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EXTERNAL FINAL EVALUATION REPORT

Integrated Local Development Project

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Disclaimer

All effort has been made to ensure that the information given here is correct, and any factual error that may appear is unintended and is the sole responsibility of the consultants.

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Acronyms

AMCs	Associations of Municipalities and Cities
BiH	Bosnia and Herzegovina
DEP	Directorate for Economic Planning
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
FDPI	Federal Development Planning Institute
GE	Gender equality
ILDp	Integrated Local Development Project
LOD	Local Democracy Project
MoERRC	Ministry of Economic Relations and Regional Cooperation
MoALSG	Ministry for Administration and Local Self-Government
MDT	Municipal Development Teams
MTS	Municipal Training System
MWG	Methodology Working Group
OSCE	Organisation for Security and Cooperation in Europe
RS	Republika Srpska
SDC	Swiss Agency for Development and Cooperation
Sida	Swedish Development Agency
SNV	Netherlands Development Organisation
SPPD	Strategic Planning and Policy Development Project
UNDP	United Nations Development Program

1. Introduction

This report presents the findings of the final external evaluation of the *Integrated Local Development Project (ILDP)*, a joint initiative of the Swiss Agency for Development and Cooperation (SDC) and the UNDP BiH, funded primarily by the SDC and implemented by UNDP in the period September 2007 – July 2011 in Bosnia and Herzegovina.

1.1. Purpose and objectives of the evaluation

The purpose of the Final Project Review (FPR) is **to assess the overall ILDP relevance, quality performance, management and achievements**. Furthermore, based on overall findings related to the project implementation and considering the wider country context relevant to local development and local self-government, **make strategic recommendations towards potential direction and forward-looking project evolving concept**.

The key evaluation questions to be answered, as specified in the TOR were:

- Are the project's objectives and outputs appropriate and strategic to the needs of the country?
- Are the project's actions to achieve the outputs quality, effective and efficient?
- To what extent has the project created local ownership over the project?
- What are the positive and negative, intended and unintended, changes brought about by the project's interventions?
- To what extent are the results sustainable? Will the outputs lead to potential actions beyond the lifespan of the project?
- How could be project results further sustainably projected and expanded into the strategic framework of higher government level's strategies and policies, while recognizing the broader local government agenda of BiH?
- What is, if relevant, an after-project conceptualization of possible direction and interventions, which would meaningfully build on the sustainable project achievements, while also considering potential expanding of project scope, as per the existing BiH local government and local development situation and the wider agenda of the country towards integration to the European Union?

1.2. Scope and methodology of the evaluation

The evaluation was carried out by a team of two consultants – one international (team leader) and one national consultant, with significant experience in evaluating social development projects and programs, good knowledge of the country and expertise in local governance.

The timeframe for the evaluation was 15 March – 10 April 2011, while the evaluation methods encompassed a desk review of relevant project documentation, and field visits where semi-structured interviews were held with a number of stakeholders (*see Annex 4: List of Interviewees and Evaluation Schedule*).

More specifically, the evaluators have engaged in the following activities:

- Review of project documentation such as project proposal, annual reports, mid-term evaluation report, materials and publications produced within the project (*see Annex 2: Reviewed Project Documents*);
- 15 Semi-structured interview with project partners;
- 5 semi-structured interview with donors;
- Presentation of key findings to UNDP's Resident Representative, Deputy Resident Representative, project staff – validation of findings;

For the purpose of the evaluation, an interview guide for various stakeholders to be interviewed was developed (*see Annex 2 Evaluation Questions*).

1.3. Report structure

The evaluation report consists of five main chapters. The purpose and the methodology of evaluation are introduced in the first chapter. The second chapter provides a brief outline of project profile and the third chapter is structured around key evaluation findings based on the evaluation criteria of relevance of the intervention, effectiveness at the level of project objectives and intended outputs, and prospects for sustainability of project results. In this chapter key findings and achievements are outlined as well as the challenges to be addressed in the future. The fourth chapter of the report deals with lessons learnt and the last (fifth) chapter is focused the strategic recommendations for future programming.

2. Project profile

2.1. Country context

Bosnia and Herzegovina (BiH) has made considerable strides in recent years in moving from post-war recovery to a potential European Union accession candidate. Since 1995, the country has managed to greatly alleviate the problem of internally displaced, rebuild a vast amount of infrastructure devastated by war and restore peace, security and the freedom of movement throughout its territory. In July 2008, the European Union and BiH signed the Stabilization and Association Agreement which creates a far-reaching contractual relationship between both sides entailing mutual rights and obligations. Despite occasional political disaccords the country has fulfilled all the requirements for visa liberalization and is gradually moving towards meeting NATO and EU pre-accession requirements.

Nonetheless, considerable challenges still confront BiH which, in some respects are commonly shared with other countries in transition but are in other respects quite specific. These challenges can be classified in two separate groups. The first group relates to the country being burdened with a set of systematic administrative weaknesses. That includes a cumbersome governance structure, a lack of orientation towards a free-market economy and obsolete public sector practices. The second group includes considerable poverty and a widened development gap among different regions, most notably between urban centres and rural areas. In rural areas in particular, unemployment and poverty is particularly present, with notable social exclusion among vulnerable groups.

Placed within the complex and precarious political, social and economic context of Bosnia and Herzegovina and facing challenges brought by multi-faceted needs and scarce financial resources, in recent years local development processes and practices became more vivid, autonomous and responsive to existing local needs.

A growing number of actors have advocated for the opinion that problems at hand can be best addressed and resolved through local action. Local governments are thus seen as the most

appropriate level of government to identify, as well as to meet the demands and needs of the citizens. However, local development is largely characterized by a narrow LED agenda, and there is often lack of effort to integrate other areas of activity as well as to draw synergies with wider social development objectives. As a result of this, the issues of inclusion, equality and non-discrimination are largely absent from the planning processes and key policy documents.

There is an agreement that municipal level is important in addressing the needs and priorities of the citizens, but it is equally important to remember the framework in which the local governments operate characterized by poor capacities, human, organizational and financial, as well as limited authorities of the local governments. UNDP and SDC have grasped the opportunity to fill this gap by introducing the modern and professional local development planning, in which an integrated and inclusive approach have been applied.

2.2. Project summary

Aiming at evidence-based modernisation and professionalization of local development planning in Bosnia and Herzegovina, one of the objectives of the Integrated Local Development Project (ILDP), a joint initiative of the Swiss Agency for Development and Cooperation (SDC) and the UNDP Bosnia and Herzegovina (BiH), implemented in partnership with the BiH Ministry for Human Rights and Refugees, the Federal Ministry of Justice, the RS Ministry for Administration and Local Self-Governance and entities Associations of Municipalities and Cities, is to create and anchor an integrated and inclusive local development planning methodology, thus providing for a formulated and action-oriented single local planning system in Bosnia and Herzegovina and enhance local governments` capacities in local planning and project delivery.

Planned activities under the ILDP are designed around three inter-connected components:

- (i) development and promotion of best-practice and unified development planning approach enabling the attainment of economic, social and political inclusion;
- (ii) local capacity development for effective strategizing of local development; programme and project design and management, including the introduction of innovative service delivery mechanisms;
- (iii) securing participation of local civil society, to enhance local democracy and provide external scrutiny of development choices and practices.

Since 2008 to date the ILDP focused its efforts on the participatory elaboration and institutional anchoring of a unified local development planning methodology and its application in 24 BiH partner municipalities, characterised by socially inclusive and participatory planning. Therefore, the project worked both at the policy-level, facilitating a policy-formulation process, while also interacted closely at the municipal level, channelling targeted assistance and strengthening the capacities of municipalities in BiH to undergo quality integrated and inclusive planning processes and further be well prepared to operationalise the local strategies and effectively implement them. A lead project strategy was to apply an integrated approach to support local development in BiH, addressing the entire local development cycle from strategy creation to practical implementation of concrete local priorities, while providing capacity development assistance to both municipalities and local socio-economic stakeholders. The project explicitly recognizes social inclusion and gender mainstreaming.

The project targets 24 geographically diverse municipalities of various levels of development and local planning capacities (core 20 and additional 4 associate municipalities). The value of the project was USD 3,130,000.

3. Key evaluation findings

This part of the report presents the key evaluation findings based on the evaluation criteria of relevance, effectiveness, and sustainability.

3.1. Project relevance

The ILDP's relevance was assessed against (1) broader political and social context, (2) needs and priorities of the target groups and (3) involvement of relevant stakeholder and their ownership of the project.

3.1.1. Project relevance to the political and social context of BiH

The project interventions are assessed by stakeholders and the evaluators **as highly relevant to the broader political and social circumstances of the country**. Namely, Bosnia and Herzegovina lacks, at all levels of governance, the integrated and systemic approach to strategic planning. There is a **lack of relevant legal and institutional framework** defining the strategic planning system, which would ensure vertical linkages of developed strategic documents from state to local level. Also, local governments, operating in a complex context characterised by fragmentation of competences and accountabilities, usually **lack capacities for integrated and systematic approach in their local development planning** based on local needs and demands. Different methodologies for development of local strategies are applied in the country, poorly linked to municipal budget cycle and quite often too focused on local economic development agenda without appropriate mechanisms for social inclusion and environment issues. **The elaboration of standard ILDP methodology enabled the country to develop and institutionalise unified and integrated approach to local development planning applied in 24 pilot municipalities**. In the view of key institutional partners this is assessed to be a great advantage in the process of EU integration of the country. As experience from other transitional countries proves the ability to plan effectively, build partnerships and ensure positive changes in the people's lives is an important precondition for success in this process.

3.1.2. Project relevance to the needs and priorities of the target group

ILDP is assessed as **highly relevant to the needs and priorities of the target group**. The participating municipalities have chosen to take part in the project as they were in a need of **getting technical assistance** in the process of integrated and inclusive strategic planning. Interviewed municipalities highlighted that participating in the ILDP has helped them to use scarce resources more efficiently and effectively and that the staff has been trained and gained relevant planning skills. They also stated that the ILDP has facilitated cooperation with local community helping them to better understand and link to the real needs on the ground. ILDP enabled this cooperation with the citizens by ensuring CSO participation in the project and collecting the relevant community-based data on which the strategy to be developed was based. CSO's ability to identify and articulate the needs of the citizens confirmed the relevance of ILDP to the needs of the specific target groups they were representing such as unemployed persons, disabled persons, women, young people, national minorities etc. whose needs were included into the final local strategic documents.

3.1.3. Project relevance to the ownership and involvement of project stakeholders

Although ILDP is an initiative taken by the donor community, SDC and UNDP BiH, evaluators assess the project **as highly relevant to the level of involvement and ownership** of the project

stakeholders. The local ownership has been created successfully applying several strategies. Firstly a **very wide array of stakeholders have been involved** and participated in the process of development of ILDP methodology such as relevant municipal staff, senior management, trainers, local consultants in the area, the representatives of the ministries, CSOs and academia. The evaluators have noticed that the interviewed members of the Methodology Working Group (MWG) perceive the ILDP methodology as their own and genuinely care about its future. Also, **key institutional key partners¹ emphasized the satisfaction with the involvement** in the project as well as that they see the formulated methodology as their own. This is mostly evident in the fact that ministry representatives actively participated in the development of the methodology, later adopted by the entity governments, which issued recommendations to the municipalities to apply the formulated methodology. Secondly, the beneficiaries of the ILDP have confirmed that they have managed and controlled different project interventions as **their needs, demands and suggestions were well integrated** throughout its implementation. Also, ILDP extended the ownership towards community citizens and **ensured popular participation** by CSO involvement. Finally, ILDP has a **great potential for replication** across the time and space which makes it highly relevant for current as well as future project beneficiaries.

Regarding the **relevant international organizations** such as OSCE, SNV, SIDA and UNDP's projects SPPD, LOD and MTS, all active in the area of local development, the general position was that they all were satisfied with the involvement in the project and the information sharing about its ongoing project interventions. Regular meetings were organized for the purpose of information sharing and avoidance of overlapping and duplication of work.

3.1.4. Conclusions

As BiH lacks integrated, participatory and systemic approach to the strategic planning the **ILDP is assessed to be highly relevant to the broader political and social context** in the country. Also, ILDP is assessed as highly relevant to the needs and priorities of its target group and stakeholders as it was based on real needs of the beneficiaries to receive required technical assistance for strategic planning process, which in turn resulted into improved efficiency and effectiveness, increased skills and knowledge and stronger links to community citizens. Finally, the ILDP is assessed as highly relevant to the level of involvement and ownership as it gathered all relevant stakeholders who confirmed their ownership over ILDP outputs and has great potential for replication across time and space in the country.

3.2. Project effectiveness

In general, the ILDP is assessed as highly effective. All project activities were delivered as planned in the technical project proposal. Below, each of the formulated project objectives and intended outputs will be discussed in relation to the level of effectiveness as well as challenges to be addressed.

3.2.1. Developing integrative and inclusive local development planning methodology

Objective 1: *Develop and introduce high quality municipal development planning approaches enabling the attainment of economic, social and political inclusion.*

¹ Ministry for Human Rights and Refugees, RS Ministry for Administration and Local Self-Governance, FBiH Ministry of Justice, FBiH Association of Municipalities and Cities, RS Association of Municipalities and Cities.

Intended output: A new local planning methodology is devised, fully documented and widely disseminated, which promotes EU standards of local governance; placing particular emphasis on social inclusion and environmental protection as planning goals.

3.2.1.1. Key findings and achievements

Under this objective ILDP is assessed to be highly effective. A **Policy note** on the guiding principles for local planning in BiH was developed and agreed upon by all involved stakeholders. A standardized **methodology for local development planning**, promoting EU standards for local governance, social inclusion and environmental protection, has been successfully developed and introduced in the participating municipalities. Although a bit complicated and challenging to be used on their own, particularly by small and underdeveloped municipalities, all interviewees find the methodology useful. Also, ILDP provided **training courses on the planning methodology** and **Training of Trainers sessions**. This has resulted in the design of an interactive training course on the local development methodology for the country, which was delivered to more than 170 representatives at local, cantonal, entity and state level, thus creating a critical mass of people who understand and know how to practically apply the planning method. The **selection of 24 municipalities** was completed and formal partnership agreements reached and launched in order to secure commitment and active participation, with strong support from entity and state ministries. In addition, **Baseline Appraisal Schema** was developed, which resulted in a **new local development planning capacity assessment methodology**, upholding the standards affirmed within the new local planning methodology. Also, **Excel-based database software** was produced for the purpose of serving as a comprehensive local data collection tool, which enabled a systematic data collection at municipal level.

The formulation and institutionalisation of the developed methodology for local development planning has directly contributed to the changes in the current planning system in BiH bringing the focus to a more integrated and participatory strategic planning approach rather than focusing on sectoral approach. In addition, a great added value of the ILDP has been the fact that strategic plans have been linked to the financial budget. Also, the project has contributed to the improved vertical coordination and connectedness, although, additional efforts need to be done in this respect, which would require specially designed interventions in order to address this in the possible future programming.

Local beneficiaries have stated that ILDP approach to strategic planning has given the municipalities an opportunity to create strategies based on the local needs and priorities, without the negative interference of higher-level politics. The big achievement within the project was the fact that all 24 participating municipalities have developed a local strategic plan that has been approved by Municipal Councils. Also, the standardized methodology has been adopted and recommended by entity governments dealing with issues related to government and self-government. However, the wider use and application of formulated methodology for strategic planning development cannot be imposed on remaining municipalities by higher level of government as that would mean a violation of the autonomy of municipalities. Different tools might be at disposal such as promotion of good practices, as well as inclusion of having a developed strategic plan as one of selection criteria in public tenders. The remaining challenge is related to the promotion and application of the methodology for local development planning among the other municipalities across the country. This would be crucial for the sustainability of the methodology, as well as for reaching a level of systematised local planning with a country-wide scope.

3.2.1.2. Challenges to be addressed

The local development planning methodology

- Considering the fact that BiH local governments vary in terms of administrative capacities and size and in order to enable broad appliance of the local planning methodology, some fine-tuning might be necessary, based on the lessons learned and practical experiences from its pilot application. One of the remaining challenges is to use the methodology in an adequate way, adjusted to local conditions. As it is developed as a standard, to fit various circumstances, it has to ensure that a minimum set of standards are kept. Generally, the methodology provides for flexibility to be applied based on the specific situation at the local level. However, evaluation found that in some smaller municipalities stakeholders used the methodology in a mechanical way, following all its steps and formats as a must and this caused difficulties in the process.
- Furthermore, methodology seems too prescriptive and in some cases might limit the creative and innovative thinking at the local level, therefore a balance needs to be found between unified methodological approach and creativity and innovation.

Further institutional anchoring of the methodology

- The question of who will further take the ownership of the methodology remains open at the moment and needs to be addressed in the future, while developing an exit strategy. The issue of ownership refers to a network of relevant institutions which would ensure (1) anchoring of the planning tool into the strategic planning institutional framework at all government levels, (2) further promotion and application of the planning methodology country-wide and, finally, (3) strengthening capacities of all relevant higher level institutions involved in strategic planning to be able to support and integrate the local planning level into the broader planning framework and actions.
- Despite the fact that the local planning methodology got institutional anchoring via formal recommendations by both entity Governments and both AMCs, its further institutional sustaining might be sought through embedding its principles and standards into the relevant existing and/or emerging legislation.

Capacity-building

- From the viewpoint of the mandate of both AMCs, they represent the most logical “home” for further institutional and capacity building support related to scaling-up local development planning in BiH. However, despite the fact that they significantly contributed to the success of the project, their capacities remain insufficient to carry out the responsibility described above.

3.2.1.3. Effective project design and management

Objective 2: *Develop skills for effective programme/project design and management, compliant with EU standards, and promote the adoption of innovative service delivery mechanisms.*

Intended output: *Improved strategic management, development project delivery and direct support.*

Key findings and achievements

Under this project objective the ILDP is assessed to be highly effective. Tailored technical assistance and various capacity-building interventions were provided to local planning teams on elaboration of local development strategies, which contributed to increased theoretical knowledge and practical skills in the area of local planning and management. Ultimately, 23 integrated and participatory local

development strategies were adopted by Municipal Councils/Assemblies in early 2011 and their financial frameworks subsumed within 2011 municipal budget.

The **Local Development Planning Training Program** was designed as a capacity development tool for the elaboration of development planning methodology as well as the creation of the necessary knowledge and skills of the local planning process, which rests on the principles of inclusion and environment protection. In this project component several tools were used to achieve the formulated objective such as the application of the new capacity assessment method in which more than 1330 local stakeholders took part. As a result of that 24 capacity assessment reports were prepared in which capacity improvement actions were indicated such as training to be delivered and measures to be taken by the respective municipal administration. In addition, 12 practical training modules were designed and 51 trainings were delivered in a period of 13 months, with the total number of 959 participants, out of which 60% were men, and 40% were women.

Intensive and **tailored technical assistance** has been provided to 24 partner municipalities, which equipped local partners for the strategic planning in social, economic and environmental sectors. 75 coaching sessions were organized in partner municipalities and delivered to 500 local government officials and supported them in elaborating the inclusive and integrated local development strategies. All core partner municipalities were equipped with one computer per municipality, which in turn strengthening their technical capacities for the planning process.

Finally, under this project objective a set of selection criteria at the local level were designed upon the agreement with local municipal leadership and approval by the Project Board for the selection of the local projects. These criteria were applied in practice and focus was placed on contribution to the practical implementation of adopted strategic plans. 23 local projects were selected and launched in February 2011 addressing the needs and priorities of the local population.

23 infrastructure projects funded through ILDP and co-funded by partner municipalities are in the process of implementation and will be finalised by end of June 2011. The average financial contribution from the ILDP budget to each local initiative amounts to approximately USD 35,000, where the average total budget for a project is approximately USD 60,000. These projects contribute to the implementation of local strategies' and improve quality of life and public service delivery for communities. Among the entire package of projects, 20 are infrastructure-related (school infrastructure, kindergartens, water-supply, tourist and business infrastructure etc.), while 3 are dealing with spatial and regulatory planning. Feedback from interviewed partners demonstrates that it is possible to attain better project impact at the local level through a determined engagement of partner municipalities, while building their project delivery and absorption capacities. Furthermore, against the minimum co-funding contribution by municipalities set at 20% by the project document, this intervention ensured approximately 50% of financial matching funds for the implementation of community priorities. Therefore, considering the relatively small-scale investment, the ILDP managed to achieve substantial financial mobilisation of matching resources from municipal budgets and citizens. Also, ILDP produced pipeline projects originating from integrated local strategies, which were developed into fully-fledged project proposals with the support of the ILDP and are now ready for implementation or application for funding from external sources.

In general, the opportunity to participate in the trainings related to the development and implementation of methodology for local development planning as well as on project development and management has been highly appreciated. Other benefits mentioned in the interviews were the opportunity for networking, inter-municipal cooperation and getting to know other and new people for exchange of experience. The developed strategic plans have received funding support for direct strategy implementation of certain projects originating from strategy. Focus of these projects have been on employment, improved life conditions of socially excluded groups, enabling economic activities and improved service delivery. These project interventions have contributed to the

operationalisation of the strategic plans as well as strengthened the capacities of municipal administrations.

3.2.1.4. Challenges to be addressed

- Evaluation identified that in many cases throughout the strategic planning process data was difficult to access by MDTs and often – not available (due to many factors, among which the fact that last census was conducted back in 1991). Additional efforts are needed to unify and systematise data collection process at the local level, as well as to vertically link local and higher government levels` statistics.
- Another challenge to be considered in the future relates to the linkage between strategic and spatial planning, whereas in majority of cases local governments do not have updated spatial plans and this hampers the linkage between the two documents.
- Evaluation came up with observation that there is a lack of concrete responsibilities in municipal administration to carry out strategies` implementation and this refers to absence of strategic management function in general. Therefore there is the direct risk that the newly developed integrated and participatory strategies will remain on the shelves of municipalities.

3.2.2. CSO participation

Objective 3: *Ensure civil society participation in development planning and scrutiny*

Intended output: *Facilitation of external civil society “check” and participation.*

3.2.2.1. Key findings and achievements

The third objective of the ILDP aimed at ensuring the participation of the civil society organizations (CSO) and their target groups in the process of strategic planning and strengthening their capacities to effectively engage in policy formulation processes. This objective **is assessed to be highly effective** as organized project interventions ensured CSO participation in the strategic planning process itself but also the development and delivery of projects designed by participating CSOs.

Municipal Development Teams (MDTs) were established in all 24 municipalities as core planning bodies in which 332 representatives (224 males, 108 females) from administration and their socio-economic partners took part. **Local Community Partnership Groups** were established in 24 municipalities reaching out to 1400 socio-economic stakeholders. These bodies have contributed to the strategic planning process by providing regular feedback on local priorities. **18 focus group meetings** with socially excluded, vulnerable and minority groups were organised in which 189 participants took part, thus ensuring citizens` participation in the project. **Information meetings with CSOs** were organised, in which more than 50 community-based organisations and 236 representatives took part. In addition, ILDP did a research and compilation of the existing publications and practices related to citizens` participation and, as a result, a **Citizen Participation in Local Strategic Planning in BiH Manual** was developed.

The benefits of ensuring CSO participation and the groups they represented were many. For some of the participating CSOs this was the first opportunity to make their voice heard towards the municipal authorities. ILDP provided a good basis for developing a strategic plan based on the needs and priorities of the citizens as articulated by the community-based organisations. For others, who have had previous cooperation with municipalities, ILDP contributed to confirming and strengthening the relationship between CSOs and local self-government. In general, the satisfaction of the CSOs with the level and quality of involvement in the project has been high. The participating CSOs and the community groups they represent have managed to integrate their demands into the municipal

strategic plans for 2011-2012. Previously, this happened only occasionally and on ad-hoc basis. At the same time ILDP contributed to the developing and strengthening good governance principles of involvement of citizens into the strategic planning process incorporating their needs and priorities.

The involvement of CSOs into the project planning has also contributed to improved quality of the strategic plans as participating CSOs were collecting relevant data in the field on unemployment, vulnerable groups such as women, young people, national minorities, disabled persons etc. As a result, municipalities were able to develop specific strategic objectives based on facts and collected data. However, it has been stated in the interviews that the interest of CSOs to participate was quite low. In one municipality, out of 27 existing CSOs 12 came to the information meeting and only two submitted project proposals. In the view of evaluators it would be desirable to make additional efforts to motivate more CSOs to participate and propose projects. Possible reasons for low participation in ILDP are related to ignorance, low level of activism among CSOs, lack of capacities to develop and manage projects, lack of internal organizational and financial capacity etc.

Stated benefits for CSOs were capacity-building trainings, inclusion of various target groups represented by participating CSOs, awareness-raising, stronger cooperation with local self-governments, higher level of CSO participation etc.

However, what needs to be strengthened in the future of the project are CSO participation mechanisms. As far as the evaluators are aware public hearing is the only existing participation mechanism, which very often does not attract sufficient number of CSOs nor individual citizens. Specific promotion activities would be recommended as well as introduction of other participation mechanisms suitable for the specific local context. It appears that CSOs were of the opinion that the allocated project funds were too small. No less useful project interventions were identified.

3.2.2.2. Challenges to be addressed

- Although partner communities have demonstrated clearly through the project that they are capable and enthusiastically willing to engage in the processes of policy-formulation, additional efforts and facilitation are needed in order to achieve meaningful engagement of local stakeholders. In addition, a challenge remains the limited interest and engagement of local business community into the local affairs.
- Interviews with stakeholders suggest that the overall capacity of local governments and civil society organisations to address social inclusion in an effective manner remains rather insufficient. This is particularly valid for community-based organisations, which lack experiences, resources and critical mass of supporters, which, in result, places them at the periphery of public and social life and prevents practical results of their efforts.
- Although the project managed to voice-out particular socially-excluded groups within target localities and embed their immediate needs into local development strategies, the evaluators perceived that in general the commitment of local governments on the matter of social inclusion and participatory policy-making remains perfunctory.
- Another remaining challenge outlined by the evaluation is developing and adapting to the local context the adequate approach and finding more quality and effective ways to outreach socially excluded groups at the local level.

3.2.3. Conclusions

Within the scope of the ILDP project a local development planning methodology was successfully developed and introduced in all 24 participating municipalities. This methodology proved to be a very useful tool for integrated and socially inclusive local strategic development process. However, there

are a number of issues that need to be addressed in order to further assert, promote and institutionally anchor the local planning methodology for BiH. It is important to continue to focus on the implementation of the strategies of the current partner municipalities, so as to ensure that the formulated strategic document become reality, as well as to involve additional municipalities into the project, so as to spread the scope of project achievements to the wider number of the municipalities. Also, the issue of ownership of the methodology remains an open question and needs to be addressed in future programming when developing exit strategy.

A number of different tailor-made technical assistance and capacity-building interventions were provided so as to equip local municipalities and other relevant stakeholders for the strategic planning based on the principles of social inclusion and environmental protection. As a result of this ILDP contributed to the improved capacities of the stakeholders in the area of effective project design and management as well as to the ownership of its outputs.

Observations and feedback from participating stakeholders came to show that in many cases socially excluded groups and their representative non-governmental organisations were engaged into policy-formulation process for a first time. Therefore, these entered the process with minimum, almost non-existing level of capacity and throughout the process gained real experiences and were able to see their concrete ideas and results from work – embedded into the new local development strategy.

Local governments were the primary owners and leaders of local strategic planning processes. Therefore, in majority of cases a change of attitudes and behaviour could be captured, in the light of placing more focus and attention to the matters of integrated development and social inclusion, enabling a more open, transparent and inclusive decision-making process.

3.3. Prospects for project sustainability

The prospects for project sustainability have been assessed and analyzed based on (1) **sustainability of the ILDP methodology, the planning process and availability of local capacities**, (2) **sustainability in terms of overall strategic planning framework and national responsibility and institutional ownership of the ILDP methodology**. The first aspect of sustainability refers to the usefulness of the methodology for local development planning in the perspective of the participating municipalities and socioeconomic partners, as well as their motivation and sufficient knowledge and skills for its application, update and management of the planning process. Also, sustainability is checked against the community involvement and willingness of other municipalities to apply the ILDP methodology. The second aspect of sustainability means that the ILDP methodology is accepted as a planning tool by higher levels of government and it is anchored within the national planning framework. This means that support and advice to municipalities continues to be provided by national institutions and the methodology is still to be promoted even if the project is closed down. Moreover, the unified local planning framework is subsumed into the emerging country strategic planning framework and thus provides for a more coherent development system, based on best practice experience within EU.

3.3.1. Key findings and achievements

Sustainability of the ILDP methodology and the planning process and existence of local capacities among participating municipalities has been ensured utilizing several important tools:

Tailor made training and technical assistance based on the comprehensive capacity appraisal was provided to pilot municipalities to better address capacity gaps and develop their own local planning capacities. Several knowledge products “*Praktikums*” have been developed providing detailed guidelines for municipalities on how to use the methodology and how to organize the process in practice. The municipal teams, which were interviewed, have stated that they have the capacities

and knowledge to update local development strategies without much external support. They have also indicated that they would be ready to help partner/neighbouring municipalities to work out local development strategies. Major challenges that they have identified were the need for good facilitation and consensus building support in the process of strategy development and support of strategy implementation.

Informal structures (working groups) and formal (Local development teams) were established and trained to embed the ILDP methodology into local systems of administration and ensure sustainability of the process. However, it was felt that there is a lack of clarity over the role of MDTs in the process of implementation and that there is a clear need for a unit or a position in the municipality having primary responsibility for local development planning, monitoring and implementation.

It is important that project and programmes developed within the local development plans are linked to local resources. However, in order to insure sustainability of local development plans additional efforts need to be made to link strategic priorities with the yearly budget cycle and translate them into the operational plans of departments. The local development plan or strategy should become a real management tool for local stakeholders.

Local partnerships have been facilitated involving CSOs and the business community to create ownership by the entire local community.

The following efforts to ensure *sustainability of the methodology and planning process in terms of overall strategic planning framework and national responsibility and ownership of the ILDP methodology* have been made:

A unified policy view and local integrated and socially inclusive planning methodology were created in a highly participatory manner, institutionalised by both entity Governments and adopted by both Associations of Municipalities and Cities, thus enabling a country-wide application of a systematic approach to local development planning.

A Methodology Working Group (MWG) consisting of key stakeholders from the relevant entity ministries, AMCSs, experts and academics provided a very good platform for policy dialogue about the usefulness and necessity of an integrated planning approach, including the clear need for vertical linkages of strategic documents from state-level to the local level. Members of the MWG became good advocates of the methodology. This has been confirmed during interviews with MWG members. All interviewees indicated their support for the ILDP approach and all of them were concerned about the future of this “top-notch” initiative.

Furthermore, the methodology has been formally recognized by both entity governments and recommended to be applied at municipal level. Correspondingly, entity LGAs approved the methodology and recommended that it be applied by their members. The adoption of the methodology by both entity governments and LGAs is extremely important for the sustainability of the ILDP methodology itself and for the novelty of the planning approach introducing integrated and participatory local development planning country-wide. However, this is not sufficient step for ensuring the sustainability of the ILDP.

UNDP projects – **MTS and SPPD** also contributed to the sustainability of the ILDP considerably. Specifically MTS is aiming to develop a sustainable training system in both entities and one of the priority training packages provided in both entities is strategic planning based on the ILDP methodology. This will help to ensure that a standard ILDP approach to local development planning is promoted across the country. Similarly, SPPD focuses on strengthening the capacities of civil servants in the area of strategic planning at state and entity levels. It also supports the state and entity institutions responsible for strategic planning and facilitates the establishment of strategic planning units in the ministries. Both initiatives significantly contribute to the development of a mass of civil servants and employees who understand the benefits and importance of strategic planning.

When assessing the level of influence strategic planning in partner municipalities had on the financial resources flow and budget allocations, we can observe that there was some direct impact on the municipal budget preparation. 2011 municipal budgets (and more specifically – their capital investment parts) were prioritized as per the 2011 implementation plans within the integrated strategies and the linkage between the strategy and municipal budget was established. Although it is very early to track if any investments were done based on the strategic plans (strategies of ILDP-supported 23 BiH local governments were formally adopted in February - March 2011), there were indications from several municipalities visited that they have started working on the realization of projects (i.e. – preparation of technical documentation, basic communal infrastructure, etc.) which were envisioned in the 2011 plans with their own resources. At this point it is difficult to track what level of resources have been invested in all partner municipalities based on the new strategies, nor if municipal financial frameworks served as valid base for financial support from higher government levels.

To which extent is a vertical integration of the planning methodology realistically possible?

Vertical integration does not mean that exactly the same methodology is adopted/applied at both central/sub-national and local levels; however, it does mean that the same planning principles and logic is utilized, such as a horizontal, participatory approach, integration and synchronization of planning and budgeting cycles including the planning of public investments. Appliance of the same principles at both levels makes the systems compatible with each other and allows for a more effective process of priority setting and socio-economic cooperation/coordination between central/sub-national and local levels. Importantly, more effective translation of the most important socio-economic priorities from local to central level and vice versa becomes possible, reducing the opportunities for individual bargaining and favoritism. Vertical integration of the planning principles and operational dynamics of the local planning methodology is realistically possible if further unification and synchronization of the planning approach is fostered up-wards.

The success of vertical integration depends on several key factors:

- The existence and functioning of an overall strategic planning framework in the country enabling linkages between central and local levels (relevant planning methodology/framework for central/sub-national level established);
- Sufficient capacities to plan effectively at central/sub-national and local level (knowledge and skills, institutional framework and competence – responsible planning units, other);
- Incentives for central and local level institutions to exercise/apply coherent strategic planning methodology (for instance, mandatory requirement for all appropriation managers to have strategic plans in order to apply for budget funding, including public investments).

In our view, vertical integration is realistically possible, since some progress has already been achieved to enhance the overall strategic planning framework in the country. Firstly, the creation of the BiH DEP and development of the national strategic planning documents – the Country Development Strategy and the Social Inclusion Strategy. Secondly, the FBiH Development Planning Institute and the RS Ministry for Economic Relations and Regional Cooperation were mandated with the responsibility of strategic planning and coordination at entity level, while their policy coordination and planning capacities are being strengthened via the SPPD project. Furthermore, strategic planning units are in the process of being established in both entities. The interview with the BiH DEP Director indicated that methodological recommendations for the overall planning framework are in the process of development with the support of the EC. Finally, interviews with some sectoral ministries in the FBiH indicated that they are willing to introduce the requirement of the existence of an integrated development plan and clear development priorities into the process of application for public investment projects. Unquestionably, political will and commitment to

introduce changes in the planning system remain essential preconditions for vertical integration to be possible.

What would, in this respect, be the push-factors for such a vertical integration process?

An important push-factor would be the requirement for central/sub-national and local government institutions to channel their public financial funds based on the priorities identified in the national/entity planning documents and institutional strategies. Availability of a strategy should become a precondition to apply for funding and especially for public investment funds at any level of government (including, including, among other application criteria, that any potential applicant project/public support investment originates from an existing development strategy). It would also be important to create by-laws within the Law on the budgets in the Federation of Bosnia and Herzegovina and the Law on the Budget System of Republika Srpska (as the principal laws which regulate the public financial planning and budgeting, including at the municipal level) in the light of harmonising public financial planning and creating provisions that all public financial allocations to government levels are to be based on existing adopted development strategy.

3.3.2. Challenges to be addressed

The apparent challenge in relation to sustainability of the methodology and the planning process is linked to the **implementation stage of local development plans**. The biggest obstacle would be if local development plans initiated and developed within the framework of the project are not implemented and do not prove to be useful management tools and remain “on the shelf”.

The success of the ILDP methodology and willingness/motivation of other municipalities to engage in the ILDP planning process will depend not so much on the local development plans as such, but on the success of their implementation – if a plan has become a useful management and consensus building tool, and if it helps direct scarce resource to priority areas and generate additional funding via project preparation and implementation, etc. However, it is important to note that the ILDP project ends once the strategy was elaborated and while direct support to strategies` implementation, financial management, project implementation, strategy monitoring and evaluation falls out of the current project scope.

The sustainability challenge is also directly linked with critical mass of municipalities capable of applying the ILDP methodology. Currently there are only 24 out of 143 local governments where local development strategies have been developed. Having a critical mass to mitigate change would require at least 50% coverage.

Furthermore, in order to facilitate scaling up of the methodology, there is an apparent need to identify and promote the benefits that the ILDP methodology can bring to municipalities and to higher levels of government. This means that there is a need for the scaling up of “best practices” across municipalities and at the policy level.

One of the key questions while discussing the sustainability of the ILDP remains the **ownership and anchoring of the methodology, materials, and trainers within the administrative system of BiH**. There is a need for an institution or a network of institutions that would take over the responsibility and ownership of the methodology (revising and updating, providing advice and information, sharing best practices and promoting the ILDP approach) and would promote it as an integral part of the country’s planning framework.

The question of ownership is furthermore inflated by **the absence of an overall legal and institutional strategic planning framework in the country**. Currently, responsibility for strategic planning, guidance and coordination between different levels of government are not well defined and unclear. There is a lack of strategic planning and coordination of capacities at

state/entity/cantonal levels. This is also reinforced by the absence of strategic planning units at the level of ministries.

Moreover, when it comes to **challenges to vertically align the local planning methodology with higher government levels**, we need to consider that the notion of vertically harmonised strategic planning and public financial cycles is rather new for Bosnia and Herzegovina; therefore, a shift in both administrative and cultural mindset of institutions at all government levels would be needed. Similarly to other countries in Central and East Europe and the Balkans undergoing public administration reform process, such a shift requires time, set-up of a system of institutional and legal framework and accumulation of good practices to help the positive progress of this process.

Another obstacle, which could slow down such a process, is the complicated and multi-tier administrative and institutional set up of BiH (especially in the Federation of BiH). Such a challenge could be eventually addressed via pilot system-like initiatives (for example at the cantonal level in the FBiH, or cross-entity level), which, if successful, could be further mainstreamed.

Another possible hindrance is lack of political commitment and knowledge/capacities at central level to introduce an integrated strategic planning approach and build up a coherent planning framework. The current fragmentation of the planning system and ambiguity of responsibilities for strategic planning at higher levels of government also impede the process.

Countrywide application of **the integrated planning approach requires stronger motivation by central government institutions**. Based on the experience of EU member countries, in order to apply for funding, from state budget or EU sources, municipality should have a local development strategy stating clear development priorities of the local community. Channelling available government funds, including IPA, meant for local development according to the priorities identified within local strategies would encourage municipalities to work out their strategies. In turn this would contribute to a more balanced development of the country.

3.3.3. Conclusions

- Considering the fact that the methodology was introduced relatively recently and applied in a limited number of municipalities, further support to its implementation and dissemination in order to have critical mass of municipalities is needed to ensure its sustainability. It would be unrealistic to expect that the complex task of systematic local strategic planning and changing the planning culture in BiH can be achieved during one project intervention. However, ILDP project ends once the local development strategies are elaborated and further support for implementation and building these capacities is not envisaged within the scope of this project.
- The efforts and investment of the ILDP might lose their potential, resources and impact if it is not embedded and supported by overall strategic planning framework. This is directly linked to existence and functioning of overall strategic planning framework in the country. Without clarity in responsibilities for strategic planning at the higher level and strengthening relevant capacities to plan effectively, it is difficult to expect that local strategic planning efforts remain sustainable. Therefore, it is crucial to assist central level institutions in developing strategic planning framework enabling linkages between local strategies and higher government level strategies and related channelling of funds to local level.
- The project has enabled a countrywide, systematic and unified approach to local development planning and has initiated the change of the planning culture – moving from a sectoral approach towards an integrated and inclusive planning culture. It provided bases for systematization of strategic planning at the local level; a new standardized methodology established the conceptual framework for socially inclusive, sustainable and integrated local development planning at local level.

- The project facilitated a policy dialogue and opened a discussion among different stakeholders in relation to an integrated planning approach and the importance of horizontal and vertical integration between different levels of government. Institutional ownership and partnerships is strong. The project is uniquely positioned as the only project dealing with local strategic planning in BiH.
- When it comes to the level to which the project contributed to a change in the system: the ILDP has initiated a change in the planning culture – moving from a sectoral approach towards an integrated and inclusive planning culture. It is possible to expect that a unified approach to local development will be applied across the country, based on the standardised local development planning methodology for BiH. In several locations, neighbouring local governments to project partner municipalities have also started applying ILDP methodology and asked for support and advice from project partner municipalities.
- The project facilitated a policy dialogue and opened a discussion among different stakeholders, including the central level, in relation to an integrated planning approach and the importance of horizontal and vertical integration between different levels of government.
- Importantly, further steps are required to sustain the results achieved so far and to build on/make the most of the momentum which has been generated by this initiative. Otherwise the results might be diminished and even – undermined. It should be noted that a well thought exit strategy needs to be developed in the framework of the future initiative.
- Through implementation of the ILDP a trusting relationship has been developed with state and entity government institutions and municipalities. This provides an excellent opportunity to strengthen cooperation with key governance institutions at all levels and strategically positioned the UNDP and SDC to link local development experiences to national policy making.

4. Lessons learnt

1. The involvement of wide array of stakeholders at the very outset of the project and engaging them in the policy making process is instrumental for the success of the initiative. It facilitated strong ownership and institutional partnerships among various government partners and initiated a change of the planning culture.
2. The success of local development planning depends a lot on the soundness of the overall legal and institutional framework that underpins the country's strategic planning system. Therefore close cooperation and support of policy-makers and competent institutions at state, entity and cantonal level is necessary to enhance their capacities in strategic planning moving from a sector based planning approach towards integrated planning and building up a coherent planning framework. The discussion and debates at the policy level in relation to strategic planning and local development planning in particular, should become one of the central components of any initiative. Furthermore, linkages between local and higher government levels` strategies and budget processes are unarticulated and a policy vacuum exists that needs to be addressed in the future.
3. It is evident that the process of development of strategic plans is even more important or at least equal to the result – the planning document itself. It creates ownership over the strategy and develops capacities of local stakeholders to be able to meaningfully engage in the process of priority setting and further on participate in the implementation. Therefore significant attention needs to be paid to develop facilitation, negotiation and conflict solving capacities within the local communities.
4. The success of strategic planning process at the local level to a great extent depends on the commitment, support and engagement of local leadership – Mayors and members of the Municipal

Council/Assembly. Therefore special attention and capacity development efforts are necessary to get this important target group on board.

5. The comprehensiveness of the ILDP methodology is both its strength and its weakness. The right balance should be found in order not to oversimplify this tool, but at the same time to give more flexibility to use the methodology and adjust it based on the specific characteristics of the municipalities and their planning capacities. This requires fine tuning of the ILDP methodology defining compulsory and recommended parts of the methodology.

6. The involvement of professional experts should be well thought through and mainly limited to the development of the necessary capacities and provision of technical expert support if needed, however, it should be assured that prioritization and decision making is in the hands of local stakeholders.

7. Clear local government responsibility for strategic planning must be a precondition for any intervention related to local development planning to begin with. The same applies for the process of successful strategy implementation and the relevant administrative structures to enable it.

8. A wide range of participatory mechanisms, such as partnership groups, focus groups with socially excluded, vulnerable and minority groups, information meetings and combining them with capacity building efforts had a positive impact on the participatory culture at the local level and more specifically – on giving voice to socially excluded groups and proved to be the right strategy to follow.

9. The application of an integrated local development planning in BiH local governments requires a focus on the next logical stage of the local development cycle – i.e. effective implementation of local strategies and the entire set of skills, processes and functions that need to be at place to enable this process. As significant wealth of planning practices and experiences were accumulated, evolving into a systematic local development planning framework for BiH, there is a momentum for launching a systematic approach and support to effective strategy implementation.

5. Strategic recommendations for future programming

Future programming recommendations are developed based on the conclusions of the project evaluation. Still several important issues require consideration, while developing and implementing any future intervention related to local development planning:

Firstly, the ILDP in its current scope introduced and piloted the concept of integrated and participatory local development planning, however, **for this concept to become sustainable it needs to be scaled up and brought further** towards supporting the entire local development cycle and building up critical mass of municipalities to mitigate change of the planning culture. For sustainability it is also crucial to contribute to the development of the overall strategic planning framework in the country enabling sound linkages between different levels of government.

Secondly, **the efforts of any future intervention need to be coordinated and aligned with the ongoing strengthening of government institutions at state and entity levels** assigned with responsibilities for strategic planning and coordination, driven by the EU-integration process. Importantly, based on the experience of new EU member states the ability to manage EU pre-accession funds and later on - Structural Funds to a large extent depends on the soundness of a country's strategic planning framework and ability to define and align strategic priorities at all levels of government². The efforts have been already made with the creation of the BiH DEP and development of the country Development Strategy and the Social Inclusion Strategy. However,

² In several countries, for instance Lithuania and Bulgaria local development strategies became an important conditionality for municipalities to be eligible to apply for funding (national or EU).

further coherence in terms of aligning strategic planning levels and coordination of financial resources is an immediate upcoming task in front of BiH and should be the base for country development agenda, as well as for the EU financial resources available to BiH. Translating strategic priorities into projects, building viable partnership mechanisms and inter-municipal cooperation is another important dimension of the EU integration process. This is also a very important dimension for better EU (IPA) absorption capacity not only at the level of local governments, but for the country as a whole.

Thirdly, **future programming should utilize ongoing initiatives at local level**, such as MTS, GAP, LOD, and SPPD. For instance, all ILDP capacity building interventions might be sustained embedding them into the municipal training system and further replicating them countrywide. Similarly, local development strategy is an excellent platform for capital investment support provided by GAP and this can become a precondition for investment planning. Importantly, any future local development capacity building initiatives might be paired with and supported by the emerging municipal training system in BiH, as a powerful institutional tool for local governments` capacity development in BiH.

Finally, **a very clear exit strategy needs to be developed over the timescale of the future intervention** anchoring the ILDP methodology and transferring resources to local stakeholders to ensure that technical and other resources are not lost over time once project activities are completed. The project should be considered as being sustainable only if the following features of the local government planning system are in place:

- Local strategic planning is based on integrated and inclusive approach and the methodology is utilized country-wide;
- Local governments and their socio-economic partners possess the understanding, skills and knowledge to engage in and effectively manage integrated development processes;
- The unified local planning framework is subsumed into the emerging country strategic planning framework and thus provides for a more coherent development system, based on best practice of EU countries;
- The relevant strategic planning institutions at higher government levels or at the level of LGAs are capable of guiding and providing quality support to local development planning processes.

Consequently, building on the current accumulated project experiences and the momentum reached at the end of the phase, it would be logical that **any potential follow up interventions would go beyond the scope of the current ILDP and would expand to a multi-action intervention encompassing not only local strategic planning, but also policy level interventions.**

Against this background, it is suggested that future programming be anchored on the following two components:

(1) Support to integrated and participatory local strategic planning, building critical mass of municipalities to mitigate change of planning and management culture;

This component will aim to contribute to the unification and harmonization of local planning countrywide by scaling up the methodology to other municipalities and building a critical mass of municipalities applying integrated and participatory approach to strategy development. Furthermore, support will be provided to help local governments in strategy implementation demonstrating concrete development results for local communities and in that way motivating other municipalities to apply a similar approach.

Significant efforts will be made to facilitate local partnerships and inter-municipal cooperation initiatives aimed at supporting innovative service delivery and contributing to local strategy implementation. In turn, this will enhance absorption capacities of local communities and will contribute to the EU integration process.

(2) Support to further strengthening of the BiH strategic planning framework by enhancing vertical integration between local and higher government levels

Hand in hand with other relevant ongoing institutional capacity development initiatives, support will be provided to policy-makers and responsible government institutions at state, entity and cantonal level strengthening their capacities to coordinate the strategic planning processes and ensure sound vertical interaction between central and local levels. Special attention will be paid to develop an exit strategy and anchor the local planning methodology within the emerging national planning framework and in line with EU accession requirements. This means that support and advice to municipalities will continue to be provided by national institutions and the methodology will still be applied even after the project is closed down. Such an intervention would also entail support to the anchoring of the integrated planning approach at the FBiH cantonal level. In addition, efforts will be made to assist the harmonisation and linkages among various government levels in the process of public investment planning and annual budgeting, enabling targeted channelling of public investment funding to the local level based on priority development needs of the specific territory.

5.1. Support for integrated and participatory local strategic planning, building a critical mass of municipalities to mitigate change of the planning and management culture

5.1.1. Support to integrated local development planning by expanding application of ILDP methodology at least up to 50 % of municipalities in BiH

- ***Develop capacities for integrated and participatory local development planning of the second cohort of municipalities.***

Several key tools are suggested for utilization. Firstly, a standard package of training should be provided for the second cohort of municipalities in the framework of the Municipal Training System project. This will help to develop a critical mass of local stakeholders possessing similar knowledge in the area of local development planning. Targeted technical assistance should be also provided utilizing the knowledge and experience of the 24 pilot municipalities. Several teams could be established to exchange experience and develop the necessary capacities of the second cohort of municipalities.

Several criteria are suggested to be utilized for selection of the second cohort of municipalities: (1) selecting neighbouring municipalities to the first pilot group of municipalities or clusters of municipalities (encourage inter-municipal cooperation and partnerships); (2) municipalities motivated and willing to develop strategic plans and ready to co-finance the development of the strategies; (3) securing a mixture of municipalities of different size and type; (4) the existence of a person/unit responsible for local development planning.

- ***Fine-tuning of the methodology.*** Based on the evaluation findings it is suggested that the methodology is simplified, especially in relation to data collection and the application of analytical tools. The municipalities should be given more freedom to utilize the methodology and be able to adjust it based on the specific characteristics of municipalities and their planning situation. It is suggested defining compulsory and recommended components of the methodology. It would be also useful to provide some additional tools for translating strategic priorities into the operational plans of departments, embedding priorities into the budgeting cycle, and transforming organizational structures and resources to better serve strategy implementation.
- ***Support to data collection:*** Further support is suggested to be provided to improve local development planning and management statistics in terms of data collection; establishment of electronic and unified data collection databases at the local level; streamlining local data

collection and processing with higher government levels; using local data for strategy monitoring and evaluation purposes, other.

5.1.2. Continued support to the 24 pilot municipalities focusing on implementation of the strategic plans

- **Technical assistance to the 24 pilot municipalities to implement strategic plans.** The focus of TA should be on embedding strategic priorities into the annual budget cycle and accordingly transforming the operational plans of departments. Further assistance should be provided to apply tools for managerial effectiveness and establish a monitoring and evaluation function at the local level. Importantly, specific technical assistance should be offered for development of local projects (assisting in creation a pipeline of projects, support application of municipalities for domestic government funds, as well as for other financial resources, for instance IPA funding).
- **Clarify responsibility for integrated strategic planning and management function and enhance its capacities.** Support is needed to anchor the strategic planning and development management function into the structure of the municipality. It should be clear where the responsibility for planning is located and who is responsible for overall coordination, monitoring and evaluation. Special assistance can be provided to develop the necessary skills and knowledge including standard by-laws for respective units and/or job descriptions.
- **Showcasing “best practices” and scaling up to the policy level.** As it was concluded in the evaluation part, there is a need to promote the benefits of the ILDP, showcasing concrete examples and best practices to other municipalities and at the policy level. Several round table discussions suggested to be organized to present best practice experience.

5.1.3. Enhance partnership capacities for socio-economic development and building better absorption capacities

- **Policy and legal framework for inter-municipal cooperation.** There is a need to analyze the institutional and legal framework for inter-municipal cooperation in BiH, including an assessment of existing experiences and practices, in order to diagnose the environment for inter-municipal cooperation and come up with proposals how to support this type of partnership in the country. Special attention should be given to assess the feasibility of joint service delivery projects (refuse collection, water supply systems, sewage, joint delivery of administrative services, etc.).
- **Technical assistance to develop inter-municipal cooperation projects.** Provide technical support to develop and implement inter-municipal cooperation projects and facilitate the creation of informal forums for inter-municipal cooperation.
- **Encourage partnerships and improve CSO and private sector participation mechanisms.** Strengthen capacities of CSO and private sector to engage in partnerships and develop joint projects within the framework of the local development strategy. This would also encompass building capacities of community leaders to be able to establish and facilitate local partnerships. Special efforts should be made to enhance capacities of CSO to engage in service delivery.
- **Provide financial incentive on co-funding** basis to specific development projects to encourage partnerships and innovative service delivery.

5.2. Support to further strengthening of the BiH strategic planning framework by enhancing vertical integration between local and higher government levels

5.2.1 Ensure close cooperation with the national and sub-national institutions by contributing to strengthening of overall strategic planning framework in the country

- **Promote the ILDP approach as a tool to ensure vertical communication/integration.** The cooperation should be ensured with the national and sub-national institutions at state, entity and cantonal levels where strategic planning responsibility is anchored and, alongside their work, assist them and ensure that the vertical linkage will be established and the overall strategic planning system – made more coherent. It is important that planning at state, entity and cantonal level should be in line with the approach of the ILDP. This would provide the opportunity of linking different government levels into a coherent planning and monitoring framework in the future. Close cooperation and coordination with the SPPD initiative will be needed in this regard, since it is playing a leading role in strengthening the capacities of responsible government institutions in the area of strategic planning.
- **Facilitate policy dialog at the central and sub-national level.** There is a need to initiate policy discussions related to strengthening of the overall strategic planning framework in the country and importance of vertical integration and coordination with the planning processes at the local level. Several high level round table discussions suggested to be organized inviting representatives from new EU member states share their experience in strategic planning and highlight its importance for EU integration process. These events would provide a good opportunity to showcase the best practices from the ILDP initiative.
- **Streamline public investment planning process.** Support should be provided to enhance vertical coordination in the process of public investment planning. Efforts should be made to ensure that government institutions channel their funds based on the priorities identified in the strategic plans. This can be done by including the requirement to have strategic plan among application criteria. Availability of strategic plans can become a precondition for application of IPA funds (2011 – 2013), as well as donor funding via different initiatives, such as GAP, LOD, LED, other.

Explore the possibility of creation of **local development fund** in each BiH entity managed by relevant entity institutions (where match funding might be provided by a future intervention) as a pilot initiative to apply in practice implementation of priorities of higher government levels while encouraging the linkage of proposed municipal projects with adopted local strategies.

- **Explore the possibility of streamlining the legal framework.** Explore the possibility of specifying within the organic laws on local self governance of both entities the provisions related to strategic planning, stipulating in a more specific way the main principles of integrated and participatory development planning. Initiate discussions at the policy level (maybe in the framework of the SPPD project related to revision of legislation defining budget creation process), in order to include the provision stating that only those appropriation managers who have a strategic plan that has been developed and approved are eligible to apply and receive budget appropriations.

5.2.2. Develop an exit strategy ensuring institutional ownership over the ILDP methodology

- **Anchoring the methodology and resources.** In view of the fact that, there is no coherent and clear strategic planning framework in the country it is very difficult to find the most suitable option for institutional anchoring the ILDP methodology and transferring resources to ensure sustainability of the effort when the project comes to an end. Therefore, a very clear exit

strategy needs to be developed in the upcoming years to ensure that technical and other resources are not lost over time once project activities are completed. It was not possible for evaluators to focus on this issue in more detail, therefore additional analysis and policy discussions are required in order to identify the best possible option for anchoring the methodology and policy responsibility for local development planning. However, emerging strategic planning public bodies are in place at state and both entity levels; therefore, further efforts in this aspect should be planned with these institutions.

- In an ideal case both LGAs would be best positioned to take over the ownership of the methodology acting as an intermediary between local and central level and supporting municipalities in local development planning. However, because of their limited capacities and resources they are unable to assume this role to its full extent. Therefore, it is recommended that for the time being the LGAs role should be limited to information provision and best practice exchange (a help desk to be established within the structure of LGAs). Technical support should be provided to LGAs to develop specific service lines related to strategic planning in the future.
- Currently, it seems logical that efforts should be made to anchor support for local development planning responsibility within a network of relevant institutions at both entities which hold strategic planning and coordination function.
- In the FBiH key actors are the following – the Federal Development Planning Institute (the FDPI), the Ministry of Justice, Planning Institutes in different cantons, AMC and the Agency of Civil Service. It should be noted that there is no entity level institution responsible for local governance. For the time being the Ministry of Justice is indirectly responsible for local governance issues in the FBiH.
- The FDPI is mandated by legislation to provide advisory services in the area of strategic planning at a local level; therefore it would be logical that this institute is tasked with providing support/advice to the cantons and municipalities in the process of strategic planning. It is suggested that support be provided to this institute to develop the required capacities and adjust the ILDP methodology to be applied at the cantonal level. Close cooperation and coordination with the SPPD project is required in this regard. The FDPI has already initiated the establishment of units at the ministry level that are responsible for strategic planning with the support of the SPPD project. It is also important to take into account that institutions responsible for the training operational management in the FBiH is going to deliver priority training to local government employees, one of the priority training areas is local development planning based on the ILDP methodology.
- In Republika Srpska the key players are the following - the Ministry of Local Self-Governance (MoLsG), the Ministry for Economic Relations and Regional Cooperation and the AMC. Similarly like in the FBiH the main responsibility for methodology and provision of support to local governments can be assigned to the Ministry for Economic Relations and Regional Cooperation, which is tasked with the responsibility for entity strategic planning. MoLsG should also play an important role in promoting the methodology and providing basic training in local development planning via the emerging municipal training system. The miPRO training could be a standardised training package to be offered to municipalities through the training system on a regular basis.

As it has been already stated above, the AMC role should be limited to information provision and best practice exchange, specific assistance should be provided to strengthen its capacities to provide these services.

- ***Scaling up the ILDP methodology to the level of cantons.*** It would be useful to launch a pilot within one canton of the FBiH to develop a socio-economic development strategy of the

canton based on the ILDP approach, including a public investment programme in line with the strategic priorities of the canton. Technical support should be provided to the institution responsible for strategic planning at the level of canton strengthening their capacities to develop the strategy. This would also encompass adjusting the ILDP methodology to respond to planning specificities at the level of canton and establish an informal forum/platform for municipalities to discuss priorities/participate in the strategy development and negotiate investment priorities. Notably, linking the cantonal planning level (and planning units) into the overall planning system should be an important element of the support.

Annex 1: Evaluation Questions

Semi-structured interview guide for ILDP partners

Introduction questions

1. What were the specific responsibilities of your institution/organization in this project?
2. What was your own role in this project?

Relevance of project and its activities to partners' objectives, needs and priorities, capacities and political and social circumstances and the issue of ownership

3. Which project activities do you find most useful, and why? Which project activities were less useful, and why?
4. What are the biggest successes of this project? Provide concrete examples.
5. What are the project's possible shortcomings? Provide concrete examples.
6. What was the role of Municipal Council (opštinska Vijeća) in the strategic planning process? To approve strategic plans? Were they involved in the methodology development?

Effectiveness of the project activities in relation to the institutional support, achieved objectives, public support and produced changes

7. To what extent have the developed methodology for strategic planning been useful for you? How did you and staff in the municipality use the acquired skills? Give concrete example! (for municipalities)
8. To what extent have this project been supported by the relevant institutions, for example, by the entity and state governments etc.? (for mayor)
9. Did you develop internal rules and procedures for planning and budgeting? Describe briefly your budgeting process! (for mayor)
10. To what extent were the achieved projects results related
 - to the development of a methodological framework, training and technical support enabling economic, social and political inclusion?
 - to the development of skills for effective, strategic planning, programme/project design and management, compliant with EU standards, and promotion of the adoption of innovative service delivery mechanisms?
 - Ensure Civil Society participation in development planning and scrutiny?
11. How did the project activities change the conditions of the ordinary people? Provide concrete examples. (local government, Local Planning Team and mayor)
12. How did the results of ILDP affect the lives of socially excluded such as women, children, disabled persons in particular? How do you know?
13. Did, and if yes, how were CSOs involved in the project implementation? What were the effects of this involvement? Are there any participation mechanisms in place due to this project? (for CSOs)
14. How would you assess the cooperation between the relevant actors in this project? (for all)
15. To what extent can changes achieved be attributed to ILDP? Are there any other external factors that might have had an impact on these changes?

Impact

16. What are the intended and unintended, positive and negative, effects of this project on people, local communities, institutions and environment?
17. How has this project affected the well-being of ordinary people? Please provide concrete examples!

18. How has this project affected the society at large in terms of

- economic, social and political inclusion?
- reduced poverty?
- participation of CSOs in the planning and decision-making processes?
- improved internal organizational skills and capacities in project management?

Please provide concrete examples.

19. What do the direct beneficiaries perceive to be the effects of this project? Provide concrete examples!

20. To what extent does this project contribute to the enhanced capacity development of the involved institutions/ organisations (local self-governments, CSOs, ministries, association of municipalities etc.)?

21. How did you measure the changes that have occurred during the project period?

Sustainability

22. To what extent is this project managed and controlled by you as host partner? To what extent were the donor agencies – UNDP and SDC – involved in the project?

23. To what extent is ILDP the initiative of your institution/organization? To what extent is this a donor-driven initiative?

24. How would you assess the cooperation between the relevant political and institutional actors in this project? How does this cooperation affect the sustainability of the project?

25. To what extent was this project technically adequate for the problem at hand (mine contaminated area in the country) in terms of utilized technology?

26. What will happen if UNDP or other international development organizations do not get additional funding for the continuation of the project?

27. What are the risks at hand for the sustainability of this project? What factors might have a negative impact on the project's sustainability?

Concluding questions

28. How would you assess the cooperation between your institution/organization and UNDP?

29. Is there anything else that you find important and should to be included in the evaluation report?

Annex 2: Reviewed Project Documents

- ILDP Project document
- Project results and resources framework
- ILDP Annual Report 2008
- ILDP Annual Report 2009
- ILDP Annual Report 2010
- Activity Work Plan 2010
- ILDP Annual Work Plan 2008
- ILDP Annual Work Plan 2009
- ILDP Annual Work Plan 2011
- Final evaluation of ILDP pre-selected municipalities
- ILDP sheet
- ILDP Project Board Minutes 2008
- ILDP Project Board Minutes 2009
- ILDP Project Board Minutes 2010
- Rationale, approach, criteria and modalities for selection and implementation of projects within 20 ILDP partner municipalities
- Manual for selection, preparation and implementation of the projects, Part I - Criteria for selection, identification and pre-selection of the projects
- Manual for selection, preparation and implementation of the projects, Part III - Screening, assessment and quality assurance of proposed projects by partner municipalities
- Manual for selection, preparation and implementation of the projects, Part II -Project proposal preparation
- Guidelines for implementation, monitoring and reporting of projects supported within ILDP
- Local Development Planning Capacity Assessment Methodology for BiH – Users’ Guidelines
- Policy note on the guiding principles and a standardised approach to local development planning in Bosnia and Herzegovina
- Integrated Local Development Planning Methodology, MiiPRO, the first, theoretical part
- Integrated Local Development Planning Methodology, MiiPRO, the second, practical part
- Local Development Planning Training Programme within the ILDP
- Mid-term Project Review Report, May 2010

Annex 3: Summary outputs of ILDP

SUMMARY OF ILDP KEY PRODUCTS AND OUTPUTS AGAINST PROJECT OBJECTIVES (AND RESULTS AND RESOURCES FRAMEWORK)

EXPECTED OUTPUTS AND INDICATORS	MAIN ACTIVITIES	PRODUCTS/RESULTS OF ACTIVITIES	OUTPUT
<p>TARGET OUTPUT (1): A new local planning methodology is devised, fully documented and widely disseminated, which promotes EU standards of local governance; placing particular emphasis on social inclusion and environmental protection as planning goals.</p>	<p>1.1 Formulation of a unified methodology for local development planning.</p>	<p>As a result of activity 1.1 a Policy note on the guiding principles of local planning in BiH was agreed upon by all stakeholders a, printed and disseminated, as well as a unified local planning methodology BiH compliant with EU standards for was designed, printed and promoted country-wide.</p>	<p>A unified policy view and local integrated and socially inclusive planning methodology were created in a highly participatory manner, institutionalised by both entity Governments and adopted by both Associations of Municipalities and Cities, thus enabling a country-wide application of a systematic approach to local development planning.</p>
	<p>1.2 Devise training course on the planning methodology and conduct Training of Trainers sessions</p>	<p>Activity 1.2 resulted in the design of an interactive training course on the local development planning methodology for BiH and its delivery to more than 170 representatives from local, cantonal, entity and state level representatives, creating a critical mass of people, both men and women, know, understand and are capable of applying the planning method.</p>	
	<p>1.3 Selection and secure the commitment of participating municipalities</p>	<p>Activity 1.3 resulted in the transparent and competitive selection of 24 partner municipalities and official formalising and launching of local partnerships, with strong policy support from state and entity level project partner ministries.</p>	
	<p>1.4 Development of Baseline Appraisal Schema (Local development planning capacity</p>	<p>Activity 1.4 resulted in the design of a new local development planning capacity assessment methodology, upholding the standards affirmed within the new local planning methodology for BiH.</p> <div style="text-align: right;">  Local_development_planning_assessment </div>	
	<p>1.5 Production of local development database software assessment)</p>	<p>Activity was planned for Q4 2008. Based on insufficient financial resources for the development and deployment of the local development planning database, the Project Board approved project change and application of a simple Microsoft-based data collection solution. Activity resulted in the development and usage in practice of an Excel-based comprehensive data collection tool, which enabled systematic data collection at municipal level.</p>	

EXPECTED OUTPUTS AND INDICATORS	MAIN ACTIVITIES	PRODUCTS/RESULTS OF ACTIVITIES	OUTPUT
<p>TARGET OUTPUT: (2) Improved strategic management, development project delivery and direct support</p>	<p>2.1 Local appraisal carried out to inform local capacity and systems improvement needs</p>	<p>Activity 2.1 resulted in the application of the new planning capacity assessment method in 24 municipalities in a highly participatory and learning manner, where more than 1330 local stakeholders took part.</p> <p>24 capacity assessment reports showing qualitative and quantitative assessment results were prepared. In addition to indicating the existing gaps in development planning and management, the reports contained capacity improvement actions for each municipality, defined in the form of training to be provided by the ILDP or measures to be taken by the respective municipal administration. These served as the roadmaps to design a tailored technical assistance approach to each partner municipality.</p> <p> Samac_rezultati_final.doc</p>	<p>The delivery of the training assistance to local planning teams in partner municipalities contributed to increased theoretical knowledge and practical skills of local partners in the area of local planning, which were then applied directly in the elaboration of the integrated local strategies.</p> <p>23 integrated and participatory local development strategies were adopted by Municipal Councils/Assemblies in December 2010 and their financial frameworks subsumed within 2011 municipal budgets.</p> <p>Project design and project management capacities of partner municipalities were strengthened via practical training and assistance and contributed to the formulation of fully fledged project proposals co-funded by the ILDP and to be finalised in June 2011.</p>
	<p>2.2. Development and roll-out of Modular Training Programme (MTP)</p>	<p>Altogether, 12 practical training modules comprising the comprehensive local planning training programme were designed and delivered to partner municipalities and their socio-economic partners through each step of the planning process.</p> <p>In total, 51 trainings were delivered to local partners in the strategic planning process in a period of 13 months, with the total number of 959 participants (60% M, 40% F).</p>	
	<p>2.3. Technical Assistance (TA) is channelled to participating municipalities</p>	<p>Intensive and tailored technical assistance has been provided to 24 partner municipalities, which equipped local partners for the strategic planning in social, economic and environmental sectors.</p> <p>75 coaching/on-the-job coaching sessions were organised in partner municipalities and delivered to 500 local government officials and supported them in elaborating the inclusive and integrated local development strategies.</p>	
	<p>2.4. Deploy Municipal Development Information (MDI) System</p>	<p>PB approved project change, where MDIS was revoked. Instead, a set of computer equipment was provided to local planning departments to technically equip them for the forthcoming planning process. All 20 core partner municipalities and their development/planning units were equipped with 1 computer/municipality, thus strengthening their technical capacities for the planning process.</p>	
	<p>2.5. Propagation of innovative delivery mechanisms for project delivery.</p>	<p>A set of criteria for selection of priority projects at the local level was designed, agreed with all municipal leadership, approved by the Project Board and applied in practice in the selection of the local projects, where special focus was placed on contribution to the practical implementation of newly adopted strategies.</p> <p> Funding of projects of partner municipaliti</p>	

	<p>2.6. Provide financial support to local development projects to complement delivery and promote learning by doing</p>	<p>A diverse range of 23 municipal projects aiming at improvement of quality of life for local communities in 20 BiH municipalities was launched in February 2011. The total financial scope of the projects amounts to KM 2 297 033, where the financial contribution of the Swiss Agency for Development and Cooperation as key ILDP partner is KM 1 034 243, while the funds ensured by local governments, higher government levels and local communities amount to KM 1 262 790.</p>	 Pipeline_projects_IL DP.xlsx	
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EXPECTED OUTPUTS AND INDICATORS	MAIN ACTIVITIES	PRODUCTS/RESULTS OF ACTIVITIES	OUTPUT
<p>TARGET OUTPUT (3): Facilitation of external civil society 'check' and participation.</p>	<p>3.1. Familiarisation of local actors with mechanisms of citizen participation and oversight</p>	<p>24 Municipal Planning Teams (MDTs) were established as core planning bodies in the partner municipalities and are fully functional. In total, they include 332 representatives from municipal administrations and their socio-economic partners (224 M, 108 F).</p> <p>23 Local Community partnership Groups were established in 23 BiH local governments with a total outreach of 1400 socio-economic stakeholders. In the course of strategic planning process, these bodies contributed to validating and consulting local priorities both via regular feedback to the presiding bodies and during 3 regular sessions organised in January, July and October 2010 in each community. More than 30 press-information and articles evidence the inclusion of media in the strategic planning in 2010.</p> <p>A successful mechanism encouraged by the ILDP and applied in strategic planning process was the organisation of a series of focus group meetings with socially excluded, vulnerable and minority groups in each partner community. 18 focus group meetings were organised by local planning teams, where 189 participants (returnees, displaced persons, Roma, women, youth, farmers and entrepreneurs) took part.</p>	<p>Local communities and civil society organisations were effectively voiced out in both participatory policy-making groups, as well as in the policy formulation processes in 23 partner municipalities. Project efforts had positive impact on the participatory culture at the local level and more specifically – on voicing out socially excluded groups whose interests and needs were embedded into the officially adopted Social Development Plans.</p> <p>Capacities of 20 community-based organisations to serve as advocates and facilitators of participatory processes were strengthened and</p>
	<p>3.2 Develop inventory of existing participatory instruments and implementation of participation and oversight mechanisms between municipalities, CSOs and MZs</p>	<p>In February 2010 the ILDP conducted a research and compilation of existing publications and practices related to citizen participation. As a result a citizen participation in local strategic planning in BiH manual was identified and shared with all CSOs in partner localities (during awareness-raising info-meetings).</p> <p>A series of information meetings with CSOs in 23 partner municipalities were held in April 2010. More than 50 community-based organisations and in total 263 representatives took part in the events. The aim of these meetings was to sensitize local CSO on the importance and mechanisms for citizen participation in local strategic planning and inform them on the forthcoming call for proposal for support to CSO projects in these municipalities. The initiative was closely coordinated and implemented in partnership with each partner municipality.</p>	

	<p>3.3. Build CSO's MZ's status and scrutiny function by directly supporting the use of such tools.. Build CSO's MZ's status and scrutiny function by directly supporting the use of such tools.</p>	<p>In 2010 a package of materials, setting the process of selection of local civil society projects to serve as mechanisms voicing out and ensuring consultative and participatory local strategic planning was designed, with particular focus on providing mechanisms for including socially excluded groups and enabling gender-sensitive planning. These projects were “implanted” in the local planning process and enabled real-case application of citizen participation mechanisms during local policy-making process.</p> <p>Selection of community-based projects was conducted on a competitive manner and jointly with partner municipalities. In addition to core 20 municipalities, where project funds were available for this activity, the 3 associate municipalities also applied the intervention with own funds. 51 project applications by CSOs were received and 29 were selected jointly with partner municipalities. The financial support for each project amounts to up to USD 6,000, while the total financial scope of the intervention is USD 120,000. All projects have achieved their primary objectives in terms of supporting municipal development teams in identifying local priorities and raising citizens’ awareness on the importance and modalities of their participation in the planning process.</p> <p>5 training course s on PCM were organised for all partner CSOs, where 80 participants in total took part. The training was identified as particularly needed by local partners and as an action towards strengthening their overall capacity and sustainability.</p>	<p>public policy-formulation processes in 23 municipalities were opened to local communities and more transparent and inclusive.</p>
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Annex 4: Evaluation Schedule

Meeting with	Time	Location	Remark
Monday, 21 March 2011			
1. Initial briefing	08.30 – 09.00	DRR's Office, No 201, UNDP	
2. Internal meeting of the final review team to coordinate approach, roles and details of the review mission	09.00 – 09.30	Mid-size conference room, 1 st floor, UNDP	
3. Introduction meeting with the ILDP project team (PM, DPM)	10.00 – 11.30	Mid-size conference room, 1 st floor, UNDP	
4. Swiss Agency for Development and Cooperation: Meeting with Mr. Thomas Ruegg, SDC Country Director and Ms. Alma Zukorlic, National Officer.	12.00 – 13.00	SDC office Pirusa 1, Sarajevo	
5. Meeting with Ms Arlett Stojanovic, Strategic Planning and Policy Development (SPPD) Project Manager	14.00 – 15.00	UNDP BiH (Mid-size conference room)	
Tuesday, 22 March 2011			
Meeting place in front of the UNDP office	08:10		
6. BiH Ministry for Human Rights and Refugees: Meeting with Mr. Mujo Jejna , Assistant Minister and Mrs. Altijana Hatibovic , Head of Sector for Development and Monitoring.	08.30 – 09.30	BiH MHRR Trg BiH 1, Sarajevo	
Departure to Doboju Jug at 09.30			
7. Municipality of Doboju Jug: Meeting with the Mayor Mr. Džavid Aličić , the Local Planning Team and local NGOs.	12.00 – 13.00	Municipality of Doboju Jug Trg 21. Marta, Matuzići	
Departure to Banja Luka at 13.00			
8. RS Ministry for Administration and Local Self-Governance: Meeting with Ms. Milanka Šopin , Assistant Minister and Ms. Novka Blagojevic , Senior Associate for Local Self-Governance	14.30 – 15.30	RS Ministry for Administration and Local Self-Governance, Trg Republike Srpske 1, Banja Luka	
9. Meeting with Zdravko Miović, Director "Eda" Development Agency	16.00 – 17.00	Eda's office, Ravnogorska 24, Banja Luka	
Arrival at the hotel, dinner and overnight; Hotel Vidovic, Jevrejska bb, Banja Luka;			
Wednesday, 23 March 2011			
Departure to Kostajnica 07:30			
10. Municipality of Kostajnica: Meeting with the Mayor Mr. Marko Čolić	09:30 – 10:30	Municipality of Kostajnica Svetosavska 11	Both evaluators

Meeting with	Time	Location	Remark
11. Municipality of Kostajnica: Meeting with the Local Planning Team	10:30-11:30		J. Siugzdiniene
12. Municipality of Kostajnica: Meeting with the local NGOs	10:30-11:30		E. Abrahamsdotter
Departure to Srbac			
13. Municipality of Srbac: Meeting with the Mayor Mr. Živko Mikulić, the Local Planning Team.	14:00-15:00	Municipality of Srbac Mome Vidovica 7, Srbac	J. Siugzdiniene
14. Municipality of Srbac: Meeting with the local NGOs	14:00-15:00	Municipality of Srbac	E. Abrahamsdotter
Return to Sarajevo			
Thursday, 24 March 2011 (J. Siugzdiniene)			
15. Meeting with Peter	08.15 – 08.45	Peter`s office	Jurgita
16. Meeting with representatives of: Federal Ministry of Justice, Mr. Anto Čavar , Director of Institute for Public Administration; and Ms. Maida Fetahagić , Institute for Development Planning – Canton Sarajevo	09.00 – 10.00	UNDP premises	Translator: Ms. Ivona Kristic Mobile: 061 203 981 <i>Within walking distance from the office</i>
17. Meeting with representatives of FBiH Association of Municipalities and Cities, Ms. Dzenita Kovacevic , Financial Advisor and RS Association of Municipalities and Cities, Mr. Radomir Kezunovic , Association`s representative in the ILDP Project Board.	10.30 – 11.30	FBiH AMCs office, Musala 5/1, Sarajevo	Translator: Ms. Ivona Kristic <i>Within walking distance from the office</i>
18. BiH Directorate for Economic Planning: meeting with Mrs. Ljerka Marić , Director and Rijad Kovac , senior expert	12.30 – 13.30	DEP office Kulovića 7, Sarajevo	<i>Within walking distance from the office</i>
19. USAID/SNV/SIDA GAP Programme: meeting with Mrs. Meliha Arslanagic , Head of GAP/CIP programme.	14.00 – 14.45	GAP Programme Kalesijska 14, Sarajevo	Driver: Jasmin Bešlagić Mobile: 061 105 061 J. Siugzdiniene
20. Directorate for European Integration, Mr. Midhat Džemić , Head of Bilateral Assisatnce Unit	15.00 – 16.00	Trg BiH 1/18 floor	Driver: Jasmin Bešlagić J. Siugzdiniene
21. Meeting with MTS, Adela Pozder-Čengić , MTS PM	16.00 - 16.30	UNDP	J. Siugzdiniene
Friday, 25 March 2011			
22. Federal Development Planning Institute, Mr. Ljubisa Đapan , Director;	08.00 – 08.45	Federal Development Planning Institute, Čemalusa 9, Sarajevo	<i>Within walking distance from the office</i>

Meeting with	Time	Location	Remark
23. SIDA, Mario Vignjević , National Programme Officer	09.00 – 09.45	Swedish Embassy, Ferhadija 20, Sarajevo	<i>Within walking distance from the office</i>
24. SNV “Localising EU”, Šemsa Alić , Director, SNV BiH	10.00 – 10.45	SNV Office, UNITC, tower B, 11 floor	Driver: Jasmin Bešliagić
25. EU Delegation to BiH – Ms. Maja Dosenovic, Task Manager, Mr. Dzemal Hodzic, Task Manager	12.00 – 12.45	EU Del Office, Skenderija 3a, Sarajevo	Driver: Jasmin Bešliagić
26. Debriefing, Mr. Yuri Afanasiev	15.30 – 16.30	RR’s Office No 203, UNDP	Emina and Jurgita
Monday, 28 March, 2011 (E. Abrahamsdotter)			
27. Phone interview: Zoran Stjepanović, Assistant Minister, RS Ministry for Economic Relations and Regional Cooperation	08:30 - 09:30	Phone conversation	TBC
28. Meeting with Gender Agency BiH: meeting with Ms. Kika Babić Svetlin , Advisor and Ms. Brana Crnčević .	10.00 – 11.00	Kulovića 4, Sarajevo	Confirmed
Tuesday, 29 March, 2011 (E. Abrahamsdotter)			
29. Meeting with LOD (Reinforcing Local Democracy Project), Samir Omerefendić , LOD PM	09:00 – 10:00	UNDP Mid-size conference room	Emina Abrahamsdotter
30. OSCE, “Local Comes First”, Julia Maeger , Project Manager	14.00 – 14.45	Fra Andjela Zvizdovica 1	Emina Abrahamsdotter
Wednesday, 30 March, 2011			
31. Meeting with UNDP Gender Adviser, Klelija Balta	10:00 – 11:00	UNDP Mid-size conference room	Emina Abrahamsdotter