conditions they found themselves in. Therefore, teaching stress-reduction, self-esteem boosting and strengthening of mental state techniques might only benefit and enable them to perform their duties, or carry on with their lives better, as they themselves feel better.

IMPACT

The project impact relates to planned and unplanned effects of the project at the level of specific and overall objectives.

Analysing carefully the Project's progress reports that were regularly sent by email after every individual programme, as well as the answers derived from the questionnaires that were filled out by the beneficiaries of the action themselves, we hold the position that the "Enhancing the physical and mental state of the employees and beneficiaries of the Social Protection, Education and Health sector and Criminal Justice system in the Montenegro" Project was in general well structured, properly targeted and hence successfully implemented. Main project goals were met as well as specific objectives. As additional argument to support this claim are recommendation letters from most of institution the project was implemented with.

EFFICIENCY

An efficiency analysis refers to the project activities and it is assessed based on whether the inputs (human resources, equipment, financial resources...) were provided and whether these inputs were well managed.

Considering the budget of the Project (6.000 £) and the number of the individuals covered by the programme (approximately 360 individuals) we would rate this activity in general quite efficient, as the cost-benefit and value for money analysis undoubtedly proves it. High efficiency was possible thanks to work of AOL volunteers. Thanks to this project International Association of Human values mission and Art of Living techniques was promoted and a strong network was formed in the cities the project was implemented.

SUSTAINABILITY

An analysis of sustainability examines whether the project's positive effects related to the results and specific objective will continue to exist even after the cessation of the project's funding.

Sustainability of this Project is secured, as the well-structured exercises, lectures and brochures that contain photographs of each position and explanation of those positions enable the beneficiaries not only to continue practicing of the Art of Living methods independently, but also to transfer the acquired knowledge to the third parties since they have anchoring in adopted knowledge and hard-copy visual guidance to do it. AOL trainer's capacities were upgraded thanks hands on work with marginalized groups. They are now capable of conducting trainings without supervision. Thanks to networks that are formed through social media communication tools, and mailing lists participants will stay informed and they can stay informed about upcoming events. This also allows them to communicate

with trainers and among themselves in order to schedule common practices and support each other.

CHALLENGES

First challenge was that AOL programmes are not very well known in Montenegro. Therefore trainers had to spend 3 days before the seminar educating people about the program and its benefits. The biggest challenge was an insufficient budget that couldn't cover all necessary expenses. Due to this, trainers had to choose the least expensive options and to volunteer, only one person during the project received honoraria. Due to lack of full time employees it is hard to organize that someone goes and checks on all previous project places. One of the challenges is the working space where the programmes were held. Sometimes the conditions were not under the control of the trainer, so it was challenging to secure a time frame that could be used undisturbed. Working space was not always suitable, in some instances the rooms were cold and the environment was noisy which affected the quality of the programme. Furthermore seminars were sometimes held during work hours so not all participants could afford to participate through the whole programme which doesn't have the same effect and benefits.

CONCLUSION

Since the positive attitude of beneficiaries about the Project is rather prevailing, we determine that there would be a great interest in learning of more advanced Art of Living techniques by the targeted groups in the future. However, considering the economic condition of the beneficiaries of the Project (general economic situation in Montenegro and extreme poverty in the northern part of the country where most of the covered municipalities are), one might conclude that financial participation could be the greatest obstacle to achieve this. It would be useful to find stable funding for some sort of charitable provision of the Art of Living methods to the groups covered, with possible symbolic financial participation by the beneficiaries.

RECOMMENDATIONS

Continuation of these programmes is advised as their impact is valuable for the communities they were held in. This is supported by a large number of participant's comments asking for next programme to be scheduled.

This is amazing, please come again.

I hope you could come more often.

It is also advised to hire a person that could help trainers with technical details such as negotiation for working space, accommodation, project reporting, project promotion and communication with media and local authorities and organizations.

INDIVIDUAL PROGRAMMES

HOME FOR CHILDREN WITHOUT PRIMARY CAREGIVERS, BIJELA, MONTENEGRO

Implementation period: during March and 5th to 11th September

Home for children without primary caregivers is situated in the coastal region of Montenegro and is one of a kind institution that offers a home for children in need. It is currently a home to 160 children aged from month to 18. In March a youth empowerment workshop with children was held. Another workshops for children and employees were held in September and the trainer stayed in the institution which helped deepen the connection between beneficiaries and the trainer. In March about 15 children aged 10 to 14 attended 3 days workshop. Attention was on an employee who passed basic and advanced AOL training (outside of the institution) and wants to conduct some simple daily practice with children. Second time about 20 children attended. It also helped the trainer to fully understand the living conditions of children. Trainer also held a Breath, Water, Sound workshop with 13 employees, together with deputy director.

The activity was conducted as a continuation of the trainings held previous year and permanently from then as a weekly follow ups.

INSTITUTION FOR IMPLEMENTATION OF PENALTY SANCTIONS, SPUZ, MONTENEGRO

Implementation period: March 28th - April 13th 2016

The implemented program:

The Institution for Implementation of Penalty Sanctions is a part of Criminal Justice System of Montenegro and deals with male and female individuals legally sentenced to serve time in prison for the crimes they have committed. Such environment is notorious by its stressful conditions for both employees and inmates and hence provides fertile ground for introduction of the Art of Living techniques since they are focused on stress reduction and strengthening of both physical and mental state.

Four seminars were held in the Institution (ZIKS) during the indicated period and involved around 84 participants, including staff, female and male convicts. Of that number, nine employees were constantly present and some have participated occasionally, 10 inmates went through full seminar and additional ten partially, from the Block "A", 15 inmates were

present all the time and additional 10 visited. From the semi-open penitentiary block, 15 inmates passed full seminar and another 15 participated occasionally.

The questionnaire:

Beneficiaries of the programme received an open questionnaire asking four simple questions: 1. general opinion on the conducted activity, 2. the part of the programme they liked the most, 3. the part of the programme they disliked the most and 4. recommendation to person who implemented the exercises. Additionally, there had a box to fill in personal opinions and notes.

All the participants graded activity in general very useful, noting that the programme helped them to reduce the stress and anxiety. Most of them liked the breathing exercises and some singled out particular asana. They had difficulty to single out any exercise they didn't like, except a few expressing dislike about the figures that required the participant to lay down on the floor. Considering the other answers of those few, these discontents should rather be attributed to the prison life and long hours of being still and idle in cells which make every exercise that included greater physical activity more welcomed.

Furthermore, great majority of the participants took liberty to use the "personal opinions box" to propose continuation of similar activities and to express hope that they shall see the instructors again. A few negative comments were related to the external disturbances, such as door knocking during the relaxation exercise or the quality of the facility in which the exercises took place.

After the training, all of the participants were given (upon approval of the security staff) brochures with covered exercises so that they can continue practicing individually and even share the activity with inmates. Additionally, they have received a few relaxation and meditation music CDs.

Considering the above, we would rate this activity as very successful and on point as the members of the targeted groups rated the Art of Living methods with great satisfaction demanding more.

Radio Free Europe made a reportage about this program with prison deputy director and AOL trainers who shared both benefits for employees and inmates.

THE SECRETARIAT FOR GENERAL ADMINISTRATION AND SOCIAL SERVICES OF THE MUNICIPALITY BERANE

Implementation period: 18th – 24th April

The implemented program:

Programme was implemented in the Municipality of Berane during the 16 days. Trainer got the chance to give a lecture about Art of living programme and methods to 20 people from SOS Berane – SOS hotline for women and children victims of domestic abuse, Center for Social Welfare as well as employees from different municipal offices. The lecture was aimed at strengthening methods that could benefit the participants in their daily work and how it could be used with their beneficiaries. After the lecture a 4-day seminar with 10 people from this group was held. The seminar consisted of AoL techniques that include breathing techniques, yoga positions designed to lengthen the spine and release the stress accumulated due to working conditions – long hours sitting in an uncomfortable position and stressful nature of work – working with victims of domestic abuse. The seminar was designed to specifically target the needs of participants and to equip them with necessary techniques that could be practiced individually after the course ends.

Another short 3-day programme with 40 Roma children from a nearby refugee camp was held. It was aimed at teaching simple techniques through games that were interesting for children. There is a big problem with discrimination of Roma population in Montenegro and the continuation of this programme with that specific target group is advisable. Daily discrimination, living in poor condition and lack of access to infrastructure available to other citizens creates additional stress and lack of self-confidence.

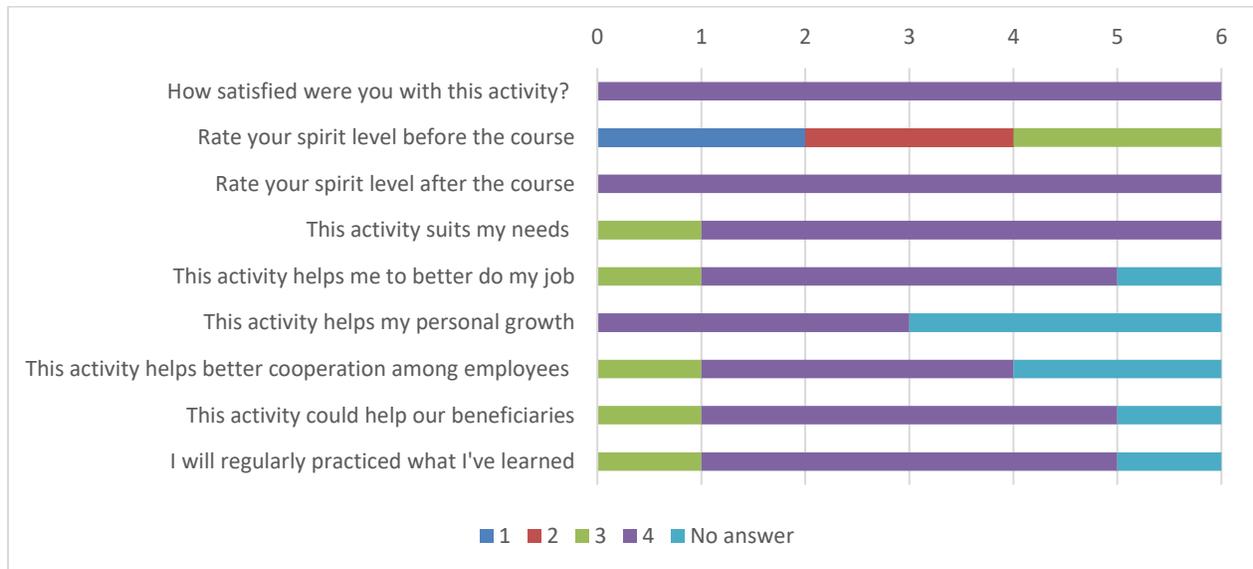
Trainer had the opportunity to present AoL programme to director of Center for Social Welfare and municipality Chief of police and possible future collaboration was agreed. She also had a chance to appear on a local radio station and present the programme, its benefits and possibilities of application to the wider public.

The questionnaire:

At the end of programme two-part questionnaire was disseminated to the participants who rated their satisfaction with the programme and had the chance to give comments in order to help the trainer improve their future work. The first part of the questionnaire showed a great deal of satisfaction among participants who highlighted the calming effect of breathing techniques and stated that this type of seminars should be repeated. The immediate positive effects to their stress level were shown in the answers. The participants didn't have any

negative comments or recommendations for improving stating that the trainer had a natural talent for this type of work.

The second part of the questionnaire brings more statistical insight into the programme from the perspective of the beneficiaries and it is in general very positive. The graph below displays the clustering of answers per each given question.



Source: Art of Living Training in the Secretariat for General Administration and Social services of the Municipality Berane, April 2016 – participants' questionnaire

The amount of positive answers that were rated with the highest mark show the overall satisfaction of participants. It also shows the immediate increase in satisfaction among them as the spirit level before and after the course shows a drastic difference, as no participant was completely satisfied with their spirit level before and all of them rated their spirit level 4 after the course. More than 60% of participants rated their absolute willingness to continue applying these techniques after the course has finished shows the acknowledged benefit of the program.

OFFICE FOR GENDER EQUALITY OF MUNICIPALITY OF BIJELO POLJE

Implementation period: 18th – 24th April 2016

The implemented program:

In municipality of Bijelo Polje a two-hour training for eight participants was held. All of them were present at trainings held a year before. Five of them were taught to conduct BWS trainings independently and they escorted the trainer to the local community of Njegnjevo and assisted her in the Breath, Water, Sound training of 20 people there.

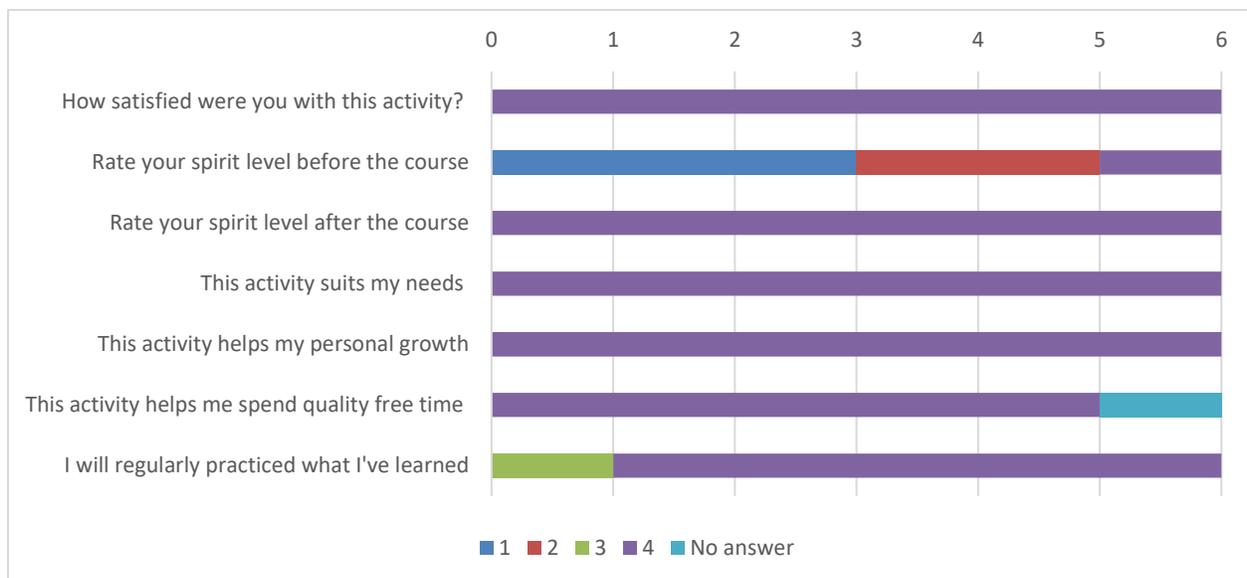
A three-day Breath, Water, Sound seminar was held on the premises of a local school and 20 women attended this seminar. Exercise included various warmup techniques, stretching of spine and muscles and yoga postures (asana). The tempo was adjusted so that everyone could choose the pace according to their own needs and abilities. In addition to physical exercise, participants practiced breathing techniques which have a strong influence on the energy increase and calming of the mind. Everyday was ended with meditation or relaxation exercise that left the participants profoundly satisfied.

Ten employees from the Institution for Implementation of Penalty Sanctions in Bijelo Polje also went through four days Happiness program training. After the training, all of the participants were given brochures with covered exercises that include picture of each position, so that they can continue practicing individually.

The questionnaire:

Participants who passed the trainings received two-part questionnaire, first part with open and second part with closed questions. First part showed overall satisfaction with the programme. Not all of them however, decided to fill in the questionnaires. Those who did, highlighted different aspects of the programme as their favorite. Some preferred yoga exercise while others enjoyed relaxation more. Almost every participant used the space provided for questions for trainer to ask when will she come again, which shows the interest in further activities in this regard.

The second part of the questionnaire gives a statistical representation of overall satisfaction. The graph shows the success rate of the programme as all the participants rated their satisfaction with a maximum score.



Source: Art of Living Training in the Office for Gender Equality of municipality of Bijelo Polje, April 2016 – participants' questionnaire

Difference before and after the completion of the programme is drastic as the majority of participants rated their spirit level before the programme with either 1 or 2 and only one participant rating it with 4, while all participants rated their spirit level with the highest score after.

SECRETARIAT FOR SOCIAL SERVICES, MUNICIPALITY OF PLJEVLJA, MONTENEGRO

Implementation period: 9th – 15th May 2016

The implemented program:

The target groups of the programme implemented in the Municipality of Pljevlja were the employees of Education system and employees of Social Protection Sector who work directly with beneficiaries and who experience great deal of stress everyday as they deal with the people who come from disadvantaged social groups, therefore having continual contact with unfortunate living conditions and disturbing life stories. Another group that was engaged was the young people (university and high school students) that are in general in vulnerable position as they are still in the phase of mental and physical development and could hence benefit from the positive outcome of the stress reduction and self-esteem boosting exercises trough youth empowerment workshop.

Upon the agreement with the Municipality of Pljevlja, the trainer delivered Art of Living lecture, seminars, trainings and workshops for around twenty people from the Secretariat for Social Services, Center for Social Welfare of Pljevlja, Day Care Center for Children with Special Needs, local Health Center, local Association of Paraplegics, and Gymnasium professors. Additional workshops were held with about 100 students of the local Gymnasium and the member of the local Youth Club. The trainer also presented the AOL methods at the local TV Station (TV Pljevlja).

The lecture on Art of Living methods was related to the strength and benefits that the methods provide, from the personal angle - during working hours with regard to work with socially vulnerable groups and, at the professional level, possibilities of practice of the methods while working with beneficiaries directly. About 20 persons from the Secretariat for Social Services, Center for Social Welfare, Day Care Center for Children with Special Needs, local Health Center, local Association of Paraplegics, students and professors of the local Gymnasium attended the two hours long lecture.

The lecture was followed up with the Happiness program which lasted four days and was delivered to fifteen persons from the above mentioned groups.

The understanding of the methodology was further strengthened by the two days long training on simple programme "Breath-Water-Sound" for eight persons who went through the HP earlier. The intention of this basic training was to enable the participants to practice AOL methods independently and to transfer the learned knowledge to the socially vulnerable groups that they work with on everyday basis.

Besides this, the trainer conducted one hour long youth empowerment workshop for strengthening of students of the local high school.

The same was afterwards conducted with the students that are members of the local Youth Club.

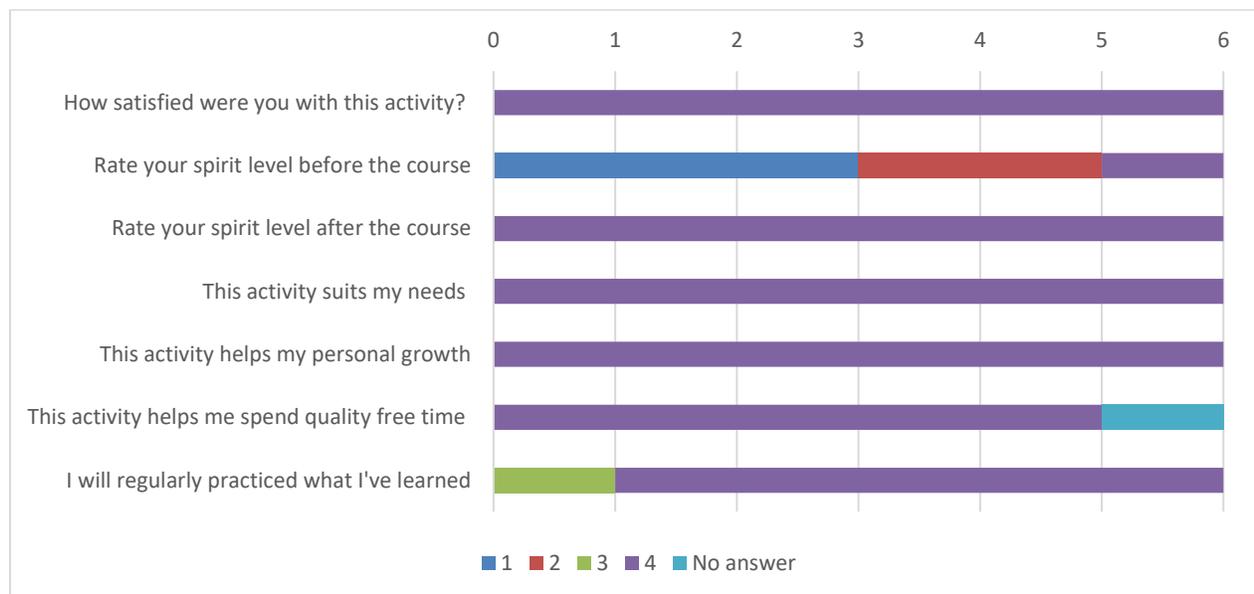
Additionally, the trainer appeared in the local TV Station's morning programme and presented the benefits and possibilities of application of the Art of Living methods to the wider audience. The recording of this appearance was repeated through the daily journals at the TV Pljevlja. Local city website announced AOL program.

The questionnaire:

At the end of the program, the eight participants that went through the Happiness programme and passed the two days "Breath-Water-Sound" training received and filled the questionnaire. Comparing all the answers from the open questionnaire, we have reached the following conclusion:

On the general impression about the activity, 99% (one participant failed to provide the answer) of the participants expressed satisfaction and positive attitude, answers ranging from good and very good to excellent. Most of them also corroborated explaining the feeling of positive change, state of pleasant tranquility and similar. While the opinion on favorite exercise differentiates from one participant to another, the negative comments on exercises were related to the external things such as the temperature in the room which was provided by the Secretariat. Only one participant stated that he/she was already familiar with Art of Living methods so he/she felt introduction story on each exercise unnecessary. However, the rest of the trainees were not at all familiar with AOL, so we did not take this comment into negative light for the training. When asked to send a message to the trainer, most of them expressed great satisfaction, demanding further programmes, while a few didn't provide the answer.

When it comes to statistically comparable answers, the attitude toward the programme was overwhelmingly positive, as most of the participants rated with grade 4 all the areas where the effect of the methodology had been assessed. Below is the graph that shows each question and answers to it.



Source: Art of Living Training in the Secretariat for Social Services in Pljevlja, May 2016 – participants' questionnaire

PUBLIC INSTITUTION FOR ACCOMODATION, REHABILITATION AND RESOCIALIZATION OF THE ABUSERS OF PSYCHO-ACTIVE SUBSTANCES “KAKARICKA GORA”, PODGORICA, MONTENEGRO

Implementation period: 19th to 24th May 2016

The implemented program:

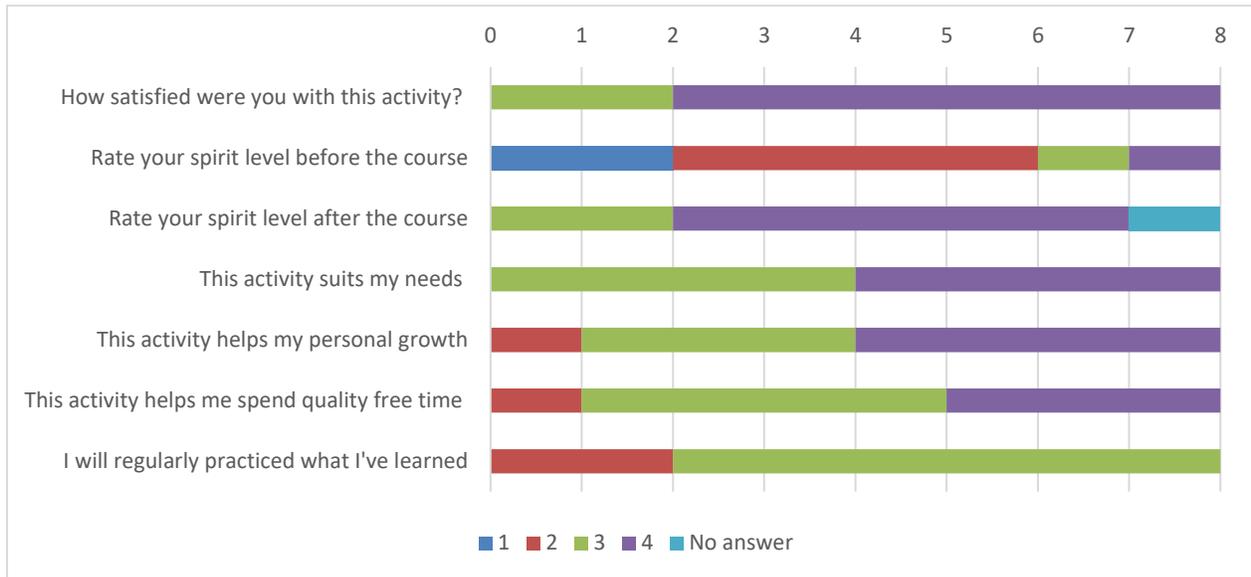
The basic Art of Living seminar attended around ten beneficiaries of the P.I. “Kakaricka gora” with occasional involvement of the several employees. The activity was conducted as a continuation of the training held previous year. This institution had been chosen due to the mental and physical condition that the individuals are experiencing during the process of the rehabilitation from the substance-abuse. Such procedure causes great deal of stress which is followed by the decrease in self-esteem and great depression related to the painful and uneasy process of fighting both physical and mental drug addiction. As the AOL methods target stress with intention to bring about tranquility, physical relaxation and mental strength, the application of these techniques can reduce significant amount of negative effects that the rehabilitation is bound to bring.

The exercises included different warming up techniques and yoga positions (asana). They practiced only simple positions in a manner that every beneficiary decided on his own tempo and the amount of exercise that suits him/her best. Besides physical workouts, they practiced breathing techniques that causes the calmness of the mind (thoughts and emotions), which had eventually led the participants to state that they felt better afterwards, more relaxed with a smile on their faces to confirm it. Most often the exercises ended up with relaxation techniques which effectually provided the state of tranquility. Besides, at the end of every session, the trainer reached the agreement with participants to do something good for the environment that day. The trainings were free of charge.

The questionnaires:

Considering the first part of the questionnaire, providing the general impression about the program, all the participants expressed profound satisfaction, noted the state of tranquility that the Art of Living methods brought them and some even noting that such approach was true refreshment in the environment they have found themselves in. While the perception of the favorite parts of the seminar differentiated from one participant to another (most favoring Sudarshan Kriya), neither of them found anything to complain besides making positive jokes on fellow participants. Over half of them demanded more of the Art of Living in the general programme of the institution.

The second part of the questionnaire brings more statistical insight into the programme from the perspective of the beneficiaries and it is in general very positive. The graph below displays the clustering of answers per each given question.



Source: Art of Living Training in the P.U. "Kakaricka gora", Podgorica, May 2016 – participants' questionnaire

Considering the number of positive answers (rated with the highest mark 4) we may say that this programme was very successful. There are very few answers that goes to the negative side while overall perception of the Art of Living methods is positive (most answers ranging from 3 to 4). Noting that no participants graded with number four that he/she would continue practicing the learned techniques regularly while most of them provide very positive answers on overall programme makes us wondering if the answer to this should be looked for in the institution's lack of enthusiasm about the Art of Living techniques, rather than in the conducted program.

MUNICIPALITY OF MOJKOVAC, MONTENEGRO

Implementation period: 6th to 16th June 2016

The implemented program:

The trainer held an introductory meeting with representatives of the Municipality of Mojkovac, representatives of the Day Care Center for Children with Special Needs and teachers from the local primary school. The purpose of the meeting was to present the Art of

Living methods of personal strengthening and benefits of its application. The trainer explained how the use of AOL techniques can be applied in their daily work and life to reduce stress and help their beneficiaries achieve the same.

The seminar on fundamentals of the Art of Living methods that lasted five days was held for around ten people from the above mentioned groups plus representatives of the Ministry of Internal Affairs and teachers from the local High School.

Three days' seminar was conducted with seven employees of the Center for Social Welfare of Mojkovac.

Two days' seminar was held with six employees of the Fire Department of the Municipality of Mojkovac.

One hour of *youth empowerment workshop* was conducted with around forty students of the local High School and the agreement on one-hour workshop with teachers of the school at the beginning of the semester was reached.

The trainer further held a meeting with the Chief of local Police where the lecture about the Art of Living methods for the law enforcement officers was agreed.

Trainer also held a meeting with representatives of the local Red Cross and presented the AOL programme and cooperation with the municipality to the third parties during multiple occasional meetings.

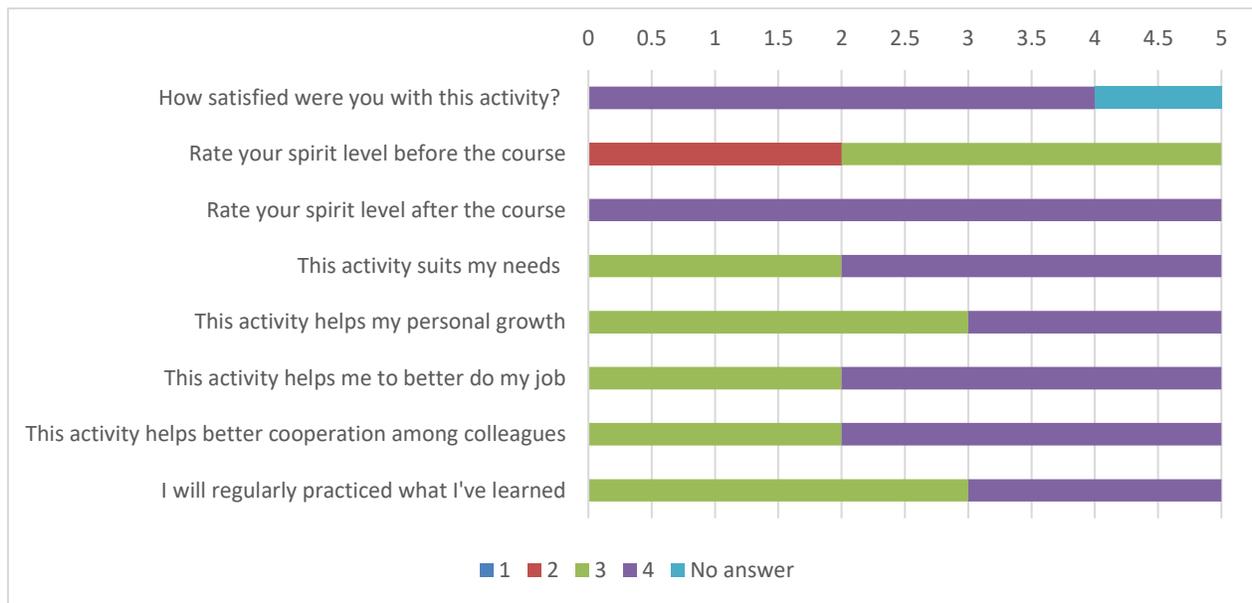
All the participants received printed brochures with pictures and detail explanation of all the exercises conducted with the instructor, which enabled them to continue practicing independently. Brochures additionally have contact details of the trainer should they want to engage in more advanced Art of Living exercise after the abandonment of the institutional placement.

The questionnaire:

Eight beneficiaries who passed the whole training received two-part questionnaires, one part with open and another with closed questions.

Considering the first part of the questionnaire, providing the general impression about the program, all the participants expressed contentment with the program, noting that the exercises helped them to achieve better concentration and additionally satisfaction about how easy was to conduct the exercises themselves. As expected, the favorite position differentiated from one participant to another while neither of them found anything to complain about. Further, all of them expressed affirmative words in regard to the trainer herself.

The second part of the questionnaire brings more statistical insight into the programme (although not all the participants filled it) from the perspective of the beneficiaries and it is altogether a positive feedback. The graph below displays the clustering of answers per each given question.



Source: Art of Living Training in the Municipality of Mojkoviac, June 2016 – participants' questionnaire

Considering the data that we obtained, we may conclude that the programme was quite successful. The prevailing grades are overall positive, ranging mostly between 3 and 4 while there were no negative grades toward the programme itself at all. Therefore, we might conclude that the presentation of the Art of Living methods in the Municipality of Mojkovac and exercised conducted with the employees of multiple organizations that work with vulnerable social groups or perform stressful jobs represents a well piloted and useful activity which displays great potential should the activity be introduced and implemented at the more advanced levels. Working with socially disadvantaged population is a stressful job in every country, especially in the ones that are still struggling with negative effects of the transition and economic crisis. Application of these methods was recognized as highly beneficial by the people directly involved with described social groups or have occupations that are extremely stressful, which only implies on the usefulness of the Art of Living techniques in these sectors.

MUNICIPALITY OF KOLASIN

Implementation period: 17th to 30th June 2016

The implemented program:

The trainer held an introductory meeting with teachers from primary, middle and music school, workers from a local hospital, Employment center, Police and organization that works with children with special needs. AoL programme benefits for personal as well as professional growth were introduced, as well as its applicability in everyday work. 30 people from this group continued on to attend a basic AoL programme that lasted 5 days and introduced them with various stress-elimination techniques which include breathing, meditation and yoga. A separate seminar dedicated to Breath, Water, Sound techniques was held with 15 people who expressed interest in learning this technique in order to become trainers themselves. Additional three-day Breath, Water, Sound seminar was held for another 10-people group and it was conducted by the people who learned how to train others during the previous BWS seminar. Aleksandra came at the end of each day to provide advice and additional guidance where necessary. One-hour workshop for 4 employees of the Center for Employment was held in order to equip them with necessary relaxation tools that could be used on a day to day basis to improve work and life quality.

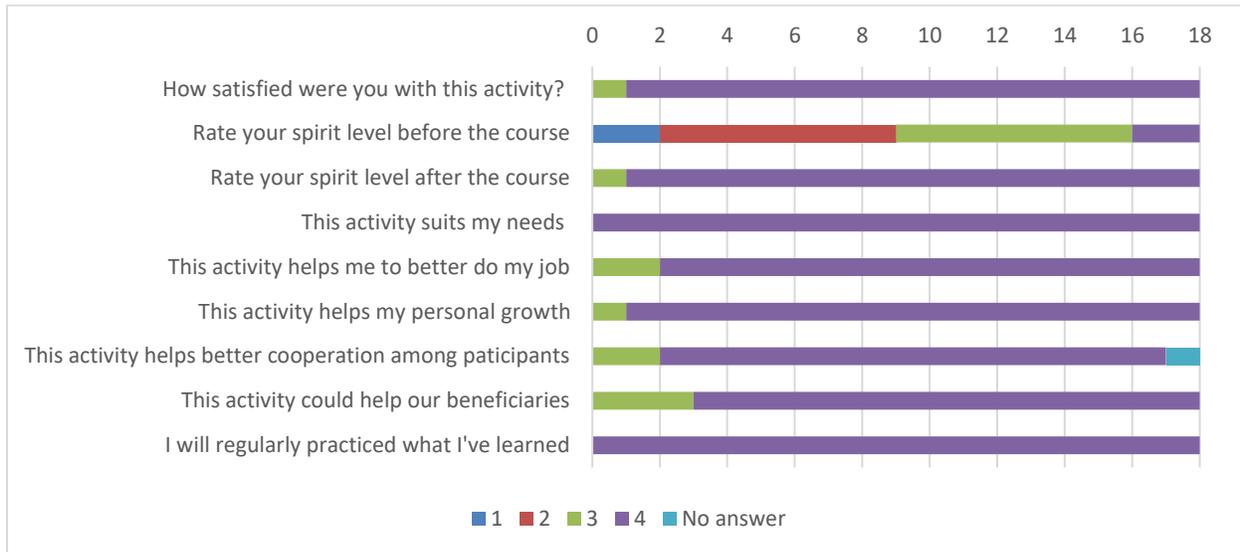
AoL programme was presented to the Chief of Police of Kolasin Municipality and future collaborations were agreed upon. Aleksandra also established contact with the local Head of the Fire Service Department and they discussed the possibilities for cooperation. After receipt of a recommendation from his colleagues from the Municipality of Mojkovac, he generally agreed on necessity to initiate these activities.

During interaction with the local community Aleksandra had a chance to present AoL through informal presentations and a practice of Thursday meetings for people interested in this and similar projects was established. A social media group was formed for easier communication and planning, trainer is a part of this group and regularly keeps in contact with interested people.

The questionnaire:

Participants that attended basic AoL programme were given a two questionnaires. One for employees and a second one for beneficiaries. Employees in the first part of their questionnaire expressed their general satisfaction with the programme and the benefits it had for them. All comments were positive and full of compliments for trainer's calmness, professionalism and kindness. One participant highlighted how the seminar helped them feel closer and more understanding of each other.

The second part of the questionnaire gave more statistical insights as participants are asked to rate their satisfaction on a scale from 1 to 4. 1 being least satisfied and 4 being most satisfied.

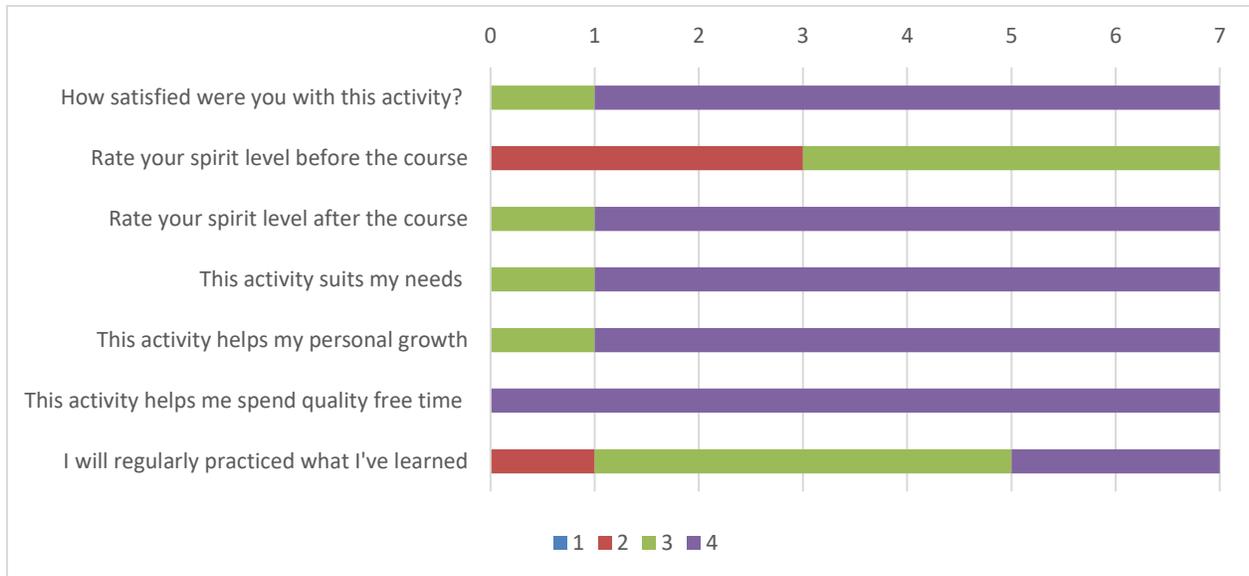


Source: Art of Living Training in the Municipality of Kolasin, June 2016 – participants' questionnaire

Questionnaire shows that all participant but one, who rated his/her satisfaction with 3, showed absolute satisfaction with the program. Benefit for their future work and their beneficiaries is visible as the majority of participants stated that it will help them in their future work.

A second questionnaire for beneficiaries showed their appreciation for the seminar and trainer. Participants pointed out which part they enjoyed the most. Some preferred relaxation while others preferred yoga exercise.

When it comes to statistically comparable answers, the attitude toward the programme was overwhelmingly positive, as most of the participants rated with grade 4 all the areas where the effect of the methodology had been assessed.



Source: Art of Living Training in the Municipality of Kolasin, June 2016 – participants’ questionnaire (BWS group)

Data from the questionnaire clearly show the benefit of the seminar as no participant rated their spirit level with grade 4 before the course, while almost all of them did after the course. Almost absolute satisfaction is visible in the chart and a willingness to continue practicing what was learned. All of the participants viewed this activity as a good way of spending free time and that It helps their personal growth.

WOMEN’S SAFE HOUSE IN MUNICIPALITY OF NIKSIC, MONTENEGRO

Implementation period: 30th May to 4th June and 5th to 12th August 2016

The Women’s Safe House provides safe shelter and transitional living services to battered women and their dependent children. Through their services, they work to empower women to make informed choices about their future. 1 in 3 women will experience some form of domestic violence within their lifetime. The Women’s Safe House serves as a safe harbor for women and families who are in immediate danger and are fleeing domestic violence. Art of Living trainer made two visits 30th May to 4th June and 5th to 12th August. She stayed in the safe house, spending her time with woman, children and employees living and working there. They exercised together. First time 21 of woman and children attended the seminar, together with employees, while the second time 15 attended. All of them passed the Happiness programme. Employees (4) were trained additionally by commentaries of Bhakti Sutra scripture to gain deeper understanding of love and how this human value can improve their

work and benefit their beneficiaries. In March employees passed HP together with employees in Women's Save House in Podgorica.

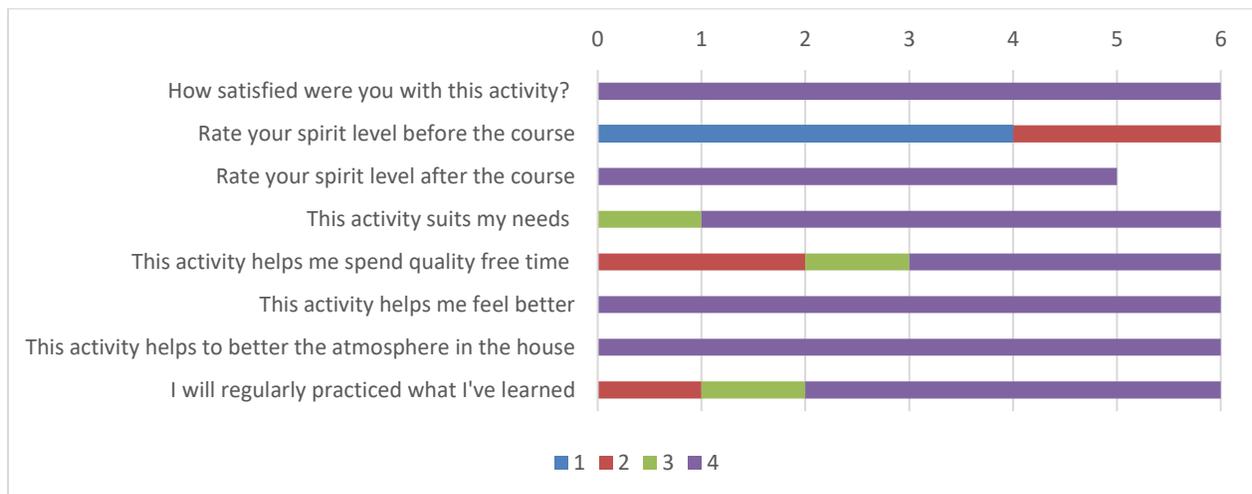
The activity was conducted as a continuation of the permanent collaboration from 2014.

The questionnaire:

Beneficiaries were given a two-part questionnaire, first part containing with open and second one with closed questions.

Answers from the first part of the questionnaire provides that the general impression of all participants was satisfactory. They noted that these exercises made them feel better and more empowered. Some of them highlighted breathing techniques as their favorite part while others preferred physical exercise. All of them expressed affirmative words in regard to the trainer herself.

The second part of the questionnaire brings more statistical insight into the programme (although not all the participants filled it) from the perspective of the beneficiaries and it is altogether a positive feedback. The graph below displays the grouping of answers per each given question.



Considering the number of positive answers (rated with the highest mark 4) we may say that this programme was very successful. There are very few answers that goes to the negative side while overall perception of the Art of Living methods is positive (most answers ranging from 3 to 4). All the participant rated their spirit level before the course with marks 1 or 2. They all stated that these activities helped them feel better and that it helped lighten up the atmosphere in the safe house. However, half of theme believe that these activities help them spend quality free time. Like in previous cases, not all participants believe they will regularly practice AOL techniques.