



# **STRENGTHENING OF THE ROLE OF LOCAL COMMUNITIES IN BOSNIA AND HERZEGOVINA**

**Mid-term Review Report**

**March, 2023**



## Project details

<b>Project title:</b>	Strengthening the Role of Local Communities/ Mjesne Zajednice in Bosnia and Herzegovina 2020-2024 (Phase II)
<b>Sector:</b>	Good Governance
<b>Practice Area:</b>	Governance and Peacebuilding
<b>Country:</b>	Bosnia and Herzegovina
<b>Project's timeframe/ Phase II</b>	48 months (March 01, 2020 – March 31, 2024).
<b>Donor:</b>	Swiss Agency for Development and Cooperation and Swedish International Development Cooperation Agency

Mid-term Review	
<b>Commissioned by</b>	United Nations Development
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## List of Abbreviations

BIH- Bosnia and Herzegovina  
FBiH- Federation of Bosnia and Herzegovina  
RS - Republika Srpska  
BD BIH- Brčko District of Bosnia and Herzegovina  
UNDP - United Nations Development Programme  
EU - European Union  
OHR - Office of the High Representative  
MALSG - RS Ministry of Administration and Local Self-Government  
MOJ - FBiH Ministry of Justice  
LG - Local Government  
MZ - Mjesna zajednica/ Local Community  
CH - Community Hub  
AMC - Association of Municipalities and Cities of FBiH<sup>1</sup> and RS<sup>2</sup>  
PI- Performance indicators  
RP - Responsible Party  
SP-Service Provider  
CSO - Civil Society Organisation  
CH- Community Hub  
NGO - Non-Governmental Organisation  
ICT - Information and Communication Technologies  
CHF - Swiss Franc  
USD - United States Dollar

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<sup>1</sup>Association of Municipalities and Cities of FBiH. <https://www.sogfbih.ba>

<sup>2</sup>Association of Municipalities and Cities of RS. [www.alvrs.com](http://www.alvrs.com)



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## Executive Summary

The “**Strengthening the Role of Local Communities in Bosnia and Herzegovina**” Project (Phase II) is a joint project of the Government of Switzerland and Sweden, supported, facilitated and implemented by UNDP in partnership with the Ministry of Human Rights and Refugees of Bosnia and Herzegovina (BIH), the Ministry of Justice of the Federation of Bosnia and Herzegovina (FBiH), the Ministry of Administration and Local Self-Government of Republika Srpska (RS), the Government of the Brčko District and both entity Associations of Municipalities and Cities (AMCs). The project is planned till March 2024, but it is expected that it may be extended due to some delays.

At the very beginning of the mid-term review process, in order to ensure feedback from the Project's beneficiaries and partners, a simple questionnaire as a tool for collecting feedback was designed. The questionnaire was structured around the main questions in the Section 2. Methodology of the review. It was shared with key Project partners (local governments, local communities-mjesne zajednice (MZ) and Project Board members) so as to ensure their feedback and opinion. Results and findings of the questionnaire are integral part of the Mid-term Project Review Report. All relevant documents were also collected from the MZ Project, as well as information and opinions by the representatives of the MZ Project donors of Switzerland and Sweden. Moreover, two (2) 1-day workshops for main stakeholders (one in Sarajevo and one in Banja Luka) were organized and facilitated for a structured discussion and joint reflections on the Project's progress, success, and bottlenecks. The Review finds that the Project is **highly relevant** as it fully responded to the needs and priorities of beneficiaries.

Project **effectiveness** was assessed to the extent to which the Project achieved the expected results under three (3) Outcomes, taking into consideration external and internal factors that might have impeded the achievement of established targets. All things considered (all outcomes and outputs), the Review rates Project effectiveness mostly as **satisfactory, with the remark that some outputs and activities must be intensified during the rest of the MZ Project implementing period in order to achieve all of the planned targets** (the overall review rating is moderately satisfactory).

The overall **efficiency** of the MZ Project is reviewed **highly satisfactory**, governance and management mechanisms have been found adequate considering the scope of the intervention. The efficiency was measured in regard to the extent to which the Project has been able to deliver the expected results in an optimized, economic and timely way. The Review confirmed the satisfactory level of involvement of all relevant stakeholders across all MZ Project activities. Project management team (consisting of 10 persons) was fully involved in the implementation, monitoring of the activities and overall MZ Project progress.

The **sustainability** criteria were measured as the likelihood for the continuation of the net benefits of the MZ Project beyond the MZ Project end date. In this respect, the results of the conducted review have shown that the Project has demonstrated a **strong potential for results**



**sustainability** based on the combined workings of its exit and intervention strategies, and it is possible to review MZ sustainability as **highly satisfactory**.

**Synergies with other interventions.** The Project achieved good synergies with ongoing projects implemented mostly by UNDP, but also by other local partners and international projects that focus on strengthening capacities of LGs and increasing participation of citizens in decision-making and it is reviewed as **highly satisfactory**.

MZ Project **ownership** and sustainability were ensured through collaborative and highly participatory approach that the MZ Project applied, seeking validation of the targeted institutions throughout the implementation. Representatives from relevant government institutions (state and entity level ministries, associations of municipalities and cities of FBiH and RS) serve as part of the Project Board, helping guide and support the relevant processes and it is possible to review MZ Project ownership as **highly satisfactory**.

**Lessons learned.** For the reporting period, the Project faced many challenges that have been translated into lessons learned, including but not limited to: Regulatory frameworks; Associations of municipalities and cities' participation in regulatory framework working groups should be at the level of their governing bodies; Localization of new MZ vision; National implementation model; MZ Project visibility; Citizen's forums. **It is important to emphasize that the Citizens' Forum is an opportunity to define the priorities of all categories of the population at MZ level, especially women and young people.** The defined priorities enable the timely planning of the realization of the priorities of the local community in cooperation with the municipal and city authorities and other potential sources of financing.

**Strategic implications and recommendations.** In addition to the specific recommendations provided in the main body of the report, the Review reaffirmed the need for further assistance, particularly related to regulatory changes and adoption of the Law at level of FBiH and RS, institutional development, implementation and monitoring of adopted policies/procedures, as well as training in the area of MZs and LGs capacity development. **There are seven (7) general recommendations:**

- ⇒ Finalize MZs legal and overall status as part of systematic approach.
- ⇒ Provide assistance for strengthening of the structures of MZs at local level (MZs councils and other internal structures of LGs dealing with MZs).
- ⇒ Continue to promote gender and social inclusion principles in relation to the MZs status improvement and development, including a higher number of Citizen's Forums and participants as well as the rebranding of MZs.
- ⇒ Adjust future support to MZs partner institutions to the specific needs of the MZs, where MZs as partners should be increasingly in the driving seat.
- ⇒ Ensure that local budgets are transparently available to MZs, based on community needs.
- ⇒ Continue support to LGs data management to provide MZ's disaggregated data at local level, including collection and analysis systems for each MZs at local level.



- ⇒ Explore the possibilities for extension of the duration of the project in consultation with donors.

## 1. INTRODUCTION

The “**Strengthening the Role of Local Communities/Mjesne Zajednice (MZs) in Bosnia and Herzegovina**” Project (Phase II) is a joint project of the Government of Switzerland and Sweden, supported, facilitated and implemented by UNDP in partnership with the Ministry of Human Rights and Refugees of Bosnia and Herzegovina (BIH), the Ministry of Justice of the Federation of Bosnia and Herzegovina (FBiH), the Ministry of Administration and Local Self-Government of the Republika Srpska (RS), the Government of the Brčko District and both entity Associations of Municipalities and Cities (AMCs). Besides partnership with the institutions, the Project directly works with 199 MZs in 41 LGs<sup>3</sup> countrywide, comprising 23 “old”<sup>4</sup> and 18 “new” partner LGs as direct beneficiaries of the Project’s assistance, as well as with other organisations that are engaged in the process of localization of new MZ vision.

The MZ Project Phase II was launched in March 2020, with planned duration of four years (2020-2024). Its overall goal is to improve the quality of life of the citizens of BIH through empowered, gender-responsive local communities-MZs that facilitate active citizen engagement in public life, stand for people-centred performance of local governments (LGs) and catalyse democratic transformation at the local level. The Project focuses on fostering community-led local development and revitalising community management through MZs to achieve this goal.

The current Project Phase intends to consolidate achievements of the Project Phase I and prepare the ground for full self-sustainability of MZs, with focus on institutional sustainability, scaling-up of successful practices and knowledge transfer. In doing this, the Project’s phase II will catalyse change and create conditions, convene stakeholders, motivate people and provide incentives and opportunities for democratisation of communities and stronger voice of MZs. The activities are grouped under the three outcomes:

- ⇒ **Outcome 1:** LGs create a conducive environment that enables pro-active engagement of MZs in decision-making and community-led local development.
- ⇒ **Outcome 2:** MZs as legitimate and sustainable community spaces translate citizens’ voice into quality, gender-responsive and inclusive services and use MZ networks for replication of successful MZ models countrywide.
- ⇒ **Outcome 3:** Higher government authorities take responsibility and act in response to increased citizens demand for an improved MZ regulatory framework, moving forward broader local governance reforms at country level.

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<sup>3</sup> Banja Luka, Bihać, Bijeljina, Brčko distrikt, Breza, Centar Sarajevo, Čitluk, Dobojo, Goražde, Gračanica, Gradačac, Gradiška, Ilijaš, Jablanica, Ključ, Kotor Varoš, Laktaši, Ljubinje, Ljubuški, Maglaj, Modriča, Mrkonjić Grad, Nevesinje, Olovo, Pale FBiH, Petrovo, Rogatica, Rudo, Sanski Most, Tešanj, Teslić, Trebinje, Trnovo, Višegrad, Visoko, Vitez, Vlasenica, Vogošća, Zavidovići, Zenica, Žepče.

<sup>4</sup> “Old” partner LGs have been part of the phase one of the Project, however, in the second phase they included new MZs. “New” partner LGs did not take part in the first phase and they joined the Project in the second phase.



This report presents the findings, conclusions and recommendations from the internal Mid-term Review (MTR) of the Project.



## 2. METHODOLOGY OF THE REVIEW

The MTR aims to gather and review information, as well as make a fair assessment of the Project's progress, achievements, relevance, effective approach and sustainability by looking at the following main questions:

- ⇒ Is the Project progressing as per the set targets and time plan? Have the results and outputs so far been achieved as planned? Are there any unintended effects?
- ⇒ Is the Project assistance relevant to the needs of beneficiaries and result-oriented? Are Project results quality and sustainable?
- ⇒ To what extent has the Project created ownership of all stakeholders over the processes instigated so far?
- ⇒ Are there innovative solutions the Project applied?
- ⇒ Did the project ensure synergies with other interventions in the domain, or partnerships with relevant players to maximise results?
- ⇒ Are there any bottlenecks that slow down or hamper its successful implementation? If yes, how can these be addressed and removed?
- ⇒ Are Project results sustainable? Will the outputs lead to benefits beyond the Project lifespan?
- ⇒ What are recommendations to maximise the MZ Project's performance and/or adjust its activities so as to ensure its quality performance and reaching of the set targets?

In addition, the MTR also aimed at answering the following horizontal questions:

- ⇒ Is the gender equality principle embedded into the Project's work?
- ⇒ Is the social inclusion principle rooted within the Project approaches?

The answers to these and other tailored questions were sought via:

- primary data (survey, interviews and workshops);
- secondary data collection (documents review), after which data analysis was conducted and summary report prepared capturing the key findings and recommendations.

In order to ensure objective feedback from the Project's beneficiaries and partners, the Consultant firstly designed a simple questionnaire as a tool for collecting feedback from main project partners (Project Board members, donors) and beneficiaries (MZs, local governments, etc.).



The questionnaire was structured around the main questions listed above. Draft questionnaire was shared with the Project Team for comments and approval. The questionnaire was designed and shared via Google Form with all key MZ Project partners so as to ensure their feedback and opinion. **The survey sample is stratified by the MZ Project areas of intervention and included key partners of the Project.**

## SREDNJOROČNA OCJENA PROJEKTA

Poštovane/i,

molimo Vas da u skladu sa Vašim planiranim vremenom i obavezama uzmete učešće u srednjoročnoj ocjeni projekta „Jačanje uloge MZ u Bosni i Hercegovini“. Rok za popunjavanje upitnika je **7 dana od dana prijema upitnika**.

Unaprijed zahvalni,

MZ projektni tim

**The survey was sent to 200 participants while 133 people responded to the survey out of**



**whom 19.5% are women. Basic results and findings of the questionnaire are integral part of the Mid-term Project Review Report and more detailed results of questionnaire are annexed as separate spreadsheet and pdf file.**

Also, the primary data were collected through interviews with the MZ Project team (**January 5, 2023**), representatives of donors (**Sarajevo, January 17, 2023**) and two (2) one-day MTR workshops, held on **February 14, 2023 in Banja Luka and February 16, 2023 in Sarajevo**. The 1<sup>st</sup> workshop in Banja Luka gathered 28 participants (15 women, 13 men) and 2<sup>nd</sup> one in Sarajevo gathered 27 participants (11 women, 16 men) from various stakeholder groups (see Annexes 2 and 3).

The secondary data were collected through a desk-review of documentation provided by the MZ Project team (Project Document, Annual Progress Reports, Project Board meeting records and other).



### 3. FINDINGS OF THE REVIEW

#### 3.1 Relevance

The extensive list of key achievements and the openly expressed appreciation of majority of participants and surveyors for the MZ Project support speaks in favour of the high relevance of the Project assistance. The Project goal is in line with the needs of Bosnia and Herzegovina identified both at the national, entity and local level. The Project objective: to improve the quality of life of the citizens of Bosnia and Herzegovina through enhanced local services and strengthened democratic accountability and social inclusion, fully corresponds to local and national priorities and the EU accession process. Given the fragmented governance structure that has led to a loss of direct engagement between different levels of government and citizens, the Project that encourages community led local development and revitalisation of community governance through “*Mjesne zajednice (MZs)*” is both timely and highly relevant. The Project fills a critical gap within the system of local self-governance, which has been weakened by the complexity of the multi-layer government structure and continuous democratic decline in Bosnia and Herzegovina. This problem is evident in all countries in the Western Balkans. Generally, the new legal and methodological MZ and local government frameworks are welcomed by most of stakeholders with some practical improvements and expectations.

During the interview with the representatives of donors, it was clearly confirmed that **the Project is relevant to the community**, as well as the fact that an increased participation of citizens in decision-making at the local community level contributes to the improvement of good governance and democratization of the entire society in Bosnia and Herzegovina.

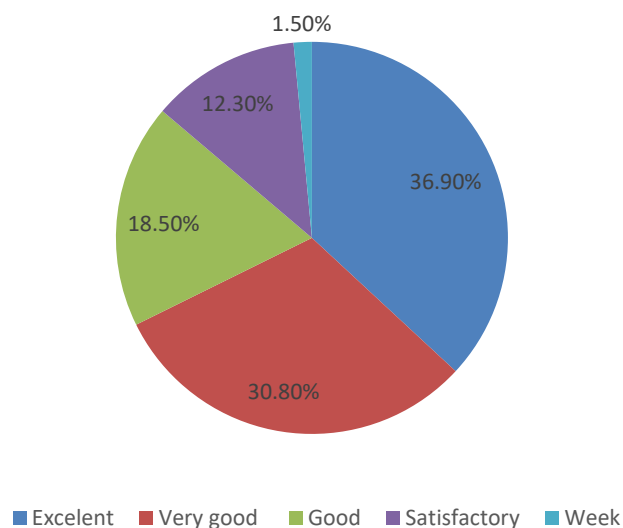


Figure 1. Survey results “Is the assistance of the MZ project relevant for the community?”



The general conclusion of the workshop and survey participants (67.7%) regarding the relevance of MZ project actions is that the Project is highly relevant for institutional support to MZ as well as of depoliticization of local governance.

### 3.2 Effectiveness and Key Achievements

This chapter presents the findings of the MTR in relation to the Project progress. The effectiveness of Project implementation is assessed against outcomes and outputs on the basis of the Project Progress Reports, MTR workshops, interviews and survey findings. One of the critical factors is certainly the fact that the MZ Project was reprogrammed in one segment in order to minimize the impact of Covid-19 and the delays in project activities caused by it.

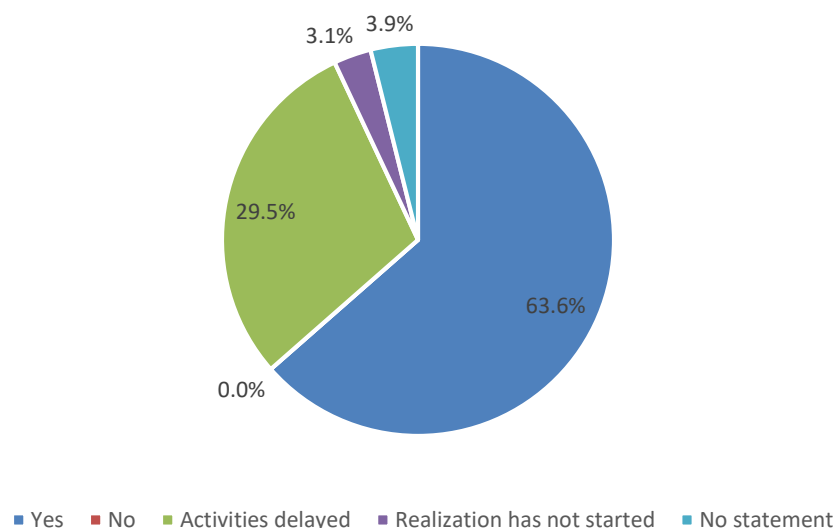


Figure 2. Survey results "Are the activities of the project "Strengthening the role of MZ in BiH" being implemented in accordance with the plan?"

The general conclusion of the workshop and majority of survey participants (63,6%) regarding the key achievements of MZ project actions is that the Project is on the right track though some participants stressed out (29.5%) that some activities were delayed and/or realization of some activities has not started yet. More detailed achievements of the MZ Project are presented below.

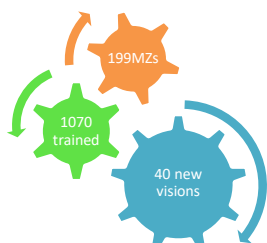
#### **Outcome 1: LGs create a conducive environment that enables pro-active engagement of MZs in decision-making and community-led local development.**

Under the Outcome 1, the Project focuses on creating conducive environment for community-led, gender-responsive local development. Expected achievements are related to the localization of the MZ vision models, upgrading of LG regulatory frameworks for enhanced MZ functioning and building capacities of local stakeholders to translate the vision into local reality, contributing to vibrant local communities, improved LG accountability and better public service



delivery.

This entailed initiating participatory policy dialogues in partner localities, to support LGs and their communities reimagine how MZs within their context will look like, alongside 4 functional



MZ models, namely advocacy and access to government, MZs service provision, MZs as a social and cultural hub, MZs as forum for civic participation. In this process, previous Project achievements have been taken into account, as well as legal, social and territorial circumstances in partner LGs and their MZs. By the Project phase end, it is expected that 27% of LGs in the country will have in place renewed gender-sensitive legislative frameworks empowering MZs that enable

implementation of localized visions. Even though there is no change in the indicator's percentage it can be concluded that the foundation for achievement of this indicator is laid out through fully completed process of localization of MZ visions in all 41 partner local governments and ongoing process of legal road mapping that will feed into the process of legal frameworks adjustments related to the MZ empowerment.

The Project also stepped up its efforts in terms of enhancing MZ engagement in decision-making and community development, with the aim to contribute to the overall citizen participation in public affairs. Baseline values for citizen participation in partner LGs were established through the citizen participation survey conducted in spring of 2021. On average, 36% of citizens from partner LGs believed that decision-making is inclusive and responsive, while the target is expected to be increased by 20% by the end of the Project phase in 2024. This indicator will be checked through a mid-term citizen participation survey that will be conducted in the upcoming months and since there is no data regarding this indicator it cannot be properly assessed at the moment.

The Project will continue with technical assistance and capacity development support to partner LGs and their MZs aimed at effective implementation of the new regulatory frameworks meant to empower MZs. Among other, this will include support to increasing LG annual budget allocations for democratically voiced MZ development priorities, including by incorporating MZ priorities into LGs' mid-term plans as part of the overall public policy cycle and advising on introducing targeted public financing mechanisms to support MZ-level priorities through local budgets. **Such activities have already been included in operational/action plans for implementation of localised visions that had been adopted by partner LGs.**

*Table 1. Outcome (1) review*

Outcome	Indicators	Overall review comments (February 2023)
LGs create a conducive environment that	Average % of partner local governments' total budget that is allocated for democratically	In 2022 data received from 32 local governments show investment of little over 4% of local government budgets into MZ



enables pro-active engagement of MZs in decision-making and community-led local development.	voiced MZ development priorities. <b>Baseline:</b> 3% <b>Target value:</b> 7%	development priorities. This data will be complemented with the data from the remainder of LGs once they submit the requested information.
	Proportion of population (sex- and age-disaggregated) in partner local governments who believe decision-making is inclusive and responsive <b>Baseline:</b> 36 <b>Target value:</b> 43.2	No available data. Citizen participation survey is planned twice during the Project's lifetime, at the beginning of the Project to establish a baseline and at the end of the Project in 2024. A mid-term limited survey is initiated by the Project in 2023 when progress under this indicator will be reported (expected growth of 20%).
	% of local governments that adopted renewed gender-sensitive legislation that empower MZs country wide <b>Baseline:</b> 14 <b>Target value:</b> 27	No change in %. Change is expected in the second qrt of 2023. 41 localized Visions have been adopted in partner LGs. Based on Visions, LG legislative frameworks are being mapped and its adoption is expected to be in 2023.

### Output 1.1. Localized MZ vision models are agreed upon as a result of dialogues engaging local governments, MZ and communities.

Activities under this output are implemented by the Project's extended arm, Responsible Party-GEA (Team 1) and two Service Providers, Lucid Linx and GEA (Team 2). After initial hick ups in terms of selection of a Responsible Party, field activities by both Responsible Party and Service Providers were launched in October 2021. The localization process included wide consultations with representatives of local governments, their local communities (mjesne zajednice-MZ), public institutions and civil society organizations.

By December 2021, a total of **426** people took part in the localization of MZ vision through the first round of local consultations and by December 2022 additionally **3360** participants. Out of this number **37%** of participants were women.

During 2022, the MZ project contributed to the development of a blueprint vision in all 41 local self-government units. So far, all 41 LGs have adopted the localized vision, Banja Luka being the last LG to adopt it on 16<sup>th</sup> of February 2023. Considering that the new vision is a strategic document, the process of drafting operational plans has been initiated in order to concretize the commitments of local self-government units regarding the functionality of the MZs. In this way a platform for implementation of localized visions has been established. Operational plans are currently finalized and adopted in 38 local governments while local governments of Banja Luka, Dobož and Brčko District are expected to finalize their plans in the next couple of weeks.

*Table 2. Output (1.1) review*

Output	Indicators	Overall review comments (February 2023)
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Localized MZ vision models are agreed upon as a result of dialogues engaging local governments, MZ and communities.	# of localized MZ vision models endorsed by MZ Councils and local government councils. <b>Baseline: 0</b> <b>Target value: 40</b>	<b>41</b> localized vision model endorsed by MZ Councils and local government councils/assemblies (Operational plans for the realization of vision-38 LGs or 93% of LGs adopted operational plans).
	Number of people who took part in localising of the MZ vision <b>Baseline: 0</b> <b>Target value: 2,500</b>	<b>Cumulative: 3,786</b> 2021: 426 2022: 3,360

Development of operational plans was launched as a logical sequence of activities to ensure implementation of the adopted visions. Through the proposal for reprogramming that was endorsed in April 2022 the MZ Project ensured co-financing assistance for implementation of the adopted operational plans and this assistance is planned for 2023.

**Output 1.2. Local government adopts gender sensitive regulatory frameworks for enhanced MZ functioning and representation based on the localized MZ Vision drafted in a participatory process and adopted.**

Modifications of local level regulatory frameworks, establishment of financing mechanisms and policies stemming from the localized MZ visions are planned to be carried out under this output. The activities are being carried out by Responsible Party and Service Providers.

*Table 3. Output (1.2) review*

Output	Indicators	Overall review comments (February 2023)
Local government adopts gender sensitive regulatory frameworks for enhanced MZ functioning and representation based on the localized MZ Vision drafted in a participatory process and adopted.	# of adopted local gender-sensitive government regulatory documents that ensure enhanced MZ functioning and sustainability. <b>Baseline: 0</b> <b>Target value: 40</b>	No change in #. Based upon adopted localized visions a legal roadmap is being done in 2023 in order to map out regulatory documents that require enhancing. The mapping will be followed by adoption of the required local gender sensitive regulatory documents.
	# of partner local governments that have adjusted their local development planning and budgeting procedures to ensure effective engagement of MZ throughout the policy cycle. <b>Baseline: 0</b> <b>Target value: 30</b>	No change in #. Progress on this indicator is expected in 2023 when operational plans stemming from new MZ visions will be implemented. Majority of operational plans contain activities on adjustment of local development planning and budgeting procedures. Some activities correlated to this indicator are delayed.
	Number of partner local governments that introduced targeted public financing mechanisms to support MZ-level priorities through local budgets. <b>Baseline: 3</b> <b>Target value: 30</b>	No change in #. Progress on this indicator is expected in 2023 when operational plans stemming from localized and adopted new MZ visions will be implemented. Majority of operational plans contain establishment of some form of financial mechanism for implementation of citizen priorities.



During the interview with the representatives of donors, and through collection of opinions of partners received in the online survey and by the reflections of the workshops' participants, even if there is currently no change in the above mentioned indicators, there are clear indications that the Project is well managed and there are justifiable assumptions that the Output 1.2 results will be achieved in 2023, considering the adaptation and measures taken to minimize the impact of bottlenecks, risks and limitations during the implementation of the MZ project.

**Output 1.3. Partner LG teams and MZs have acquired adequate technical capacities, tools, and skills to effectively steer community-led, gender responsive local development.**

Activities under the Output 1.3 are mainly related to organization of trainings aimed at enhancing skills of LG and MZ representatives to move the MZ related reforms forward. During the reporting period the following trainings have been conducted for LGs and MZs' representatives with the aim to advance their technical capabilities and skills to effectively steer local democratization processes:

*Table 4. MZs skills capacity development progress*

Type of training	Date	Format of the training	Number of participants <sup>5</sup>	% of participating women
In 2021				
Use of technology for socially constructive purposes	6 trainings in June	On-line Zoom platform	103	47%
Training of trainers for facilitation of citizen forums	21 training from Aug to Oct	Physically organized	354	27%
Project cycle management training	4 trainings in December	Physically organized	79	27%
<b>Total 2021</b>			<b>536</b>	<b>30.6%</b>
In 2022				
ICT training	14 trainings in August/ September	Physically organized	238	37%
Project cycle management training	16 trainings from January - March	Physically organized	280	27%
Advocacy training	1 training in October	Physically organized	35	31%
Use of technology for socially constructive purposes	9 trainings October- November	On-line Zoom Platform	115	54.8%
<b>Total 2022</b>			<b>668</b>	<b>35.5%</b>

<sup>5</sup> The number of trainees that was reported in 2021 was based upon the reports received by LGs and their MZs. The numbers are corrected to reflect the MZ Project records as well.



A total of **1,204 participants** participated in the trainings, out of which over 33% are women. In addition, it can be reported that a solid progress has been made against the intended output indicators where **70 (2021) and 104 (2022) local government elected officials and staff** have improved skills, tools and capabilities for dialogue and community-led support to MZs while all **199 partner MZs** have improved their capacities to voice out citizen needs.

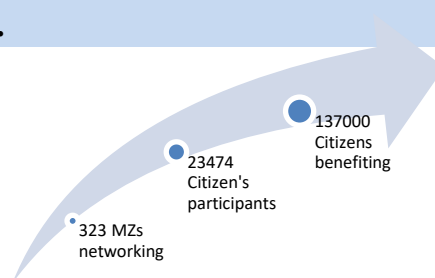
*Table 5. Output (1.3) review*

Output	Indicators	Overall review comments (February 2023)
Partner LG teams and MZs have acquired adequate technical capacities, tools and skills to effectively steer community-led, gender responsive local development.	# of local government elected officials and staff who have improved skills, tools and capabilities for dialogue and community led support to MZs. <b>Baseline:</b> 50 <b>Target value:</b> 160	<b>Cumulative result: 472</b> 2021: <b>70</b> 2022: <b>153 +249</b> through AMCs  <i>Number of people who attend trainings on an annual basis represent total number of attendees from partner LGs in various trainings and may lead to double counting since one LG representative usually attends various trainings throughout the Project years.</i>
	# of MZ who have strengthened technical, organizational and human capacity to voice out citizen needs. <b>Baseline:</b> 136 <b>Target value:</b> 200	<b>Cumulative result: 323 MZs</b> More MZs are being expected to be included in the application of MZ methodology in 2023 through knowledge transfer by the MZ Project and through the AMCs partner LGs.

In addition to the direct MZ Project training assistance, in 2022 relevant trainings were also delivered to elected officials and representatives of municipal councils and assemblies in the local governments (22) that are supported by the entity associations as reported above.

**Outcome 2: MZs as legitimate and sustainable community spaces translate citizens' voice into quality, inclusive and gender responsive services and use MZ networks for replication of successful MZ models countrywide.**

Outcome 2 places focus on practical implementation of new MZ models, contributing to improved citizen-government trust and quality of life in local communities. In this context, the Project started deploying its integrated support package to partner MZs, which in 2021 included facilitation of citizen forums, identification of community priorities and strengthening of capacities for specific MZ functions in line with the localised MZ vision. Citizen forums enabled direct engagement of **5,268 citizens (2021: 2,700; 2022: 2,548; 2023: 20)** in priority setting at the community level, ensuring progress towards the Project target. These efforts were adversely affected by COVID-19; however, the Project adapted to the changing context resorting to digital tools, while also managing to intensify its field presence towards the end of 2021 through





#### VEZANI ČLANCI



Gradsko kino u Gradačcu-primjer forumske inicijative koja je prerasla u veliki infrastrukturni projekat

deployment of obligatory Covid-19 testing.

**Considering that there has been evident under-representation of women in these processes in some localities, the Project conducted survey-based analysis** to get to the root causes of lower representation of women, so as to be able to identify adequate measures to increase women participation. The analysis was conducted in the 199 partner MZs with 1270 responses received. The next step will be to create women specific measures in order to increase women representation in forums and MZ work in

general.

The Project included additional 187<sup>6</sup> MZs in the implementation of MZ methodological framework, adding to 136 MZs that had been already engaged in MZ networking through the first phase of the Project. Further activities on peer-to-peer exchanges and MZ networking are envisaged in 2023, when additional LGs and MZs will be included in the application of the MZ methodology through both the direct Project assistance, implementation of operational plans and the assistance by the AMCs. Thanks to tremendous Project work on bringing the MZ methodological framework closer to the LGs and MZs, there is an adequate level of understanding on the scope and intended effects of the Project's assistance, which provides a very good basis for the planned MZ networking in 2023 and further dissemination of good MZ practices on non-partner MZs and LGs during upcoming period.

With regards to the Project ambition to enhance citizens trust in their MZs, the citizen participation survey established that on average 70% of citizens trust that their MZs are capable inclusive and accessible community service that voices their needs and ideas to higher government levels and instigates community transformation. While this is a relatively high baseline, ongoing and future Project efforts are expected to further strengthen the relationship between MZ structures and citizens. This indicator will be checked through the mid-term Citizen Participation Survey that is scheduled for the second quarter of 2023.

During 2021 and in the first half of 2022, priority MZ projects were defined in citizens' forums and until now 210 forums were held in partner MZs<sup>7</sup>. When talking about projects, i.e. citizen forums' priorities in the MZ, this is the most challenging segment of the MZ project, given that public procurement for the implementation of projects is carried out by LGs. So far, 105 projects have been implemented while 86 projects are either planned for procurement or underway. 7

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<sup>6</sup>In its second phase the Project works with 199 MZs, however, 12 of those 199 MZs already took part in the first phase and continued their participation in the second phase, therefore they are already included in the 136 reported participating MZs from the first phase of the Project. The 12 MZs are coming from small, underdeveloped LGs that have a limited number of MZs, hence they could not nominate sufficient number of new MZs for the second phase.

<sup>7</sup> This number does not include online forums that were held in the first quarter of 2021.



projects have yet to be identified, namely, 5 projects in the Brčko District (BD) due to delays of the BD Administration to fulfil obligations related to methodology and MZ vision adoption, and 2 projects (1 in Trnovo RS and 1 in Jablanica) due to lack of consensus within the MZ regarding the priority project which will be nominated for co-financing. Implementation of 26 projects is currently undergoing, while for 60 projects public procurement has been mainly launched, however, the public procurement procedure will have to be repeated due to high market prices. When it comes to community hubs (CHs), there are still 4 CHs that have not yet been reconstructed and/or established in the localities of Bihać, Mrkonjić Grad, Doboj and Čitluk. In Mrkonjić Grad, tender for reconstruction of the CH was unsuccessful several times, in Bihać rehabilitation of the premises is ongoing, while in Čitluk the municipality administration designated space that will not be operational any time soon (entire building is in construction). In Doboj there is a need to designate another space for the CH since the currently nominated space will remain occupied by a sports club.

*Table 6. Outcome (2) review*

Outcome	Indicators	Overall review comments (February 2023)
MZs as legitimate and sustainable community spaces translate citizens' voice into quality, inclusive and gender responsive services and use MZ networks for replication of successful MZ models countrywide.	Citizen's participation. Number of people participating in and influencing public service provision, decision-making and budgets in their localities <b>Baseline:</b> 17,174 <b>Target value:</b> 30,000	<b>Cumulative: 24,786</b> <b>2021:</b> 2,700 (physically organised) +2,364 (online) <b>2022:</b> 2,548 (physically organized) <b>2023 (until February):</b> 20 (physically organized) Citizens' forums had been <b>physically organized</b> in all partner MZs – <b>5,268</b> citizens participated, out of which 25% are women (target 40%).
	# MZ actively engaged in MZ networking <b>Baseline:</b> 136 <b>Target value:</b> 1000 (or 40% of all MZs in BiH)	<b>Cumulative: 410 or 16% of all MZ in BiH</b> Based upon the data collected from 33 partner LGs, there are additional 87 MZs that are included in application of MZ methodology/MZ networking. Also, during 2022, additional MZs were included into the application of MZ methodology through AMCs assistance to 22 non-partner LGs (474 MZ), however, their active engagement in MZ networking is expected in 2023, also using MZ web platform. The MZ Project will include non-partner MZs from partner LGs into the trainings planned in 2023 while at the same time implementation of MZ vision operational plans in LGs will contribute to further application of MZ methodology in all of their MZs (partner and non partner).
	Level of trust by citizens in their MZs and extent to which they see MZs are capable, inclusive and accessible community service that voices their needs and ideas to higher government levels and	Mid-term citizen participation survey will be introduced to check progress in 2023. Final citizen participation survey will be conducted in 2024



	<p>instigates community transformation.  <b>Baseline: 70.1</b>  <b>Target value:</b> Increased level of trust by citizens in their MZs and extent to which they see MZs are capable, inclusive and accessible community service that voices their needs and ideas to higher government levels and instigates community transformation (2024)</p>	
	<p>Number of citizens benefiting directly from improved access to and quality of infrastructure &amp; and gender responsive services within target MZs.  <b>Baseline: 280,000</b>  <b>Target value: 400,000</b></p>	<p><b>Cumulative: 363,947</b>  <b>2022: 74,476</b>  <b>2023 (until Feb): 9,471</b>  Implementation of MZ local projects started in 2022.</p>

In terms of exchanging experiences, a web platform was deployed through the MZ Project. The platform will assist in widely disseminating MZs accumulated knowledge and it will help to reach out to the non-partner MZs and actively engage them in the MZ networking. The test version of the platform was officially launched in October 2022 and it was further promoted through the practitioners' network meeting jointly organized by entity associations in December 2022.

**Output 2.1: Localized MZ vision implemented jointly by local governments and MZs by an integrated LG-level customized package of capacity and financial assistance.**

This output is measured against number of organized citizen forums, number of identified priorities through forums that are embedded in LG policies, number of established functional and sustainable hubs, level of satisfaction of MZs with local governments, and number of introduced ICT based solutions for citizen participation, empowerment of women and/or local democracy. It is important to note that in April 2022 the MZ Project requested re-purposing of some segments of the Project intervention under this output. The re-purposing request was governed by the delay in implementation of field activities caused by the Covid-19 pandemic. Consequently, the re-purposing proposal was approved by the Project Board and support to implementation of localized visions was introduced under this output. More precisely the MZ Project launched financial support for the implementation of the localized MZ visions' operational plans through a direct call to partner LGs that adopted MZ visions and operational plans that is currently underway.

Due to the Covid-19 pandemic organization of citizen fora in MZs was put on hold in 2020. At the beginning of 2021, the Project initiated organization of online fora since the Covid-19 prevention measures were still in force. During January and February 2021, a total of **25 online** forums have been organized with **2,364 participating citizens** (sex disaggregated data is not available due to



the on-line format of the forums). The forums were organized in the “old” partner MZs as continuation of the activities from the first phase.

In the period from mid-2021 to mid-2022, additional 211 physically organised forums had been held in both old and new partner local governments while at the beginning of 2023 one additional forum session was held. In total **5,268 citizens** participated in the physically organized forums with **25% of women representation**. The Project seems to be on target with this particular indicator despite the Covid-19 related set back.

When it comes to MZ methodological framework, **all partner LGs adopted the MZ methodology with the Brčko District being the last LG to adopt it**. Formal adoption of methodology should contribute to wider application and MZ networking.

In terms of community hubs, 14 hubs were rehabilitated in 2022, and 2 hubs are in the process of reconstruction while for 2 hubs a proper space still needs to be identified. The rehabilitation of hubs has been slowed down due to the prolonged process for identifying the adequate space in accordance to the Project criteria (owned by municipality, centrally placed, access for disabled etc.) and in some cases due to unsuccessful procurement processes. In order to revive and enhance the offer of selected community hubs, the MZ Project introduced new activity package related to hubs strengthening that was approved by the donors and Project Board within the re-purposing proposal in April 2022. As part of the community hub package the MZ Project announced public call for civil society organizations which resulted in 8 approved projects. All of the community hub projects were launched in the last quarter of 2022, up and running during 2023.

In connection to the achievements under this Output and related indicator, 22 LGs have completed procurement of information technology (IT) equipment for partner MZs and community hubs as of December 2021, while the remaining 18<sup>8</sup> LGs completed the procurement process by May 2022. In half of LGs, the procurement process took as long as 6-7 months though specifications for the IT equipment had been prepared by the Project to ensure standardized sets of equipment in all MZs and community hubs.

*Table 7. Output (2.1) review*

Output	Indicators	Overall review comments (February 2023)
Localized MZ vision implemented jointly by local governments and MZs by an integrated LG-level customised package	# of citizens forum sessions at MZ level. <b>Baseline:</b> 602 <b>Target value:</b> 800	<b>Cumulative result: 814</b> <b>2021:</b> 106 <b>2022:</b> 105 <b>2023:</b> 1
	# of MZ priorities in partner local governments identified at citizen forums with positive or neutral impact on environment,	<b>Cumulative: 1029</b> <b>2022:</b> 393 (94 priority completed through MZ Project and 299 priorities implemented by partner LGs)

<sup>8</sup> Pale FBiH did not procure equipment since they have only two MZs and both MZ received equipment in the first phase of the Project.



of capacity and financial assistance.	embedded in local governments' policies. <b>Baseline:</b> 622 <b>Target value:</b> 1200	<b>2023</b> (until February): 14 (completed through the MZ Project)
	# of functional and sustainable community hubs. <b>Baseline:</b> 20 <b>Target value:</b> 30	<b>Cumulative: 34</b> <b>2022:</b> 14 14 Hubs reconstructed and awaiting planned branding. 2 Hubs are under reconstruction.
	# of local regeneration and transformational projects designed at MZ level as a result of community joint dreaming with positive impact on environment. <b>Baseline:</b> 0 <b>Target value:</b> 40	<b>2022:</b> 28 Specific energy efficiency MZ's projects.
	# of partner local governments that introduced ICT-based solutions for citizen participation, empowerment of women and/or local democracy. <b>Baseline:</b> 0 <b>Target value:</b> 5	No change in # The activities that contribute to this indicator have not yet been implemented.
	% of all MZs who are satisfied with (or who can count on regular) support of the local government staff/MZ-focal points. <b>Baseline:</b> 0 <b>Target value:</b> 50	Data not available The Project will develop survey to determine number of partner MZs who are satisfied with the support provided by the LGs.

Activities related to introducing information communication technology (ICT) based solutions in local governments that can help with citizen participation, women empowerment and local democracy will be introduced in 2023. The idea is to replicate one of the readily available digital solutions for citizen participation across the projects implemented by UNDP.

**The women representation is lower than expected 40% which is set as a golden standard and the Project intends to work on increasing women participation over the upcoming period.**

**Output 2.2. A performance-based incentive scheme is developed and applied for all participant LGs and their MZs and best performers awarded.**

Implementation of a performance-based incentive scheme was jeopardized by late start of the Project activities caused by Covid-19 pandemic. Namely, the delayed dynamics of the Project did not allow for a full performance-based scheme to be introduced and implemented under the current time framework of the MZ Project. As a result, the MZ Project requested re-purposing of the initially intended performance based scheme into a competitive awarding scheme where each partner local government will announce a direct call to partner local communities (MZs) an



apply same set of criteria to award one incentive MZ priority project. This direct call will be launched in March/April 2023.

Table 8. Output (2.2) review

Output	Indicators	Overall review comments (February 2023)
A performance-based incentive scheme is developed and applied for all participant LGs and their MZs and best performers awarded.	Average % of embedded MZ priorities acted on by local governments. <b>Baseline:</b> 40 <b>Target value:</b> 50	<b>2022: 50.32%</b> In total 781 priorities have been identified through citizen fora and subsequently submitted to LGs, out of which 94 priorities were completed through MZ Project and additional 299 through partner LGs.
	% of partner local governments that tangibly improve performance along the key MZ model parameters. <b>Baseline:</b> 0 <b>Target value:</b> 50	No data LGs will be assessed against a set of performance indicators set by the MZ Project in 2023.

### Output 2.3. More MZ country wide embrace MZ practices based on modern digital platform and human interaction.

Under the Output 2.3., a central place takes the MZ web platform which is meant to instigate exchange of experiences, best practices, and further replication of MZ methodological framework. After assessing the status of the MZ web platform that was established in the first phase of the Project, it was concluded that the platform had a certain gap in time in terms of its promotion and advocacy efforts for the partner MZs to get actively involved using the platform. This is mainly due to the fact that the platform was launched over the transition period from the first to the second Project phase, also coinciding with the Covid-19 pandemic break out. The platform was initially dedicated to “old” partner MZs from the first Project phase while the Project started working with “new” MZs that got on board in the second phase of the Project and did not have access to the platform.

Since a new significant investment was required for the platform to be expanded with additional 187 MZs (see the footnote on page 7 for explanation on the number of MZs) and the existing possibilities of the platform have not been sufficiently put to use by the MZs, it was decided to scan the partner needs in terms of the platform and analyse the level of its use including the reasons for not using it actively. Results of the survey conducted by the Project among the “old” partner MZ showed that majority of MZs are using their Facebook pages due to simplicity and ease of use of those pages. Having analysed the MZ representatives’ responses it was concluded that the best approach is to invest into re-invention of the platform





making it a Facebook like place for community of practitioners and opening it up for all MZ practitioners across the country to ensure sufficient level of interaction, exchange of practices, and knowledge-based information.

*Table 9. Output (2.3) review*

Output	Indicators	Overall review comments (February 2023)
More MZ country wide embrace MZ practices based on modern digital platform and human interaction.	# of successful transfer and replication of MZ practices and models beyond partner local governments. <b>Baseline: 0</b> <b>Target value: 30</b>	<b>2022: 21</b> Trainings on MZ practices and models have been organized by entity municipal Associations to additional non-partner LGs (22 LGs). One LG, Mostar, did not attend the training.
	Vibrant, interactive and accessible digital platform is used for MZ networking countrywide. <b>Baseline: 0</b> <b>Target value: 1</b>	<b>2022: 1</b> Web-platform was officially launched in October 2022. The intention is to initiate a series of workshops, energizing and learning events in order to draw interest of practitioners for the platform. <a href="https://www.mjesnazajednica.ba/bs-Latn-BA">https://www.mjesnazajednica.ba/bs-Latn-BA</a>

The re-invented platform is intended to provide opportunity for mentorship and on-line trainings where the MZ methodological trainings will be offered to everyone in an adjusted on-line format. This would ensure spill over of the MZ knowledge and MZ methodological tools gained through the Project to non-partner LGs which is one of the Project's intentions and indicators under the Output 2.3.

The revitalized web platform was launched in October 2022 and it was further promoted in December 2022 through a joint event organized by both AMCs: [Mreža praktičara mjesnih zajednica Bosne i Hercegovine - Dobrodošli \(mjesnazajednica.ba\)](https://www.mjesnazajednica.ba). The platform will be further promoted and strengthened through a series of carefully planned and designed events aimed at increasing the interest of practitioners and building up the number of active members of the platform.

#### **Output 2.4. Localized MZ vision transferred/scaled up to additional local government.**

Further localization of visions in the non-partner LGs will be done through technical assistance of two Associations of Municipalities and Cities under the Output 2.4.

*Table 10. Output (2.4) review*

Output	Indicators	Overall review comments (February 2023)
Localized MZ vision transferred/scaled up to	# of additional local governments who improve their gender sensitive regulatory frameworks for a localised MZ model.	2022: 2 non partner LGs adopted localized MZ vision through the support of AMCs



additional local government.	<b>Baseline: 0</b> <b>Target value: 20</b>	<p>The work continues in 2023 on localization of visions for the remaining 20 LGs that are supported by the AMCs.</p> <p>In addition, regulatory analysis for 22 LGs has been completed, and AMCs will continue to work with the LGs on improving their legislative framework. Concrete results are expected to be visible in 2023.</p>
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After a slow start regarding the selection of LGs for the AMCs assistance, activities picked up speed in 2022. The process of selection of LGs in the FBiH was completed at the end of 2021, while the process in the RS was completed at the beginning of 2022 when 11 LGs were selected and added to the already identified 11 LGs in the FBiH. These activities were followed by training in MZ methodology and vision, regulatory assessment of MZ related policies and documents in the 22 LGs, and the MZ practitioners' networks meetings (two meetings were organized, one on the subject of public property management and the other on the MZ web platform).

**Outcome 3: Higher government authorities take responsibility and act in response to increased citizens demand for an improved MZ regulatory framework, moving forward broader local governance reforms at country level.**

Under the Outcome 3, the Project's focus is on fostering inclusive policy dialogue and engaging in advocacy and promotion of the institutionalised MZ models, to support regulatory/policy changes at the entity government level that would enable better functioning of MZs and stronger citizen engagement throughout the country. Importantly, such changes are expected to build on previous achievements, while being articulated through amendments to the principal local governance laws and/or policy papers or relevant strategies by entity governments/AMCs.

During the reporting period, the Project made efforts to bring these policy dialogues in both entities back into focus, proactively engaging with entity ministries responsible for local governance and AMCs. The Draft Law on Amendments to the Law on Principles of Local Self-Governance in the FBiH, that was prepared by the working group bringing together representatives of LGs, the FBiH Ministry of Justice and FBiH Parliament, had been unanimously adopted by the House of Representatives of the FBiH Parliament in February 2022. However, the mandatory public consultations that ensued, resulted in concerns being raised by some local governments and ultimately lack of support by the FBiH AMC Presidency to the Proposal Law.

The new development and reluctance of the FBiH Association of Municipalities and Cities to support the Law Proposal was successfully resolved in a series of meetings with the Presidency of the Association and the Law was formally supported in the Presidency session that was held on 24<sup>th</sup> of February 2022. Following the support by the FBiH AMC, and favourable opinion of the FBiH Government the Law was submitted into the parliamentary procedure. The House of Representatives adopted the Law Proposal in the July session in 2022. It still remains for the Law to be adopted in the House of Peoples or, due to the elections held, withdrawn from the procedure. .



In terms of regulatory reforms in the RS, the Project intensified discussions on MZ-related amendments to the Law on Local Self-Government in the RS in the last quarter 2021. The overall discussion was set in motion in October 2021 on a meeting with the Ministry of Local Administration and Self-Government. The Project managed to draw attention to the required MZ-related improvements to the RS Law on Local Self-Government within the process of already initiated changes to the Law led by the designated Working Group and the RS Ministry of Administration and Local Self-Government. In November 2021, the Project assisted the Ministry with formulating legal provisions related to the MZ functioning, however, the Law did not go any further into the procedure. The latest information from the Ministry of Administration and Local self-Government of the RS is that the Law may go into the procedure in 2023.

The Brčko District finally adopted the MZ Methodological Framework in February 2023 alongside the MZ localised vision. The draft Law on MZs has been developed however the adoption is expected in the following months. Namely, the Law was withdrawn from the Brčko District BiH Assembly session in February 2023 due to opposition by some of political parties related to unresolved issue of long standing debts by some of the MZs.

By partnering with both AMCs towards supporting non-partner LGs in adopting the new MZ vision and upgrading their legal and institutional frameworks, as well as tools and practices, the Project initiated further scaling out and replication of positive MZ practices, contributing to active citizen engagement in public life and democratic transformation at the local level.

*Table 11. Outcome (3) review*

Outcome	Indicators	Overall review comments February 2023)
Higher government authorities take responsibility and act in response to increased citizens demand for an improved MZ regulatory framework, moving forward broader local governance reforms at country level.	Number of amendments of gender-sensitive legal/policy/strategic frameworks that contribute to stronger and more professional MZs drafted as a result of inclusive policy dialogue. <b>Baseline: 1</b> <b>Target value: 5</b>	<b>Cumulative:3</b> <b>2021: 1</b> <b>2022: 2</b> Proposal of the FBiH Law has been adopted unanimously by House of Representatives. Adoption in the House of Peoples is unknown due to formation of the new composition of the House of Peoples. The Project reached consensus on the draft amendments to the RS Law on Local Self-Government, Project developed detailed analysis of BD Law on MZs with proposals for changes. BD drafted changes to the MZ Law.
	# public events, consultations and actions where MZs and local governments and/or their representative bodies proactively took part and influenced broader MZ and local government reforms. <b>Baseline: 10</b> <b>Target value: 20</b>	<b>Cumulative: 18</b> <b>2021: 6</b> <b>2022: 2</b> In 2022, 2nd and 3rd FBiH AMC Presidency sessions, on which draft changes to LSG Law were officially accepted and forwarded for further procedure.
	# of members of government/parliament commissions/working bodies	<b>Cumulative: 46</b> <b>2021: 4</b> <b>2022: 27</b>



	<p>actively involved in improvement of the local governance and MZ frameworks at higher government levels</p> <p><b>Baseline: 15</b> <b>Target value: 50</b></p>	<p>FBiH AMC Presidency, FBiH Working group, RS Ministry of Administration and LSG, RS MULS Working Group.</p> <p>During adoption process, in FBiH, members (13) of the government were involved. RS working group (11) responsible for drafting changes to the Law on LSG was appointed by RS Ministry for LSG. Its work is still ongoing. Brcko District appointed their working group for changes to the BD MZ Law (3).</p>
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### **Output 3.1: Strong analytical ground to support and influence inclusive policy dialogue based on emerging common localized MZ vision legal models.**

Assessment of LG regulatory practices related to MZs and local governments has been conducted during the reporting period. The legal analysis has been completed in 18 “new” partner LGs and this analysis has been shared with the Responsible Party and Service Providers to enable the legal assistance that they will be providing to LGs in terms of adjustment of their regulatory frameworks in relation to the localized MZ visions. Also, in 2021 the Project conducted an internal assessment of the RS regulatory framework related to MZs in order to prepare the grounds for regulatory changes in the RS. This basic analysis was shared with the members of the RS Working Group that leads the process of drafting amendments to the RS Law on Local Self-Government.

*Table 12. Output (3.1) review*

Output	Indicators	Overall review comments (end of 2022)
Strong analytical ground to support and influence inclusive policy dialogue based on emerging common localized MZ vision legal models	# of assessments conducted to support and inform policy dialogue <b>Baseline: 0</b> <b>Target value: 2</b>	<b>Cumulative: 2</b> 2021: 1 2022: 1 Assessment of the Brcko District regulatory framework related to MZs in order to prepare the grounds for regulatory changes in the BD.

Another regulatory framework related analysis of gaps in the implementation of the MZ Law in the Brčko District BiH was conducted in the second quarter of 2022. This analysis feeds into the process of regulatory changes in the BD.

### **Output 3.2: AMCs, academia, civil society organisations and citizens supported to become strong promoters of the MZ Vision and advocates for improved public policies**

In 2023 the Project intends to work with mayors and media to establish a pool of localized MZ vision promoters. A carefully tailored workshop on advocacy skill will be offered and organized for this purpose.



Output	Indicators	Overall review comments (February 2023)
AMCs, academia, civil society organisations and citizens supported to become strong promoters of the MZ Vision and advocates for improved public policies.	# of advocacy initiatives by academia, civil society organisations (including women groups), academia and citizens in policy dialogue for MZ- and local government-linked reforms. <b>Baseline: 0</b> <b>Target value: 5</b>	No change in # The Project intends to work with mayors and media to establish a pool of localized MZ vision promoters. The Project will explore options with CSOs and practitioners MZ network in this regard. 2023 media campaign for promoting the MZ related results and re/branding of the MZ image will contribute to this process.
	# of representatives from AMCs, academia, civil society organisations (including women groups) and citizens to become strong promoters of the MZ vision who take active part in policy dialogue and advocate for MZ- and local government-linked reforms <b>Baseline: 0</b> <b>Target value: 200</b>	No change in # Closely related to the above indicator. 2023 media campaign will drive the efforts in this segment.
	# of capacity development events for AMCs, academia, civil society organisations to become strong promoters of the MZ vision. <b>Baseline: 0</b> <b>Target value: 10</b>	<b>Cumulative: 3</b> <b>2022: 3</b>

In addition, the Project is in the process of designing a nation-wide media thematic coverage campaign for wider public awareness raising. The campaign is planned to be launched in the next couple of months. Advocacy efforts towards regulatory changes at all levels will be broadened in 2023 as part of the activities of both AMCs.

**Output 3.3: Gender sensitive legal and policy frameworks for local governance drafted by higher level authorities in order to provide MZs with institutional stability and greater functionality.**

Under the Output 3.3. a detailed roll out plan for Brčko District will be developed following the law implementation gap analysis related to the current BD MZ Law in the first half of 2022.

In terms of efforts related to the FBiH and RS regulatory framework, the Project has organized a number of meetings and consultations in 2021 and 2022 with FBiH Association of Municipalities and Cities and RS Association of Municipalities and Cities, of RS Ministry of Administration and Local Self-Government, Working Groups, tec., that are related to the intended changes of regulatory framework at higher levels.

The Project continues to steer, facilitate and closely monitor the situation related to the MZ legal and policy frameworks at higher levels of government in 2022.



Table 13. Output (3.3) review

Output	Indicators	Overall review comments (February 2023)
Gender sensitive legal and policy frameworks for local governance drafted by higher level authorities in order to provide MZs with institutional stability and greater functionality	# of advocacy initiatives by AMCs in policy dialogue that got full support from member local governments. <b>Baseline: 0</b> <b>Target value: 2</b>	<b>Cumulative: 1</b> <b>2022: 1</b> FBiH Proposal Law on the Amendments to the Las on Principles of LSG was supported by the FBiH AMC in February 2022.

The Project continues to steer, facilitate and closely monitor the situation related to the MZ legal and policy frameworks at higher levels of government in 2023 at both entities and in the Brčko District BiH.

### 3.3 Efficiency

During the period in review, the Project went under management changes with new Project Manager (PM) arriving in July 2021. In the first half of the year, the Project was managed by the previous PM and by an ad interim PM-Local Governance Officer. Also, the Project was transferred to the UNDP sector of Good Governance in the first quarter of 2021.

As of August 2021, the Project has ensured professional communication support through Communication Associate that is shared by a several Good Governance projects including the MZ Project. This has had a very positive effects on the Project’s visibility that is now conducted in a systemic way while maintaining continuous presence in the media either through local government partners and the news published on their web pages or through UNDP social media channels. The Project intends to finalize comprehensive communication strategy and further increase visibility of the Project results. Currently, the MZ project team **consists of 10 employees (7W, 3M), of which 5 are field staff.**

**The project team established good cooperation and communication with the partners of the MZ project, and the results of the survey evaluated communication for the MZ project team as excellent and very good with overwhelming majority of 83.4%.**

Financial operations were managed in a satisfactory manner. After a slow spending start in 2020 due to Covid-19 pandemic with financial realization of 477,689.29 USD, the 2021 followed with 941,878.41 USD in financial delivery while 2022 was very good in that regard with 2,126,682.17 USD delivered according to preliminary financial delivery data<sup>9</sup>. In addition to this, LGs delivered USD 1,074,608.41 of their own contribution to the Project bringing the total financial delivery of the Project to **USD 4,620,858.28** as of 31<sup>st</sup> December 2022 or **44.62%** of the total projected budget. Although percentage of financial implementation is somewhat lower than expected, delays in the implementation of MZ project activities due to COVID should be taken into account as well as the

<sup>9</sup> Final financial results are available by end of March of every financial year.



implementation modality for the priority MZ projects that are implemented via public procurement system.

### 3.4 Ownership

Ownership over key Project processes and achievements is rather high. After seven years of activities' implementation, the local level partners' changes in attitudes are evident. They feel high ownership over MZ Project approach and all segments of the MZ's implemented local projects.

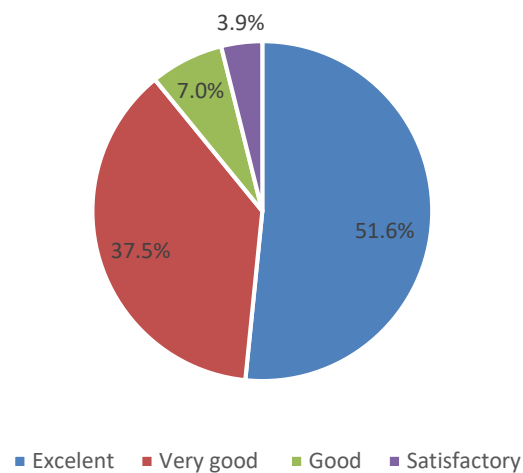


Figure 3. Survey results “Will the results achieved through the MZ project in your opinion have an effect even after the completion of the MZ project?”

The general conclusion of the workshop and survey participants (95%) regarding the sustainability and ownership of MZ project actions is that the project is locally owned but some of them stressed issues of financial resources, depopulation of MZs, lack of awareness and political influence, etc. that may jeopardize replication of results in the future

### 3.5 Synergies with Other Interventions

The Project ensured synergies with some finished (ILDP e.g.), and some on-going initiatives in the area of local governance and local development in the country, to optimize results and avoid duplication of activities. The Project collaborated with the Integrated Local Development Project (ILDP), financed by the Government of Switzerland, in terms of down-streaming the local development management cycle to the MZ level in partner local governments. Namely, the Project intends to modify the mid-term planning trainings developed through the ILDP and provide them to the MZ representatives in order to ensure adequate knowledge base for the integration of the citizen forums priorities into the planning system of local governments. Also, the Project already discussed and principally agreed collaboration with the Municipal Environmental and Economic Governance Project on replication of the e-citizen digital tool, the



flagship tool of the MEG Project, in 5 partner local governments of the MZ project. In this way, the investment and efforts of the MEG Project in terms of citizen participation and engagement will maximize and the citizen engagement and participation that is ensured through the MZ Project will expand and attract additional population target groups through application of digital tools.

Also, in 2022 the MZ Project synergized with the project Digitalization in Public Sector on replication of the training Innovations in the Public Sector that was originally designed through the Digitalization Project. As a result, the MZ Project will replicate modified innovations training in partner MZs and LGs and use trainers that went through the Training of Trainers for Innovations in Public Sector within the Digitalization Project.

Synergies were in place with the Women in Elections Project (WEP) that ended in 2021, particularly in regard to using the data on women leaders that were part of the WEP Project for the research on insufficient participation of women in the MZ citizen fora.

During the interview with the representatives of the donors, it was emphasized that the Project collaborated on various issues with the following projects: **Project Strengthening Associations of Municipalities and Cities in FBiH and RS & supported by the Switzerland and Sweden), Proactive Citizens Project or PRAGG (supported by the Switzerland, GED project (supported by Sweden), PIPLS project (supported by Sweden), and OZONE Project (supported by the Switzerland).**

In conclusion, it is important to note that the MZ Project is one of the flagship initiatives in the broader local governance and local development reforms, where UNDP plays an important part. Complementarities among all ongoing initiatives, coupled with cross-fertilizing synergies at the local and community level, certainly added value to the effects anticipated by this MZ Project, to the best interest of local communities and citizens in Bosnia and Herzegovina.

**The results of the survey showed that the question "Did the MZ project enable successful cooperation between the stakeholders on the MZ project (local self-governments, local communities, entities, civil society organizations, etc.)?" as many as 83.4% of respondents answered excellent or very good.**

### *3.6 Bottlenecks and Risks*

As part of the MTR workshops and the survey, participants and interviewees identified several bottlenecks in the Project implementation and risks for implementation of the forthcoming activities. Where relevant, they also identified the mitigation strategies to be taken into consideration in addressing and/or removing the risks in the coming project period.



Bottlenecks/ Risk	Possible mitigation strategies and description
<p><i>COVID pandemic</i></p>	<p><b>Use of online tools as auxiliary resources in conditions of restriction. Organization of Covid-19 testing for events participants, work in smaller groups.</b></p> <p>The entire system of health measures and restrictions on public meeting led to the delays of initiation of preparatory and implementation of field project activities. Covid-19 pandemic also caused delay of the MZs election. For this reason, the overall concept required adaptation to new working conditions and environment, and the MZ Project significantly relied on remote work and the implementation of certain activities on-line (i.e., MZ capacity development, meetings, work in smaller groups, organization of Covid-19 testing etc.</p>
<p><i>Political crisis and the lack of the political consensus in the FBiH and RS for improvement of MZs legal and overall status.</i></p>	<p><b>Continued negotiations and advocacy for improved legal regulations adoption process.</b></p> <p><b>Turbulent political situation in the country represents a big challenge to entity level regulatory reforms. For example the FBiH Proposal Law that was adopted in July 2023 by the House of Representatives before the general elections will most probably require new parliamentary procedure due to the change of Parliamentary composition.</b></p> <p>It is necessary to use the existing or upgraded Advocacy Policy, and focus on the engagement of the members of the Project Board, who are representatives of ministries and associations of municipalities and cities to improve the system approach for improving the legal and overall status of MZs, at the entity and level of Brcko District of BiH.</p>
<p><i>Changing political context, having in mind the BiH local elections (last one 2020 and future 2024). It is likely to induce changes in the local governments, composition of the partnership bodies and fluctuation of administrative staff and MZs volunteers.</i></p>	<p><b>Continued strengthening of the mid-level management and professional staff in administrations</b> would ensure the higher stability of the management systems that will keep on going even if the elected officials change.</p> <p><b>Awareness raising of the newly elected mayors as well as elected local assembly members can be conducted through the Training System for Elected Officials.</b> This should be conducted in parallel to strengthening of the professional administrative staff as well as MZ volunteers.</p>



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*Low understanding of the local and higher level parliaments and relevant ministries about the needs of MZs.*

**Continued capacity building and awareness building for the relevant stakeholders.** In the remaining period of the Phase II, MZ Project team may consider to continue to promote the mechanisms for financial planning (through advisory support, promotional and awareness raising activities) so that budgets accommodate MZs priorities.

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*Donors' decision to change implementation model in terms of implementation of MZ priority projects (national implementation model by local governments through public procurement system).*

**Continued capacity building and awareness building for the LGs' public procurement offices as well as MZ's representatives about public procurements procedures and requirements.** Public procurement is often a complicated and demanding process, with the change of the procurement model (public procurement is carried out by LGs) there has been a whole series of delays in the implementation of priority projects in the MZs, also due to public procurement delays and crises in the global market in 2022, there have been changes and price increases in the implementation of priority MZ projects, "lower value for money".

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*Institutional capacities of MZs in terms of maintenance of existing systems are not yet strong enough to ensure sustainability of all these processes and systems.*

**Provision of capacity building in the form of mentoring and on-the-job training, tailored to the needs of partner institutions (printed manuals or instructions, etc.).** All relevant institutions and governments do not have sufficient capacities to maintain the systems and ensure their sustainability. For example, local governments or MZs representatives still require UNDP's support, in some cases not the extensive technical assistance but the lighter advisory and facilitation support. MZ Project Team could make efforts to respond to the needs of each institution by fostering independent work of the more capable ones and helping out those with weak capacities to become more professional and independent.

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*Limited finances in the public budgets allocated for MZs.*

**Further support to strengthening of the financing mechanism would contribute to increase of financial resources for development projects in MZs.** Additionally trainings for MZs representatives to express interest in continuous capacity building for international donor projects who could fill the gap of lack of resources for MZs development projects in municipal budgets.

**Also, it is necessary to connect MZs priority projects with strategic and operational planning at the level of LGs (especially in the process of participation during development of operational three-year and annual plans of LGs).**

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*Lack of data collection systems is an obstacle for strategic planning and monitoring of MZs projects.*

**Continued support to the governments to establish databases and data collection channels and better vertical and horizontal coordination for data collection and dissemination at MZs level.**

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*Low awareness of MZs citizens and specific social groups about importance of inclusion, public meetings and hearings (citizens do not participate in some activities and public meetings/hearings organized by governments, including local government).*

**Intensify activities under the Project Output 3.2 related to civil society organizations, social groups, youth and women, include more promotions and media coverage.** In the previous period, this Output was not realized according to targets. There was low interest of media and civil society organizations for the activities of MZs. New approaches and ideas for promotion of MZs are needed to make the topics of local communities attractive to academia, media and civil society.

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### 3.7 Gender Equality and Social Inclusion

Social inclusion is at the heart of the MZ Project and deeply intertwined in all Project interventions. The Project strives to build inclusive communities-places where citizens feel safe, respected and comfortable with their own identities.

In this regard, citizen forums are at the forefront of social inclusion efforts making sure that everyone's voice is heard and building up the trust among community members. Data from the physically held forums show that 515 people from socially excluded groups<sup>10</sup> participated in voicing out priorities in their local communities. **This number represents 10% of total number of forum participants.**

In addition, localization of new MZ vision included a wide consultative process with all MZ community members giving citizens opportunity to shape up the future outlook of their MZs regardless of their status or identity. This contributed to stronger commitment by citizens to the future MZ work and strengthening of social cohesion and sense of local community belonging.

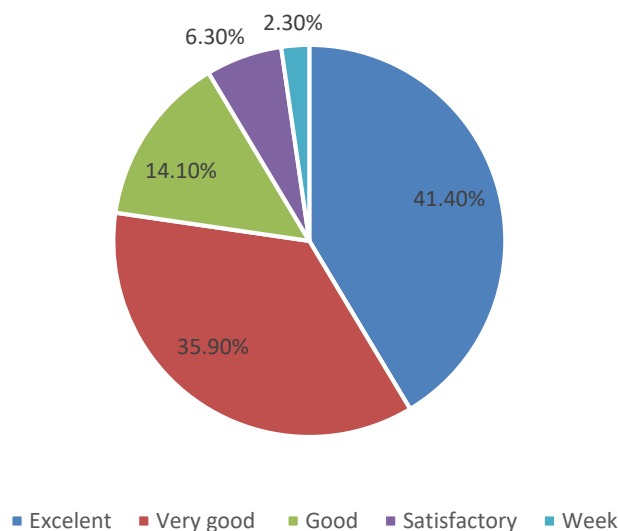


Figure 4. Survey results "Did all social groups of residents including vulnerable groups (e.g. unemployed persons, persons with disabilities, Roma, displaced persons, etc.) in your community have the opportunity to get involved in the activities of the MZ project?"

Another area of Project work that has a deep effect on social inclusion and social cohesion is support to community hubs in terms of community hub content and activities and this is being implemented through the civil society organizations' grants that were distributed to 8 community hubs via a public call in 2022. The MZ Project intends to offer customized packages

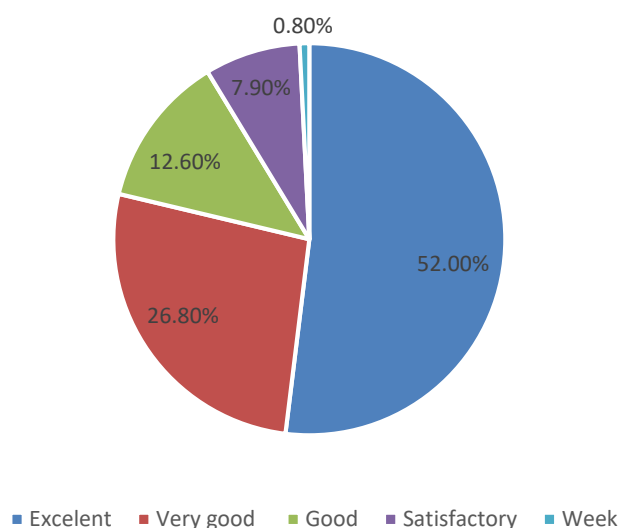
<sup>10</sup> Socially excluded groups include people unemployed for the last 2 years, refugees, Roma and people with disabilities.



of content especially for youth and women in the remaining 33 community hubs that are not recipients of the CSO grant assistance.

In addition, the greatest effect on socially excluded groups can be expected from implemented MZ priority projects. Until now over 20,000 of socially excluded population benefited from the implemented projects.

The general conclusion of the workshop and survey participants (>90,00%) regarding the social and gender inclusion of MZ project actions is that the project has high level of social inclusion but some of them stressed issues of the will and importance of the inclusion of targeted social groups (Roma, youth, unemployed, etc.).



*Figure 5. Survey results "Did both genders have the opportunity to get involved and contribute to the realization of the MZ project in the community?"*

In terms of gender equality, the Project was recognized as a gender flagship project due to its carefully designed interventions aimed at increased participation of women in public processes and representation of women in MZ governing bodies. The Project conducted deep scan analysis of currently implemented gender related policies at the level of local governments looking into the current level of women representation in local governing and legislative bodies which served as a qualitative input for developing a fully- fledged Gender Strategy for the Project. The logical next step was to build upon the Gender Strategy and design women centred activities that will help increase the level of women participation in citizen forums (current level of participation is at 33%). In the meantime, a carefully designed survey was conducted to determine the reasons behind lower attendance of women in the MZ citizen fora and analysis and recommendations of the survey will be used to design empowering programmes for women and girls that will be translated into action in community hubs potentially establishing connection between leaders



of the Women Development Forum<sup>11</sup> and women in local communities on the issues of mutually recognized interest.

This is not enough, and all of these efforts will be followed by introduction of gender sensitive changes to regulatory frameworks at the local level that are upcoming following adoption of new localized MZ visions.

#### 4. LESSONS LEARNT

For the reporting period, the Project faced many challenges that have been translated into lessons learned:

- **Regulatory frameworks.** Maintenance of continuous contacts with institutional stakeholders is crucial for a good working relationship and stable partnership especially when it comes to making progress in the area of legal frameworks. In the FBiH good cooperation and partnership with the Ministry of Justice's Institute for Public Administration and FBiH Association of Municipalities and Cities was critical for making a breakthrough in terms of the stalled process of final adoption of the Draft Law on Amendments to the Law on Principles of Local Self-Government.
- **AMCs.** Associations of municipalities and cities' participation in regulatory framework working groups should be at the level of their governing bodies (i.e. Presidency) since this is the adequate way to ensure full support of the AMCs in the process of adoption of regulatory frameworks.
- **National implementation model.** Procurement processes in LGs can be very lengthy and often going out of the planned time framework by the Project. It is crucial to apply continuous pressure on LGs to perform and maintain a close eye on those processes and their status. Also, the Project adjusted its approach and is initiating activities requiring public procurement by LGs as early as possible. The LGs were trained in UNDP procedures in order to be able to respond to the Harmonized Approach to Cash Transfers requirements and justify the incurred cost.
- **Enhanced Project visibility.** Communication support is very important for the Project. Through consistent and systematic communication support, the Project's progress was recorded and represented through various channels of communications, thus making Project more visible, as can be seen in media clippings.
- **Citizen's forums** are the most direct way of public participation, addressing and delegation of priority projects at the MZ level. **The Citizens' Forum is a mechanism for gathering the citizens from the territory of a local community in order to discuss common problems that burden everyday life in their local community.** After identifying the problem, the forums also discuss potential solutions to the observed problems. The results of the forum are priorities that citizens identify and harmonize. Based on this list of priorities, project ideas

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<sup>11</sup> Women Development Forum was established through the Women in Elections Project implemented by UNDP.



were developed that contribute to the development of the local community. Decision of citizens on the priorities of their local community through the forums is the basis for determining future joint initiatives that could be nominated through the action of the MZ's council, municipal or city authorities.

## 5. SUSTAINABILITY

Sustainability lies in the essence of the MZ Project's methodological approach and its exit strategy. Given the significant participation of local partners, all the results achieved so far have significant sustainability potential or will have it. Particularly significant **are the expectations in the systematic contribution of the strengthening of the MZ through future amendments to the Law at the level** of the Federation of BiH and Republika Srpska as well as legislation at the local level. It is necessary to emphasize the **importance of the MZ methodologies adopted by all LGs as well as vision of local communities**, which is certainly a guarantee in the future replication of good practices, after the completion of the MZ Project. Also, the sustainable institutional changes will happen at community level as well. **Community Hubs** are perceived as innovative structures, created upon citizen demand in Phase 1. By end of Phase 2, Community Hubs will become sustainable and capable to lead social and cultural activities at community level.

The Project **works and will work on-system**, with a strong focus on institutionalising the successful MZ models at the local and higher levels of authority, making sure that the new legal and policy frameworks get implemented to the highest possible extent. In the following implementation period, the MZ project (Phase II) needs to fully consolidate and prepare the exit strategy for the upcoming or by partners expected third phase (Phase III) of the MZ project.

The general conclusion of the workshop **and survey participants (>98,00%) regarding sustainability** of MZ project is that the project is sustainable but some of the participants stressed issues of the financial support through the LGs' budget.



## 6. STRATEGIC IMPLICATIONS AND RECOMMENDATIONS

Additional recommendations for transition and phasing-out are related to the adjustments in approaches and interventions, that would maximize the MZ Project performance.

⇒ **Recommendation 1.** *Finalized MZs legal and overall status as part of systematic approach.*

It is necessary to use the existing or upgraded Advocacy Policy, and focus on the engagement of members of the Project Board, who are representatives of ministries, donors and associations of municipalities and cities to improve the system approach for advancement of the legal and overall status of MZs, at the entity and level of Brcko District of BiH through adoption of improved laws and regulation. Although the influence of members of the Project Board is limited to making certain decisions, there are still certain ways of advocating on political structures and decision-makers regarding the final improvement of the status of the MZs.

⇒ **Recommendation 2.** *Provide assistance for strengthening of the structures of MZs at local level (MZs councils and other internal structures of LGs dealing with MZs).*

It is generally expressed a very dominant opinion that local communities should be given a more significant role at local level, i.e., how to recognize the needs of their immediate environment, but that MZ does not have sufficient authority to initiate initiatives or projects. For this reason, it is necessary to provide full support to decision-makers at the local level, in order to strengthen the status of the MZs, but at the same time avoid the possibility of negative influence of blockades, politics or exclusively individual political subject interests in the local community (MZ) with increased importance of attitudes and voices from MZs. For this reason, it is necessary to strengthen the internal structure of MZs. MZ should be well organized, functional, equipped and efficient.

⇒ **Recommendation 3.** *Continue to promote gender and social inclusion principles in relation to the MZs status improvement and development, including a higher number of Citizen's Forums and participants as well as the rebranding of MZs.*

In order to improve gender and social inclusion it is recommended to organize specifically tailored citizens' forums only for women or other specific socially excluded groups from the local community (MZ). It's important to motivate these groups, to increase their activism and representation. It would be good to take additional advocacy and other measures to ensure in the local community an environment in which the attendees of forums will be able to express



themselves free. It is recommended within the framework of the forum methodology to put more emphasis on gender and social exclusion issues and priorities and a priori allocate financial resources for their realization. The Project is encouraged to intensify activities related Citizen's forums, civil society organizations, socially excluded groups, youth and women, to invest time in promotion of MZ related activities, media coverage and overall rebranding.

⇒ **Recommendation 4.** *Adjust future support to MZs partner structures to the specific needs of the MZs, where MZs as partners should be increasingly in the driving seat.*

Although the MTR findings indicate that MZ Project team already implemented relevant activities and appropriate approaches in the previous period, the MZs are different in terms of capacities (human resources and skills mostly), some are more developed and more aware of own needs and can be given the lead in activities, while the others are still rather weak and require heavier technical or infrastructure support. It is clear that stronger assistance is still needed in small local communities (MZs) or even LGs (i.e. public procurement offices in small LGs). In such cases, mentoring, on-the-job support and peer-to-peer knowledge exchanges are suggested.

⇒ **Recommendation 5.** *Ensure that local budgets are transparently available to MZs, based on community needs.*

Further support to strengthening of the financing mechanism would contribute to increase of financial resources for development projects in MZs. Additionally, it is possible to initiate trainings for MZs representatives to prepare more quality project proposals for domestic or international donor projects who could fill the lack of resources for MZs development projects in public budgets. It is necessary to connect MZs priority projects with strategic and operational planning at the level of LGs (especially in the process of participation during development of operational three-year and annual plans of LGs).

⇒ **Recommendation 6.** *Continue support to LGs data management to provide MZ's disaggregated data at local level, including collection and analysis systems for each MZs at local level.*

This is very important for adequate monitoring and reporting on MZs projects implementation and also for monitoring of relevant indicators. While offices for statistics process the data, the relevant institutional partners (e.g. local/ cantonal governments) must collect data and must develop systems for regular annual data collection which can be used at MZs level for future projects identification as well as monitoring of the MZs projects. A big constraint is the lack of



reliable and systematically measured data at the MZs level and it is necessary to collect and provide MZ's disaggregated data (i.e., data about MZ's population categories, technical infrastructure, land and infrastructure ownerships, paved road, sewer, electricity and other). It could be very helpful during projects or measures preparation at MZ level.

⇒ **Recommendation 7.** *Explore the possibilities for extension of the duration of the project in consultation with donors.*

Currently, the project is at about 44.6% of the realization of planned financial resources, although the duration of the project is in an advanced stage of implementation compared to the planned (36 months or 75% of planned duration). For this reason, it is necessary to intensify activities for the remaining period and possibly consider extension of the MZ project together with the donors and the Project Board.



## 7. LIST OF ANNEXES

### Annex 1: Mid-term review workshop agenda

#### MID-TERM REVIEW “Strengthening the role of local communities in BiH” AGENDA

Sarajevo, February 16, 2023 and Banja Luka, February 14, 2023

Facilitated by Mitar Perusic

09.30-10.00	Registration and Coffee
10.00-10.20	<b><u>Opening remarks</u></b> <i>Ms. Snežana Kanostrevac-Cvijetić, Senior Programme Officer Embassy of Switzerland in BiH</i> <i>Mr. Mario Vignjević, Programme Officer, Embassy of Sweden in BiH</i> <i>Mr. Samir Omerefendić, Inclusive Society/Social Contract Portfolio Manager UNDP BiH</i>
10.20-10.50	<b><u>Overview of progress towards attainment of outcomes: set targets and achievements</u></b> <i>Ms. Amela Gačanović-Tutnjevic, Project Manager, Strengthening the Role of Local Communities in BiH</i>
10.50-11.00	Introduction to methodology of work and splitting into working groups
11.00-12.30	<b><u>Group discussions, reflections and inputs from partners</u></b> - Relevance of interventions and progress achieved - Risks, Equality and Social Inclusion - Sustainability and Recommendations
12.30-13.00	Coffee Break
13.00-14.30	<b><u>Presentations by working groups, discussion and recommendations</u></b>
14.30-14.45	<b><u>Final remarks</u></b> <i>Ms. Amela Gacanovic-Tutnjevic, Project Manager, Strengthening the Role of Local Communities in BiH</i>
14.45	Lunch



## Annex 2: List of interviewed/consulted persons

Institution/ Organization	Name and Surname
MZ Project/UNDP	Amela Gačanovic-Tutnjević
UNDP M&E Analyst	Amra Zorlak
MZ Project/UNDP	Mersad Beglerbegović
Senior Programme Officer Embassy of Switzerland in Bosnia and Herzegovina	Snezana Kanostrevac-Cvijetić
Programme Officer Public Administration Reform & Local Governance Reform & Anticorruption & Public Finance Management Embassy of Sweden in Bosnia and Herzegovina	Mario Vignjević
MZ Project/UNDP	Antonia Maleš-Plevljak
MZ Project/UNDP	Naida Hadžiabdić-Wright



### Annex 3: List of workshop participants

Banja Luka, February 14, 2023

No.	Name and surname	Institution/LG/MZ
1.	Milijana Dragojević	Ministry of Administration and Local Self-Government of Republic of Srpska
2.	Nedim Hamzabegović	Brčko District BiH
3.	Aco Pantić	ALVRS
4.	Amela Gacanovic Tutnjevica	UNDP BiH
5.	Amer Mezetović	Municipality Sanski Most
6.	Dijana Eremija	Municipality Mrkonjić Grad
7.	Gorana Antić	MZ Novo Naselje, Mrkonjić Grad
8.	Vidosava Tepić	Municipality Kotor Varoš
9.	Stanko Tepić	MZ Kotor Varoš, Kotor Varoš
10.	Almina Alagic	Municipality Tešanj
11.	Hasan Plančić	Municipality Tešanj
12.	Omer Ramić	MZ Mrkotić, Tešanj
13.	Milada Šukalo	City of Banja Luka
14.	Dragan Maksimović	City of Banja Luka
15.	Haris Hrvic	City of Gračanica
16.	Jasna Smajilbašić	MZ Donja Lohinja, Gračanica
17.	Aleksandra Marjanović	City of Doboj
18.	Aleksandar Mrkonjić	Municipality Teslić
19.	Nenad Bubić	MZ Gornji Buletić, Teslić
20.	Bojana Kurešević	Municipality Modriča
21.	Ivana Mijanić	Municipality Modriča
22.	Mile Purić	MZ Modriča V, Modriča
23.	Nermina Hadžimuhamedović	City of Gradačac
24.	Ankica Todorović	City of Bijeljina
25.	Zoran Ješić	Brčko District BiH
26.	Mitar Perušić	Consultant
27.	Mirna Dabić Davidović	UNDP BiH
28.	Diana Silić	UNDP BiH



Sarajevo, February 16, 2023

No.	Name and surname	Institution/LG/MZ
1.	Eldina Dervišević	Municipality of Breza
2.	Jelena Kuzmanović Šalipur	Municipality of Rudo
3.	Enin Bajramović	Municipality of Vogošća
4.	Đejna Sarač	Municipality of Vogošća
5.	Jelena Savović Todorović	Municipality of Višegrad
6.	Adnan Klempić	Municipality of Olovo
7.	Irfan Cuplov	Municipality of Centar Sarajevo
8.	Osman Salkić	Municipality of Breza
9.	Goran Čuviza	Municipality of Rudo
10.	Asima Džambegović	City of Goražde
11.	Vitomir Vojčić	Municipality of Ljubinje
12.	Petar Novokmet	Municipality of Ljubinje
13.	Dejan Janković	City of Trebinje
14.	Stevo Drapić	Municipality of Ljubinje
15.	Jelena Radulović	Municipality of Vlasenica
16.	Vojin Đurić	Municipality of Vlasenica
17.	Rešid Hadžić	City of Zenica
18.	Katica Iličić- Radman	Municipality of Vitez
19.	Hasan Omić	City of Zenica
20.	Jozo Radman	Municipality of Vitez
21.	Selma Fišek	Association of Municipalities and Cities of FBiH
22.	Snežana Kanostrevac-Cvijetić	Representative of Embassy of Switzerland
23.	Samir Omerefendić	UNDP
24.	Antonia Males	UNDP
25.	Zlatko Abaspahić	UNDP
26.	Amra Zorlak	UNDP
27.	Mitar Perušić	Consultant



Annex 4: Survey results (separate .xls and .pdf files)