FINAL EVALUATION REPORT

Name of the evaluation intervention:	Strengthening the Role of Local Communities/Mjesne Zajednice in Bosnia and Herzegovina 2020–2024 (Phase II)
Evaluation conducted in the period:	March-April, 2024
Inception Report date:	March 15, 2024
Draft Report date:	April 30, 2024
Final Report date:	May 8, 2024
Country of the evaluation intervention:	Bosnia and Herzegovina
Evaluation commissioned to:	UNDP Bosnia and Herzegovina
Evaluation conducted and reported by:	Radmila Miković, PhD, Independent Evaluation Expert

Project and evaluation details

Project Information		
Project/outcome title	Strengthening the Role of Local Communities/Mjesne Zajednice in Bosnia and Herzegovina 2020–2024 (Phase II)	
Quantum ID	00097541	
Corporate outcome and output	Outcome 5. By 2025, there is stronger mutual understanding, respect, and trust among individuals and communities.	
Country	Bosnia and Herzegovina	
Region	-	
Date project document signed	1 March 2020	
Project dates	**Start**	**Planned end**
	1 March 2020	31 December 2024
Total committed budget	USD 10,334,746.44	
Project expenditure at the time of evaluation	USD 8,040,981.12 [1]	
Funding source	Government of Sweden, Government of Switzerland, Government of Bosnia and Herzegovina	
Implementing party[1]	UNDP Bosnia and Herzegovina	

Evaluation information		
Evaluation type (project/ outcome/thematic/country programme, etc.)	Project evaluation	
Final/midterm review/ other	Final	
Period under evaluation	**Start**	**End**
	March 1, 2020	March 1, 2024
Evaluators	Radmila Miković, PhD	
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Evaluation dates	**Start**	**Completion**
	March 14, 2024	April 30, 2024

[1] This is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan

[1] Total expenditure by December 31, 2023. Source: Financial Report covering the reporting period for year 2023.

Table of contents

Executive summary 4

I – Introduction and overview 9

II – Description of the intervention being evaluated 10

III - Evaluation scope and objectives 11

IV - Evaluation approach and methods 12

V – Data collection and analysis 14

VI – Findings and conclusions 16

VII – Recommendations 38

VIII – Lessons learned 44

IX - Annexes 45

List of acronyms and abbreviations

AMC ..... Association of Municipalities and Cities
BH ..... Bosnia and Herzegovina
CA ..... Citizen association
CFs ..... Citizens' forums
CHs ..... Community hubs
CLA-MEL ..... Collaborative learning and adapting based monitoring, evaluation and learning
CoE ..... Council of Europe
CSO ..... Civil society organization
ERG ..... Evaluation reference group
EQ ..... Evaluation questions
FGD ..... Focus group discussion
GESI ..... Gender equality and social inclusion
GG ..... Good governance
HGA ..... Higher government authorities
ID ..... International development
KII ..... Key informant interview
LG ..... Local government
MZ ..... Mesna zajednica (local community as the lowest administrative unit of local government)
OP ..... Operational plans of LGs
OSCE ..... Organization for Security Cooperation and Cooperation in Europe
PB ..... Project Board
RoL ..... Rule of Law
SDG ..... Sustainable Development Goals
SDC ..... Swiss Development Cooperation
SIDA ..... Swedish International Development Agency
ToC ..... Theory of Change
ToR ..... Terms of reference
UNDP ..... United Nations Development Programme
USAID ..... United State Agency for International Development
YA ..... Youth association
WA ..... Women association

Executive summary

Introduction

In November 2023, UNDP BIH published a Call seeking final evaluation of the Project "Strengthening the Role of Local Communities/Mjesne Zajednice in Bosnia and Herzegovina 2020–2024 (Phase II) to be conducted February-April, 2024. This Evaluation Report builds on what was put forward in the ToR and the Inception Report explaining the majority of aspects important for the assignment.

Project background

The Project "Strengthening the Role of Local Communities (Mjesne Zajednice) in Bosnia and Herzegovina, Phase II" (2020-2024) supports community-led local development and revitalising community governance through *mjesne zajednice* (the smallest administrative unit for direct government engagement with citizens in Bosnia and Herzegovina). The central theme of this Project Phase is the empowerment of local communities, with changes at both the system level and behavioural level. In order to answer the challenging context and expectations, the Project established a cross sector team of local partners and created its own theory of change (ToC) to guide the change process. The Project aims to create conducive environment that enables pro-active engagement of MZs in gender-responsive decision-making and community-led local development as well as to motivate higher government authorities take responsibility and act in response to increased citizens demand for an improved MZ regulatory framework. The Project has been implemented in 41 LGs and 199 MZs. The Project is supported by Governments of Switzerland, Sweden, Bosnia and Herzegovina and UNDP.

Evaluation scope and objectives

The scope of the evaluation refers to the extent to which the planned Project outcomes and outputs have been achieved since the beginning on 1st March 2020 (Phase II), providing advice for full implementation and achievement of the planned outcomes by 31st December 2024, and options for phasing out or a Project follow-up intervention in a view of sustainable system transformation. The main objective of the evaluation is to assess progress, achievements, failures, gaps, delays, contextual challenges, institutional risks, using data collection tools and methods that will enable collective insights and distilling of key lessons learned in relation to (signals of) transformative change induced by the Project, mistakes, as well as important cross-cutting issues, leaving no one behind.

Evaluation approach and methodology

The evaluation approach was characterized good understanding of the socio-economic-political-institutional-organization context, enabling participation of all Project stakeholders, a tailor-made methodology, inter- and intra-organizational learning, respect of the evaluation practices and standards set by the OECD-DA, utility focus, and the highest possible degree of integrity and impartiality.

The evaluation methodology was be based on standard international practices in project evaluation relying on the OECD DAC Evaluation Quality Standards (relevance, coherence, effectiveness, efficiency, impact and sustainability) in order to answer the evaluation questions (EQs) identified in the ToR. The evaluation had three phases: Inception, Fieldwork, Synthesis phase. Data collection was done through desk research, survey, KIIs, FGDs, and site visits. Collected data were both quantitatively and qualitatively analyzed applying software solutions, data, investigator and methodological triangulations. General and specific findings have been grouped against EQs and then interpreted against evaluation criteria. The evaluation managed to consult with 370 informants and reach 9 different groups of Project stakeholders: 39 LGs, 130 MZs, 9 MZ Project team members from UNDP as implementing organization, 2 project donors (SIDA and SDC) and other donors such as USAID, 3 ministries, 2 associations, 7 CSOs, 1 media, and local citizens. The final targets exceeded all initially planned numbers. The field work was highly demanding activity for one evaluator but, on the other hand, the bigger the sample provided more credible findings. This was achieved through: 4 two-three days field/site visits to 24 LGs and 26 projects of MZs, 121 key informants reached via 6 FGDs (74 people) and 32 KIIs (47 people) coming from 29 LGs (70%), 42 MZs (20%), and

249 survey respondents (CH beneficiaries, CF participants, LG members, MZ members, activists) coming from 35 LGS, 130 MZs.

Evaluation findings

- **Relevance** – the context in which the Project has worked can be classified as extremely challenging. Bosnia and Herzegovina as a partly free country is at an early stage for majority of criteria driving the overall country progress and development. It is characterized by a complex governance structure marked by political instability, slow pace of structural reforms, slowed-down economic stabilization, deepening poverty and inequalities, divisive political rhetoric and growing outmigration. General and local elections occur every two years slowing down the efficiency of development initiatives. The Law on Principles of LSG is adopted in FBH while in RS there is adopted the Law on LSG. However, there is still large discrepancy in regard to its implementation due to different policies (laws, strategies) and practices on the entity level. However, the municipal level democratic institutions tend to be stable and responsive to citizens needs and interests. Local authorities had become frontrunners in introducing integrated and participatory strategic planning. This encouraged Project to continue with phase two addressing local challenges and exploring development opportunities increasing citizens' trust in the government. The Project has provided strong support to MZ as citizens' voice (demand side), LG as inclusive decision maker and service provider (supply side), and HGA as a policy reformer (enabler) creating thus a much-needed basis for systemic changes. The overall satisfaction with the Project is high, over 95% of survey respondents said to be (very) satisfied. The Project did consult with its key stakeholders and beneficiaries and variety of communication channels were used for that purpose. The Project took into consideration equally the needs of both women and men, young and elderly. In general, thanks to the Project approach which incorporated gender equality and social inclusion principles in each Project measure and intervention, the Project influenced that MZ development becomes inclusive enhancing local community as a place where all citizens feel safe, trusted and happy with their own identity Project tactics, so far, did bring positive results, but majority of interviewed and surveyed respondents point out that interventions similar to MZ Project are still needed as they do not feel confident yet in MZs to overtake the full responsibility due to a number of factors that make their efforts fragile.

- **Coherence** – the Project contains three different but mutually reinforcing pillars of strategic importance for its target groups and beneficiaries which enhanced networking, knowledge, inclusion, gender equality, strategic and project management capacities, motivation, and replication. The Project team has been logically set up but 40 MZs per field officer seems quite exhausting target given the expected impact. Project Board and UNDP senior sector managers provided constructive opinions and linkages with the sectors they come from. The Project has achieved a sound internal (within UNDP) complementarity and synergy. Although the Project implementors (UNDP, SDC, SIDA) show to be familiar with the international development scene in Bosnia and Herzegovina, the evaluation came across unexplored potentials for more synergic interventions within donor community.

- **Effectiveness** – the Project's progress against the outcomes and outputs can be classified as on track with the dynamics of achievements varied over time. The Project provided significant financial, human, technical and material support to LGs and MZs which resulted with new mechanisms and infrastructure, more efficient procedures and processes and raised human capacities for community led development of MZs. In short, 41 LGs and 199 MZs benefited from methodological packages (MZ management guides, MZ council protocols and codex, project management tools, etc.) and strategic frameworks (MZ Visions and Operational plans), facilitated via external consultants, trainers, and experts. There were established 41 CHs, implemented 70 capacity building workshops, delivered 17 grants and 239 community projects prioritized via 298 CFs. All said deliverables were part of the Project outputs navigating Project outcomes, successfully distributed through different project pillars within a four-year timespan. As a result of successful project performance, the Project is heading well towards desired achievements. So far, the Project exceeded expectations in regard to: a) Partner LGs adoption of renewed local gender-sensitive legislative frameworks, b) Citizens' trust in inclusive and responsive decision-making, and c) Citizens participating in citizens' forums and benefiting from MZs projects. Project still needs to invest more efforts in regard to: a) LGs total budgets allocated for democratically

voiced MZ development priorities, b) Number of MZ (% of all) that adopted gender-sensitive legislative frameworks, c) Number of MZ (% of all) actively engaged in MZ networking, f) Amendments related to legal/policy related frameworks, and e) MZs, LGs and their representative bodies proactive work towards MZ and LG reforms. Majority of targets under the control of the Project have sound background explanation and do seem logical and achievable within the remaining ten months of Project duration. However, there are a couple of targets that need to be revised. Majority of interviewed and surveyed respondents think the Project was very beneficial for local communities and that the functioning of MZ changed overtime. The most significant Project contributions to MZs and LGs were related to revitalization of local infrastructure, investment into space for MZ work, operational plans, CHs and CFs, and IT equipment. Less than 20% of the respondents prioritized MZ Vision, budget advocacy, legal maps, etc. The most influencing factors were related to political will of LG to support their MZs, citizens' will to get engaged, MZ leadership style, innovativeness and visibility of the Project and its concrete effects. Evaluation respondents believe that the functioning of their MZ changed for better arguing that citizens: a) have more trust in MZ, b) come more often to MZ for a solution, c) are happy to have MZ functional office, d) respect the possibility of being consulted, e) feel respected and trusted when the needs of MZ are adopted by LG, and e) feel more organized and useful to their local community.

- **Efficiency** – the Project obtained significant resources to LGs and MZs as well as to HGAs. However, not all have been fully consumed. Fully consumed are: infrastructure, CFs, MZ Vision and OPs adopted by partner LGs and MZs, MZ hubs or CHs under the CSO or WA management, where a CSO project takes place, where MZ leadership created a self-sustained model based on diversification. Partly consumed are: capacitated human resources within LGs and MZs capable to generate projects and attract finances, recently established community of practice, models of MZ Vision and OP along with set of legal docs disseminated to non-partner LGs and MZs, MZ hubs or CHs under the LG management, foreseen for private or public events, recently renovated. There are also a couple of critical issues revealed: a) Procurement caused delays in delivery of works in many LGs and MZs; b) UNDP has recently shifted to the new system (Quantum) which caused delays with agreements and payment to MZs and LGs (also some other contractors); c) Insisting on all-in-one (one company covering more lots) type of service provider for capacity building might be efficient solution for contracting authority given it is much easier to manage one than more contractors. However, this cut a chance for locally qualified individuals to be recruited; d) The Project provided financial incentives for local projects prioritized by citizens living in MZs but the site visits and desk research revealed that financing of some projects could have been covered through other available sources and, therefore, replaced by some other priority on the list, and e) Functioning of some CHs and (rural) MZs hubs may be critical in regard to heating and maintenance.

- **Impact** - The evaluation found a lot of examples that witness that the Project will very likely leave an impactful trail for the BH society**.** The Project managed to scrutinize benefits leaving no one behind leveraging additional value that stems from the UNDP sustainable development goals (SDG) approach and committed efforts to use each intervention to enhance effects on the gender equality, social inclusion and human rights. The Project overall goal is to improve the quality of life of the citizens of Bosnia and Herzegovina through empowered, gender-responsive local communities (MZs) that facilitate active citizen engagement in public life, and stand for people-centred performance of local governments that catalyse democratic transformation at the local level. Although there is still a lot of work to be done, given Bosnia and Herzegovina is a country at an early stage for majority of criteria driving the overall country progress and development, MZ Project did contribute to activation of local communities (MZs) pushing for gender equality and social inclusion approach leaving no one behind, and enhancing local government capacities (LGs) to overtake responsibility over locally led development based on participative democracy. To what extent this will last beyond the Project life depends on many factors. The Project is doing its best to stay on positive direction and get prepared for full transition of leadership from international to local. Stories collected from KIIs and FGDs respondents during field visits, provide strong evidence that it is possible to influence positively both big and small, urban and rural, ethnically and politically diversified communities and that the dominant influencing factors are: leadership style, community bonding culture and access to knowledge. It is up to the Project to use these stories to motivate other LGs and MZs that report to have difficulties with engaging and activating citizens. The evaluation cannot provide exact data on how many such LGs and MZs exist, but is quite confident that

the Project team can invest some efforts in that regard, at least in classifying LGs and MZs with positive experiences. The evaluation estimation, based on survey, FGDs, KIIs, and field visits is that the ratio is 60%-40% in favour of the positive ones.

- **Sustainability** - The Project has solid preconditions to sustain and root results and capacities, within the partner LGs and MZs. However, given the Project is at the end of its second (and maybe the last) phase, there should be initiated an exit planning process aligned with the UNDP transition to portfolio management as this may maximize the Project efforts invested and effects achieved so far. Partner LGs and MZs hold necessary capacities to overtake more responsibilities in years to come while in case of non-partner LGs and MZs the situation is unclear. Majority of interviewed and surveyed respondents share unique opinion about Project sustainability - 60% of them say that their MZs are continuing with new activities but that there are serious factors that may impede invested efforts. The most critical ones are related to lack of finances, lack of interest of people, lack of political will, and lack of enabling environment for MZ development. Further support to LGs and MZs with safeguarding the Project achievements are advisable. The current capacities of MZs are not sufficient to defend their fragile status and manage the level of (under)development, additionally burdened by such a challenging context. The most requested investments in MZs are related to the efficiency of MZs, project incentives, citizen engagement and capacity building. The Project has two non-financial tools at disposal to leverage these needs - GESI approach and Project ecosystem. It is up to the Project how to capitalize from these through upscaling, innovating, piloting that may increase chances for more sustainable efforts.

Evaluation recommendations

- **To enhance relevance:** 1) Replace focus from legislative to substantial questions that need consensus (status of MZ in BH, more or less MZs, managing more MZ through less resources, paid or voluntary work, best models, etc.); 2) Develop a more detailed ToC with more in-depth paths leading to broader changes, and concrete roles of each stakeholder on that road along with assumptions, risk and mitigation measures; and 3) Apply collaborative learning and adapting to keep the relevance of the intervention high, and reinforce the CLA based MEL function in the Project.

- **To enhance coherence:** 1) Continue with transition from project to portfolio management with strategic, multisector, multistakeholder approach mapping realistic (smaller) changes driven by quality rather than quantity and look for windows of opportunities for each stakeholder involved; 2) Create project assistance packages to MZs and LGs driven by prior need assessment that will be based both on quantitative and qualitative criteria; and 3) Conduct detailed mapping of ID RoL and GG assistance with focus on locally led development in BH provided and analyze potential overlapping and turn it into complementarity.

- **To enhance effectiveness:** 1) Try to reach MZs that are small or big, urban or rural, less developed but with strong community bonding culture and absorption capacity, with active CSOs or informal grassroot incentives; 2) Use CFs to engage citizens in localization of MZ Vision and strategy; 3) Boost transfer of knowledge among MZs and LGs via established Project ecosystem; 4) Build strategic, management and community bonding capacities of LG Coordinators and Managers, MZ leadership, local CSOs and talented/interested individuals spotted at CFs; and 5) Invest more efforts in visibility – the Project has done much more than it is known.

- **To enhance efficiency:** 1) Invest more efforts in dissemination and multiplication of Project best practices to non-partner LGs and MZs (CHs and MZs hubs models of work); 2) Assess capacities of local partner assigned to manage the community of practice platform and allocate finances to enhance the impact of this measure; 3) Open room for engagement of local knowledge providers that may be easily mobilized when LGs and MZs are in need of; 4) Organize consultations with LGs and MZs to mitigate the negative impact of procurement issues, CH and MZ hubs maintenance issues; and 5) Organize internal discussion (within UNDP) on how to mitigate the negative effect of new UNDP system, overlapping with financing, and back up the work of fields officers.

- **To enhance impact:** 1) Map partner LGs and MZs (ex, current, future) + non-partner LGs and MZs and allocate different packages of support based on their prior categorization; 2) Scale down support to big LGs and MZs that have weak potentials to change and influence; 3) Scale up support to rural and smaller communities with strong potential to engage citizens and feel the change; 4) Pilot planning, exchange and learning activities both internally (within partner LGs and MZs) and externally (among all LGs and MZs); 5) Enhance informal activism and empower women for political activism; and 6) Nurture the culture of networking, bring people together, send them one to another, bring decision makers from national level to learn from MZs experiences and positive changes.

- **To enhance sustainability:** 1) Use the human and social capital established in previous phases to leverage development needs of LGs and MZs and thus become a role model for other BH (and WB) communities; 2) Explore fundraising opportunities through planning and testing with MZs the giving from diaspora, public private partnerships, crowdfunding, and companies; 3) Create strategic communication including visibility; and 4) Prepare a phase-out strategy including the above recommendations and details on how the project will be formally closed, how final reports will be generated, and who will be responsible for each step. Leave enough time (at least one year – timeframe is dependent upon prior analysis and phase out goals), to close down the Project and safeguard efficient and effective transfer of ownerships and responsibilities.

I – Introduction and overview

In November 2023, UNDP BIH published a Call seeking **final evaluation** of the Project "Strengthening the Role of Local Communities/Mjesne Zajednice in Bosnia and Herzegovina 2020–2024 (Phase II) to be conducted February-April, 2024. This Evaluation Report builds on what was put forward in the ToR (Annex 1) and the Inception Report explaining the majority of aspects important for the assignment.

The **purpose of evaluation** was to provide an **impartial review** of the Project "Strengthening the Role of Local Communities/Mjesne Zajednice in Bosnia and Herzegovina, Phase II", in terms of its relevance, coherence, effectiveness, efficiency, impact, and sustainability as well as the overall performance. By applying highly participatory review approaches, the report generated honest and diverse feedback by all relevant stakeholders on the signs of change influenced by the Project and indicated if there was a space or an opportunity to improve strategic choices across different perspectives. Findings, best practices, and recommendations generated by the evaluation should help the Project Board, the governments in Bosnia and Herzegovina, the Embassy of Switzerland, the Embassy of Sweden, UNDP, and other relevant stakeholders strengthen the ongoing or future decision-making and work, including for adapting successful programming modalities to suit the changing context. Thus, the evaluation will be used to promote **organizational learning both at the strategic and operational level.**

The **scope of the evaluation** was focused on the extent to which the planned Project outcomes and outputs had been achieved since the beginning on 1st March 2020 (Phase II), **provide advice for full implementation and achievement of the planned outcomes by 31st December 2024, and options for phasing out** or Project follow-up interventions in a view of sustainable system transformation. The evaluation looked into the Project's processes, strategic partnerships and local ownership, and linkages in the specific country's context that proved critical in producing the intended outputs and the factors that facilitated and/or hindered the progress in achieving the outputs, both in terms of the external environment and risks as well as internal, including weaknesses in programme design, management and implementation, human resource skills, and financial resources. The evaluation also assessed the taken approach and results related to **cross-cutting aspects** of the Project, such as gender equality and gender-responsiveness of MZs, as well as human rights and innovativeness in result areas.

The **evaluation objectives** were related towards assessing: a) the overall **Project progress vis-à-vis the Result Framework** based on data, qualitative information, and evidence on results in addition to identifying critical gaps or delays; b) **fulfilment of the criteria** such as relevance and coherence, effectiveness, efficiency, performance, and success or failures of the project, including the sustainability of results and the project exit strategies; c) **external contextual environment and risks**, such as crisis caused by the pandemic, and d) **institutional risks**, such are weaknesses in the programme design, management and implementation, human resource skills, and resource.

The **evaluation engaged all relevant stakeholders** (institutions, state, entity and cantonal ministries, local governments, the international community, civil society organizations, MZs, etc.) in structured conversations, which **enabled collective insights and distilling of key lessons learned** in relation to (signals of) transformative change induced by the Project, mistakes, as well as important cross-cutting issues, such as innovation, gender equality and leaving no one behind. The evaluation used **multiple-level analysis** to generate an understanding of change processes influenced by the Project, related buy-in and ownership by the stakeholders, and assessed how this change was made and what was the specific contribution by the Project to that change. The **evaluation formulated strategic recommendations** for consideration by the **Project owners** (Government of Switzerland and Sweden, UNDP, the Ministry of Human Rights and Refugees of Bosnia and Herzegovina, the Ministry of Justice of the Federation of Bosnia and Herzegovina, the Ministry for Administration and Local Self-Government of Republika Srpska, the Government of Brčko District, the entity associations of municipalities and cities; local governments, mjesne zajednice and civil society organizations) and its partners, towards more effective Project implementation until the end of Phase II and for a Project exit strategy, including recommendations for the Phase II follow-up.

The Evaluation Report has **eight chapters, executive summary and annexes**. First five chapters are related to brief overview of the intervention evaluated, evaluation scope, objectives, approach and methodology. The core of the evaluation is in its last three chapters where findings, conclusions, recommendations and lessons learned have been provided. While the executive summary provides an overview of key features the evaluation came across, the attached annexes enclose additional information that enhance the evidence used and ease overall understanding of the Evaluation Report and the Project evaluated.

II – Description of the intervention being evaluated

The Project "Strengthening the Role of Local Communities (Mjesne Zajednice) in Bosnia and Herzegovina, Phase II" (2020-2024) supports community-led local development and revitalising community governance through *mjesne zajednice* (the smallest administrative unit for direct government engagement with citizens in Bosnia and Herzegovina). The central theme of this Project Phase is the empowerment of local communities, with changes at both the **system level** (improvement of the local government regulatory framework, rulebooks and practices, emerging policy and regulatory changes at the higher level) and **behavioural level** (change in attitude, perceptions within communities; change in traditional gender roles and stereotyping, critical thinking community representatives, pro-active engagement in local public life, use of technologies for socially constructive purposes, restoration of trust in government and hope that change is positive).

Hence, the **overall goal** of the Project is to improve the quality of life of the citizens of Bosnia and Herzegovina through empowered, gender-responsive local communities (MZs) that facilitate active citizen engagement in public life, stand for people-centred performance of local governments and catalyse democratic transformation at the local level. The Project's efforts are channeled along the following three outcomes:

Outcome 1: Local governments create a conducive environment that enables pro-active engagement of MZs in decision-making and community-led local development. Under this Outcome, the Project works to localise the MZ Vision through local government frameworks and create conducive environment for community-led, gender-responsive 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. Under this Outcome, the Project empowers MZs to be citizen-centered, reliable and more financially independent community leaders.

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 this Outcome, the Project works to foster inclusive dialogue to formulate policy reforms that translate the Vision of MZs into a whole-of-system policy framework in Bosnia and Herzegovina.

In order to answer the challenging context and expectations, the Project created its own **theory of change** (ToC) to guide the change process. The ToC path (*interpretated by the evaluator*) is that if local governments create a conducive environment that enables pro-active engagement of MZs in gender-responsive decision-making and community-led local development, and if MZ manage to become reliable citizen-centred spaces able to translate citizens' voice into quality, gender-responsive and inclusive services, and thus motivate higher government authorities take responsibility and act in response to increased citizens demand for an improved MZ regulatory framework, this will catalyse democratic transformation at the local level and improve the overall quality of life of the citizens of Bosnia and Herzegovina. A detailed result framework is provided below in Figure 1.

Given systemic and behavioural changes demand a multi stakeholder**, cross sector participatory approach**, the Project created and nurtured an ecosystem of key state and non-state actors partners: UNDP, the Governments of Switzerland and Sweden, Ministry of Human Rights and Refugees of Bosnia and Herzegovina, Ministry of Justice of the Federation of Bosnia and Herzegovina, the Ministry for

Administration and Local Self-Government of Republika Srpska, the Government of Brčko District BIH, the entity associations of municipalities and cities, civil society organisations, and.199 MZ from 41 local governments (Banja Luka, Bihać, Bijeljina, Brčko District, Breza, Centar Sarajevo, Čitluk, Doboj, 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), Additional 22 LGs were included through technical assistance of two Associations of Municipalities and Cities (AMC).

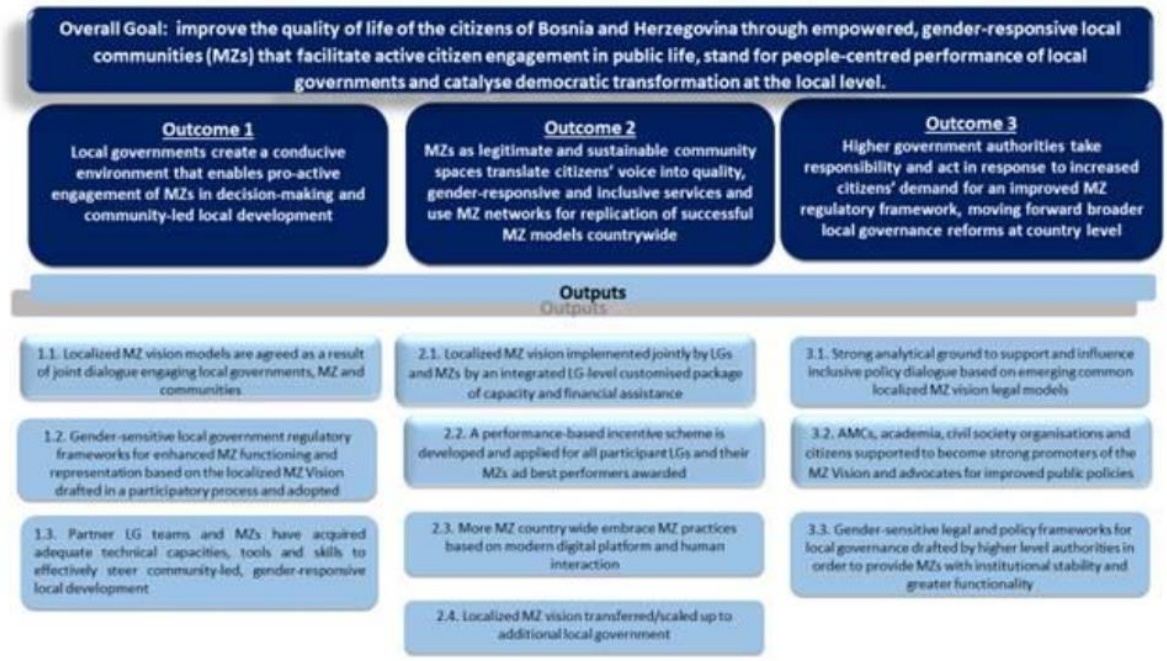


Figure 1 – Result framework (extracted from project document)

III - Evaluation scope and objectives

The main **purpose of the evaluation** is to provide an impartial review of the Project "Strengthening the Role of Local Communities/Mjesne Zajednice in Bosnia and Herzegovina, Phase II", in terms of its relevance, coherence, effectiveness, efficiency, impact, and sustainability as well as the overall performance.

The **scope of the evaluation** refers to the extent to which the planned Project outcomes and outputs have been achieved since the beginning on 1st March 2020 (Phase II), providing advice for full implementation and achievement of the planned outcomes by 31st December 2024, and options for phasing out or a Project follow-up intervention in a view of sustainable system transformation.

The main **objective of the evaluation** is to assess progress, achievements, failures, gaps, delays, contextual challenges, institutional risks, using data collection tools and methods that will enable collective insights and distilling of key lessons learned in relation to (signals of) transformative change induced by the Project, mistakes, as well as important cross-cutting issues, leaving no one behind. Based on multiple-level analysis generate an understanding of change processes influenced by the Project, related buy-in and ownership by the stakeholders, and assess how this change was made and what was the specific contribution by the Project to that change, and formulate strategic recommendations for consideration by the Project owners (Government of Switzerland and Sweden, UNDP, the governments in Bosnia and

Herzegovina,) and its partners, towards more effective Project implementation until the end of Phase II and for a Project exit strategy, including recommendations for the Phase II follow-up.

The **evaluation criteria** used to assess Project performance and rationale against the evaluation questions (EQs) identified in the ToR have been based on standard international practices in project evaluation relying on the OECD DAC Evaluation Quality Standards (relevance, coherence, effectiveness, efficiency, impact and sustainability). The detailed Evaluation matrix describing evaluation criteria and questions used along with data sources and tools are provided in Annex 2.

IV - Evaluation approach and methods

The evaluation approach was characterized by:

- A focus on ensuring a **good understanding of the socio-economic-political context** in which the Project operates as well as *organizational and institutional context* (procedures, systems, people, links, networking, constituency relations, etc.) influencing the current state of the project, its leadership and management;
- *A* **participatory approach** securing timely involvement and consultation with all relevant Project stakeholders in order to secure the maximum effects of the evaluation;
- *A* **tailor-made approach** through which it was ensured that key products of the evaluation have been designed upon prior need assessment and knowledge absorption capacities of the target users;
- **Inter- and intra-organizational approach** through which the evaluation entices the Project leadership to integrate the lessons learnt from the evaluation both into their individual and network projects, strategies, systems and procedures and thus influence their inter- and intra-organizational development;
- Respect of the **evaluation practices and standards set by the OECD-DAC** and applied by key development actors such as with special focus on extracting those approaches that were most appropriate for the Project and its theory of change (i.e. outcome and impact level of development interventions);
- A **utility focus** through which particular consideration was paid to ensure that the Project and its stakeholders have a sense of ownership of the evaluation and that the entire process is of direct value to them. Efforts were made to ensure that all communication relating to the evaluation was characterized by clarity, brevity, and the avoidance of unnecessary technical language;
- Highest possible degree of **integrity and impartiality**, which was ensured through application of a transparent and proven methodology and the evaluation expert who was not affected by any conflicts of interest.

The **evaluation methodology** was based on standard international practices in project evaluation relying on the OECD DAC Evaluation Quality Standards (relevance, coherence, effectiveness, efficiency, impact and sustainability) in order to answer the evaluation questions (EQs) identified in the ToR. The evaluation had **three phases: Inception, Fieldwork, Synthesis** phase. Each phase is described in details below.

1. Inception phase

The purpose of the Inception Phase was to confirm the objectives, scope and outputs of the evaluation with the project team. During this phase, the evaluator developed the Evaluation Matrix (Annex 2) and confirmed the methodological approach, work plan and schedule of work. For each Evaluation criterion, the evaluator used the evaluation questions (EQs) already offered in the ToR and developed specific questions to navigate reasoning and judging, as well as data collection instrument(s), and data source(s). During the Inception phase, the evaluator undertook the following:

- Kicked off the evaluation with a meeting with the Project team and Evaluation Reference Group
- Conducted desk research and document review (Annex 5)
- Familiarised with project result framework/logical framework
- Reviewed the set of EQs and elaborated the Evaluation Matrix
- Identified relevant quantitative and qualitative dataset of indicators and verification means

- Defined the size of the sample, outlined the data collection instruments, prepared list of key informants (KIs) to be interviewed and consulted during survey, interviews and focus groups
- Prepared the evaluation timeline with deliverables
- Proposed the final structure of the Evaluation Report
- Submitted the Inception Report including finalisation upon feedback received by Evaluation Reference Group (ERG).

2. Fieldwork phase

During the Fieldwork phase, data were gathered through a variety of data-gathering methods, but primarily through survey, key informant interviews (KIIs) and focus groups discussions (FGDs) accompanied with direct observations of local activities during field visits. There were organized initially planned **four (4) field visits to Sarajevo, Mostar, Doboj and Banja Luka** + **two (2)** additional with Project team in Sarajevo (combining offline and online participation of team members given field officers are placed in different UNDP offices across BH) and LG stakeholders in Gradačac (because the number participants exceeded the number foreseen for KIIs) through which different target groups and project locations (participating MZ) were accessed. For any additional data that were necessary, there were organized online follow-up meetings. Fieldwork phase lasted for two weeks, each field visit lasted 2-3 days and were organized (logistically and technically) by UNDP Project Team.

- ***Survey*** aimed to gather information primarily from Project **final beneficiaries** (members of citizen forums, and users of community hubs). However, the survey was also sent to **direct beneficiaries** (LSGs representatives and MZs members participating in the Project activities such as capacity building, MZ visualization and MZ planning workshops) in order to assess the perception over project achievements and to what extent it differs among different groups the Project had as a target. The survey was focused on the specific added-value of Project support, approach and its effectiveness and efficiency in achieving the desired outcomes. Survey was designed as part and derived from the EQs developed as part of the Evaluation Matrix. The survey was anonymous so all participants could freely respond and communicate any feedback they might have had. Survey contained basic demographic and **up to 10 project-related and simply formulated questions;** the survey was open for **a week**. They Survey was sent via UNDP Project contacts while access to data was only in the hand of the evaluator.

- ***KIIs*** were conducted with representatives of Project **key stakeholders** (management team, partners, associates and relevant state and non-state actors) + key **substantiators** (USAID, media, citizens met by chance at the project locations) familiar with the MZ Project but with no involvement, in order to provide their views on the MZ Project and contextual factors and, eventually, contribute to identification of additional outcomes and contributions. KIIs were organized with aim to access experience, views and opinions from different sources of information for the sake of more in-depth data collection. KIIs were held in local language and lasted **1 hour** each. KIIs were scheduled via UNDP Project Team while access to collected info was only in the hand of the evaluator.

- ***FGDs*** were conducted with Project **direct beneficiaries** (LSGs representatives and MZs members participating in the Project activities such as capacity building, MZ visualization and MZ planning workshops). FGDs were organized with aim to access perception and opinions from several sources of information at the same time for the sake of more diversified data collection but also to verify data received via survey and KIIs. FGDs were held in local language and lasted **2 hours** each. FGD (6) had 5-17 participants. FGDs were scheduled via UNDP Project Team while access to collected info was only in the hand of the evaluator.

- Where and when possible, the evaluator paid **visits to local project partners and beneficiaries around Sarajevo, Mostar, Doboj and Banja Luka,** with the aim to observe the local projects implemented and follow-up actions undertaken as a result of the Project support received as well as understand better the context in which the projects were implemented and their importance. Considering that the Project involved different target groups, regions and locations, UNDP in close consultation with its partners identified a sample of local actions and locations through which significant information about issues of central importance to the purpose of the evaluation were drawn.

- **Case studies** – during KIIs, FGDs and site visits, the evaluator came across valuable examples to be used to reflect the impact of the Project**. There were selected three case studies** embedded as integral part of the Evaluation report, within the findings related to impact. The aim of the case studies is to illustrate concrete example of effects the Project support has had in one or a group of beneficiary local communities. The case studies were drawn in relation to the EQs under impact component to highlight the main findings and lessons-learned.

3. Synthesis phase

In the Synthesis phase, all data collected through the desk research and field work (survey, interviews, focus groups, meetings, visits, observations) were; a) categorized, analyzed and interpreted around the evaluation questions backed up with reasonable judgment criteria and indicators, and b) compared and correlated to derive general and specific conclusions of the most/least successful approaches, results, processes, products, etc. This eased the process of **outcome harvesting** and enhance understanding of the (systemic) change path complexity along with contextual and institutional factors experienced. This, also, contributed to discussion about lessons learned and drawing conclusions and recommendations applicable for future programming of similar interventions. Interpretation of findings are supported by relevant data disaggregated by location, age, and gender wherever this was possible. Additional material such as photos, press clippings and similar collected during field visits as well as in interactions with the local citizens (where applicable) were systematized and integrated in the evaluation report.

The Evaluation provided the following **deliverables** as an outcome of each phase mentioned above:

- **Desk review** (key project and context related project documentation collected and analysed serving as a basis for setting up the inception report);
- **Inception Report** (with methodology, including the proposed approach, evaluation matrix, work plan, survey-KIIs-FGDs protocols/Qs and list of proposed respondents);
- **Data collected during the field work** (survey results, KIIs and FGDs notes along with fields visits' observations);
- **PP presentation on preliminary findings and recommendations** to the Evaluation Reference Group;
- **Draft Evaluation Report** submitted in accordance with the outline proposed in the ToR and the Inception Report;
- **Final Evaluation Report** including reflections of the feedback received from the Evaluation Reference Group.

V – Data collection and analysis

The Project team submitted to evaluator a package of project and context related documents for review during the **desk research** (Inception phase). The purpose of desk research was threefold: a) to get familiarized with the political, legal, socio and economic context in which the Project has been planned and implemented; b) to gain in-depth information about the Project content, processes and products; and c) to build a sufficient basis to back up the production of Inception Report and overall evaluation assignment. Once the desk research has been completed, evaluator prepared the following sets of data collection tools (questionnaires) to be used for survey, KIIs and FGDs (Fieldwork phase):

- A **survey questionnaire** (simple, up to 10 general project perception related questions + basic demography related questions) was prepared by the evaluator and sent to Project **final + direct beneficiaries** (members of citizen forums, and users of community hub + LSGs and MZs representatives who participated in the capacity building, MZ visualization and MZ planning workshops). The survey was sent by Project team via already established communication channels. The questionnaire was placed on a link easily accessible online via mobile or computer. The survey was managed by the evaluator via Survey Monkey platform providing standard features – all types of questions, 1000 replies, real-time results, trends over time, comparisons and correlations, dashboards with charts and images, downloading in CSV, XLS or PDF.

- An **in-depth KIIs questionnaire** (covering majority of EQs set up in the Evaluation Matrix) were prepared and managed solely by the evaluator. The questions were open and seeked qualitative explanations over tackled issues. The responses were written down and used for analysis and conclusions to be interpreted in the draft and final reports in the form of findings, lessons learned and recommendations. Given KIIs were conducted with different types of Project stakeholders, there were customized 4 questionnaires targeting – Project **team** (UNDP), Project **donors** (embassies), Project Board **members**, **partners and associates** (ministries, CSOs and associations, LSGs and MZs officials) and **substantiators** (donors, CSOs, media, citizens).
- A **FGD questionnaire** (covering the most critical EQs set up in the Evaluation Matrix) was prepared and used solely by the evaluator. The questions were open and seeked qualitative explanations over tackled issues. The responses were written down and used for analysis and conclusions to be interpreted in the draft and final reports in the form of findings, lessons learned and recommendations. Given FGDs were conducted only with one specific audience – Project **direct beneficiaries** (LSGs and MZs representatives who participated in the capacity building, MZ visualization and MZ planning workshops) there was be prepared a single questionnaire with protocol.

Survey, KIIs and FGDs questionnaires with protocols are attached in Annex 3. Survey findings are attached in Annex 8.

In order to identify **respondents for survey, KIIs and FGD**s a **non-random sampling**, (i.e., purposive sampling)[2] widely used in qualitative research studies of a similar kind, was used to identify and select cases allowing collection of diverse information relevant for this evaluation and learning exercise. Thus, when selecting the respondents for KIIs and FGDs, in order to assure adequate representation of all Project stakeholders, sectors, regions, topics and issues, the following sampling criteria were used:

- type of the stakeholder a KI belongs to (partners, associates, donors, direct and final beneficiaries);
- type of the organization a KI belongs to (ministry, LSG, MZ, association, CSO, media, international organization, academia, citizen forum, etc.);
- type of the sector a KI comes from (governmental, business, non-governmental, international);
- geographic location the KI comes from (entity, district, canton, town, municipality, MZ); and
- type of support the organization of KI received (legislation, road, water supply, sanitation, sewage, public lightening, playgrounds, MZ facilities, education, planning, other).

The evaluation managed to consult with 370 informants and reach 9 different groups of Project stakeholders: 39 LGs, 130 MZs, 9 MZ Project team, 4 donors (UNDP, SIDA, SDC, USAID), 3 ministries, 2 associations, 7 CSOs, 1 media, and local citizens. The final targets exceeded all initially planned numbers. The field work was highly demanding activity for one evaluator but, on the other hand, bigger the sample more credible findings. This was achieved through:

- 4 two-three days field/site visits to 24 LGs and 26 projects of MZs
- 121 key informants reached via 6 FGDs (74 people) and 32 KIIs (47 people) coming from 29 LGs (70%), 42 MZs (20%)
- 249 survey respondents (CH beneficiaries, CF participants, LG members, MZ members, activists) coming from 35 LGS, 130 MZs.

A comprehensive list with field visits, KIIs and FGDs is attached in Annex 4.

[2] https://journals.sagepub.com/doi/abs/10.1177/1744987120927206

Collected data were both quantitatively and qualitatively analyzed applying software solutions, data, investigator and methodological triangulations to help the evaluator with judging and concluding:

- **Software applied analysis** – the evaluation used Excel for analysis of survey data exported from SurveyMonkey platform and for graphic visualization of basic descriptive statistics.
- **Data triangulation** – the evaluation used Project documentation, evaluation documents, and other available literature related to the intervention (studies, reports, strategies, plans, etc.);
- **Investigator triangulation** – the evaluator is highly experienced with conducting similar evaluations in the Western Balkans, with strong academic and professional background and high level of understanding the regional context and development initiatives of Project key stakeholders;
- **Methodological triangulation** – the evaluation combined different methods (desk research, survey, FGDs, interviews, case studies) to gather, dive deep, triangulate and validate the findings and recommendations.

Once the collected data were analyzed and synthesized as explained above, a presentation and discussion over preliminary findings and recommendations was organized through an interactive workshop with the Evaluation Reference Group. After submission of this **Draft Evaluation Report**, which builds on what was exchanged during debriefing workshop, it is expected that UNDP will provide feedback from the Evaluation Reference Group in the form of management response based on which the evaluator will submit the **Final Evaluation Report** within a week.

Limitations

The evaluation was not constrained with any serious limitations that would impact the quality of the evaluation process. The Project team provided significant support to the evaluator in all phases of the evaluation which made the evaluator's work smooth and efficient. However, faster recruitment, timely commenting of the reports and broader timeframe with more working days would be beneficial for relaxing the intensive work of the evaluator and the efforts invested to assess a multi-million and multi-year intervention according to the highest evaluation standard, including a combination of methodologies and in-depth reporting.

VI – Findings and conclusions

I - Relevance

General context of Bosnia and Herzegovina is **extremely challenging**. BH has been classified as a **partly free country** according to the Freedom House Report for 2023[3] and **problematic** according to the Freedom of Press Index having declined 6 positions since 2021 (64/180)[4], It is the country with the lowest trust in public service broadcasters in the Western Balkans [5]. BTI Transformation Index evaluates BH as highly **defective democracy**, with **limited economic transformation** and **weak governance** index[6]. According to the European Commission Progress Report for 2023, Bosnia and Herzegovina has been classified as **a country at an early stage for majority of criteria driving the overall country progress and development** such as public administration reform, judiciary, fight against corruption, fundamental rights, economy, green agenda and sustainable connectivity, while for some issue it has shown no progress at all such as competitiveness, agriculture, resources, cohesion and freedom of expression[7]. Despite the positive momentum created in the country by the European Council's December 2022 decision to grant Bosnia and Herzegovina European Union (EU) candidate member status, the overall context continues to be marked

[3] https://freedomhouse.org/sites/default/files/2023-03/FIW_World_2023_DigtalPDF.pdf
[4] https://rsf.org/en/index
[5] https://tacso.eu/wp-content/uploads/2020/09/Sustainability-of-Professional-Journalism-in-WB-Study-final.pdf
[6] https://bti-project.org/en/reports/country-dashboard/BIH
[7] https://neighbourhood-enlargement.ec.europa.eu/document/download/e3045ec9-f2fc-45c8-a97f-58a2d9b9945a_en?filename=SWD_2023_691%20Bosnia%20and%20Herzegovina%20report.pdf

by **political instability, slow pace of structural reforms, slowed-down economic stabilization, deepening poverty and inequalities, divisive political rhetoric and growing outmigration**.

Specific context in which the Project has worked can be classified as **very challenging**. Despite the Western efforts to support nation-building and institutional reform, Bosnia and Herzegovina appears to be coming undone, with **system vulnerable to blockages, abuses, and violations of the rule of law**[8]. A **complex governance structure** stems from the Dayton Peace Accords, comprising of two entities - the Federation of Bosnia and Herzegovina and Republika Srpska, with Brčko District as autonomous self-government, 10 cantons within the Federation of Bosnia and Herzegovina and 145 local governments. The local governance system of Bosnia and Herzegovina still operates under legislative, institutional, and financing frameworks not aligned with the European Charter on Local Self-Governance. The Law on Principles of LSG is adopted in FBH while in RS there is adopted the Law on LSG. However, there is still large discrepancy in regard to its implementation due to **different policies (laws, strategies) and practices on the entity level**. Ongoing regulatory reforms that govern the role of local communities face slow progress because majority of laws and amendments have not been adopted although under a legislative procedure for a quite long time. Such a context disables full capitalization of the efforts local authorities across the country continue to do investing in provision of vital services to the country's population and numerous businesses. Especially critical factor, the evaluation came across, apart from what has been mentioned above, is related to **the dynamics of general and local elections** which occur every two years and are strongly reflected on elections on the MZ level, slowing down the efficiency of development initiatives.

Although different levels of BH government greatly overlap and suffer from poor coordination, only at **municipal level do democratic institutions tend to be stable and responsive to citizens needs and interests**[9]. The Project experienced from its first phase that **local authorities had become frontrunners in introducing integrated and participatory strategic planning engaging citizens** to collectively re-imagine the role and functions of future local communities and formulate a new shared vision, influence local decision-making and enhance the role of MZ as a catalyser of inclusive, gender-sensitive and active communities. Therefore, the Project decided to continue with the next phase addressing local challenges and exploring development opportunities increasing the **citizens' trust in the government** by raising the quality of services LGs provide, democratic processes and governance performance. Such a focus is well justified because it has provided strong support to MZ as citizens' voice (demand side), LG as inclusive decision maker and service provider (supply side), and HGA as a policy reformer (enabler) - this is a **winning triangle needed for systemic changes.** While majority of the project actions were well received and resulted with sound effects, the legal component of the Project was constrained with lack of political will and unfortunate coincidence with change of political establishment. **The proposed MZ related legal amendments, although strongly supported by key project stakeholders, will be on the political agenda in year 2025 earliest** along with the package of other rule of law related issues proposed by the previous government. Such a decision has caused some disappointment for the Project stakeholders but, on the other hand, other interested MZ perspectives popped up. Namely, the continuous presence of MZ topic in the good governance and rule of law discourse, thanks to **the Project, seems to have initiated a much-needed debate over general functioning, legal, economic and environment (dis)enabling the future of MZ work**. Many relevant questions were raised which UNDP has seen as an opportunity for its future strategic framing.

[8] https://www.greeneuropeanjournal.eu/the-unfinished-business-of-building-bosnia-herzegovina/
[9] https://bti-project.org/en/reports/country-dashboard/BIH

The overall satisfaction with the Project is high, over 95% of survey respondents said to be **(very) satisfied.**

Figure 2 – Satisfaction with the MZ Project

The Project addressed the needs of MZ and its inhabitants in the structural manner. The Project managed to revitalize the concept of MZ and bring it closer to the people. Although legislative changes related to MZ functioning, the Project advocated for at the national level, did not resulted with concrete changes yet, and despite the fact that MZ operate through different models across BH, many important MZ functioning features and services were backed up and offered to the local and municipal stakeholders. Therefore, **the benefits for key Project beneficiaries are multiple**. Capacity building activities and financial incentives helped LGs and MZs raise their human and technical capacities for more efficient local management. MZs became a more reliable partner to LGs and a more trustful communication channel between citizens and decision makers. The Project helped citizens and local communities get access to resources (local infrastructure, CHs, MZ hubs, CFs) and see the results of their work that improved the quality of their life. Even more important, the Project raised **the hope that changes can be initiated from the micro municipal level and that local communities can generate value for the most vulnerable social groups**, especially women, youth, children, and elderly. Majority of MZs that participated in the Project showed high level of knowledge of social and economic needs of their inhabitants. Many MZs at KIIs and FGDs reported: a) to have access to the social cards of socially vulnerable citizens and follow-up regularly their status with the relevant state institutions, b) to have organized humanitarian events to helps local citizens in need, c) to have established close cooperation with CSOs, Red Cross, Circle of Serbian Sisters, and religious groups to raise funds for those in need, and d) to have initiated various activities that would increase their visibility and participation in local communities – many MZ hubs and CHs have diverse activities targeting children (playgrounds), youth (sport fields, competitions, voluntary actions), elderly (sport, health, cultural and traditional events) and women (handcraft work, gastronomy, sport, etc.).

The **Project did consult with its key stakeholders and beneficiaries** and variety of communication channels were used for that purpose. However, more in-depth analysis showed that due to the nature (and logic) of Project interaction, LGs and MZs as direct beneficiaries seem to have been more consulted and involved than other respondents that come from the category of indirect/final beneficiaries (CH users, CF participants, etc.) – 40% of these respondents claim to have not been consulted during preparation of the MZ Project. Given MZ Project is a long-term phased project, and that many direct contacts have been established so far with these respondents, there is sufficient space and time to get them more involved in the planning. This is important for transfer of ownership and sustainability of the MZ intervention.

Figure 3 – Consultation level

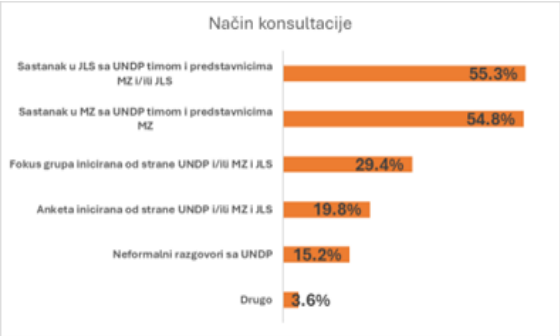


Figure 4 – Consultation type

The Project took into consideration **equally the needs of both women and men (83.5% survey respondents confirmed), young and old (88% survey respondents confirmed)**. Citizensfrom local communities were given different types of opportunities to get involved (citizen forums, community hubs, local projects) but **involvement of women and youth made the difference to the Project**This is visible primarily in the work of CHs and participation at CFs, where they brought the content and the action. They have been seen as a valuable asset in their local communities and the work of MZ councils, which is much deeper reflected in the Impact section of the Evaluation Report. Also worth mentioning is a couple of elderly MZ leaders that have been spotted as a strong motivator of their local communities, bringing valuable experiences and sharing institutional memory much needed for dissemination of efforts.

Figure 5 – Coverage of men and women needs

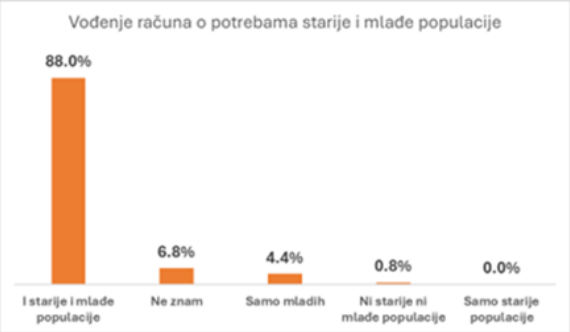


Figure 6 – Coverage of old and young needs

In general, thanks to the Project approach which incorporated gender equality and social inclusion principles in each Project measure and intervention, **the Project influenced that MZ development becomes inclusive enhancing local community as a place where all citizens feel safe, trusted and happy with their own identity**. As stated in the most recent Project report for 2023, citizens' forums organized in 2023, involved 200 people (10.6% of all CFs participants) from the socially marginalized groups and offered an opportunity to participate in prioritizing development measures in their local communities. Thanks to 89 MZs projects, implemented only in 2023, 40.203 socially vulnerable people had direct benefits out of which 76.310 were women. These efforts secured that 40% of women have permanent presence (since 2019 when the baseline was set) in decision making actions related to locally led development.

Overall, the project tactics, so far, did bring positive results, the KIIs, FGDs, survey respondents are positive about what has been done but are also pointing to the needs that interventions such as MZ Project are still needed as they **do not feel confident yet in MZs** to overtake the full responsibility due to a number of factors that make their efforts still fragile. Therefore, **project adaptation** (through scaling up and down, innovation, experimenting, piloting) would be needed to secure a more resilient approach for the sake of more sustainable efforts and smooth Project phase out. The **future Project Theory of Change will need to be much more developed, collaborative and adaptive** to address all project and contextual complexities, including a **sound MEL system** to allow more agile organizational and project management.

In conclusion, the context in which the Project has worked can be classified as extremely challenging. Bosnia and Herzegovina as a partly free country is at an early stage for majority of criteria driving the overall country progress and development. It is characterized by a complex governance structure marked by political instability, slow pace of structural reforms, slowed-down economic stabilization, deepening poverty and inequalities, divisive political rhetoric and growing outmigration. General and local elections occur every two years slowing down the efficiency of development initiatives. The Law on Principles of LSG is adopted in FBH while in RS there is adopted the Law on LSG. However, there is still large discrepancy in regard to its implementation due to different policies (laws, strategies) and practices on the entity level. However, the municipal level democratic institutions tend to be stable and responsive to citizens needs and interests. Local authorities had become frontrunners in introducing integrated and participatory strategic planning. This encouraged Project to continue with phase two addressing local challenges and exploring development opportunities increasing citizens' trust in the government. The Project has provided strong support to MZ as citizens' voice (demand side), LG as inclusive decision maker and service provider (supply side), and HGA as a policy reformer (enabler) creating thus a much-needed basis for systemic changes. The overall satisfaction with the Project is high, over 95% of survey respondents said to be (very) satisfied. The Project did consult with its key stakeholders and beneficiaries and variety of communication channels were used for that purpose. The Project took into consideration equally the needs of both women and men, young and old. In general, thanks to the Project approach which incorporated gender equality and social inclusion principles in each Project measure and intervention, the Project influenced that MZ development becomes inclusive enhancing local community as a place where all citizens feel safe, trusted and happy with their own identity. Project tactics, so far, did bring positive results, but majority of interviewed and surveyed respondents point out that interventions similar to MZ Project are still needed as they do not feel confident yet in MZs to overtake the full responsibility due to a number of factors that make their efforts fragile.

II – Coherence

Project contains **three different but mutually reinforcing pillars of strategic importance for its target groups and beneficiaries** (HGAs-LGs-MZs-local communities/citizens). Each pillar offered a combination of support mechanisms (grants, trainings, equipment, legal and practical guides, models, etc.) which enhanced networking, knowledge, inclusion, gender equality, strategic and project management capacities and, influenced the impact of the intervention. Such a coherent approach was crucial for: a) **motivation** - financial incentives provided to local communities were key driver for the entire local community to get mobilized over selection of priorities, b) **replication of practices** – MZ model, CH format and CF method derived from the Project was exchanged and adopted by many non-project LGs and MZs , and c) **dissemination of skills** – trained individuals (LG coordinators/managers and MZ council members) applied the learned through follow-up facilitations of CFs, creation of feedback communication channels, participation at municipal planning sessions related to MZs (capital investment plans, yearly budgets) and local development in general.

Next to the above said, also worth mentioning is the **coherent organizational structure of the Project**. The Project team has been **logically set up**. It consists of well experienced and bond people capable to perform their specific role (project, policy, financial, administrative and field officers + well respected project manager praised by his team for his flexible leadership style, replacing previous micro-management practices with efficient task delegation). However, the number of field officer seems too tight given the national coverage of the Project (41 LGs and 199 MZs throughout BH), **40 MZs per field officer seems quite exhausting target given the expected impact.**

Apart from the Project team, a **strong support to the Project comes from the Project Board and UNDP senior sector managers.** PB members are committed and opinionated individuals representing Project partners and having close communication with the decision makers. They are cooperative, constructive opinion giver and open for discussion but with limited influencing potential given a very complex (politically driven) nature of the institutions and entities they come from. Their presence is very important for the Project given their professional linkages with the governmental sector and logical need to facilitate communication flows between higher and lower levels of governments, decision makers and citizens. Next to PB, participation of UNDP sector managers seems to be very useful for a more coherent delivery of development assistance. Their strategic perception driven by project portfolio management practices secures a "bird view" perspective much needed for embedding the Project within a broader frame of UNDP and other ID partners interventions, its impact and sustainability.

The Project has achieved a **sound internal (within UNDP) complementarity and synergy**. This is the result of UNDP high professional standards and sector approach and the possibility of a team of people, led by sector manager, follow up different interventions belonging to the rule of law and good governance including social inclusion and gender equality (as is the case with MZ Project). This is also the result of

internal communication within UNDP staff working in field offices (Mostar, Doboj, Banja Luka, Sarajevo) and possibility to exchange and learn one from another. UNDP has a number of ongoing interventions (green energy, tourism, etc.) aiming at different BH territorial and sectoral capacity building, but ReLOaD Project is likely to be the closest to the MZ Project. Both projects use similar methodology and approach. Although targeting different direct beneficiaries, they come across similar actors such as LGs, MZs and CSOs whose mutual cooperation is crucial for locally led development.

Although the Project partners (Governments of Switzerland and Sweden as donors and UNDP as main implementor) show to be familiar with the international development scene in Bosnia and Herzegovina, the evaluation came across **unexplored potentials for more synergic interventions within donor community.** SDC, SIDA, USAID, CoE, OSCE, local foundations (eg. Mozaik) are actors that invest in local development, good governance and rule of law. They have their own political and development missions, goals and country agendas which is legitimate and logical. However, the overlapping is happening and this may negatively influence both the impact of international development sector and mistrust or/and misuse, of local partners. Similarities have been spotted in: a) LGs coverage (same LGs are recipients of different ID), b) type of intervention (USAID - LGSA, LWs, Diaspora Invest), c) methodologies (councils, consultation mechanisms), and d) LGs people involved (MZs coordinators, project managers, LED managers).

UNDP sectoral leadership is quite aware of all challenges raised above and some decisions have already been brought in that regard. Namely, UNDP has recently **initiated internal transformation process with** intention to replace project and programme with portfolio management function**.** This should, hopefully, result not only with a more strategic approach to project management practices but also a shift from performance to impact based mindset, which is a key precondition for systemic driven changes.

In conclusion, the Project contains three different but mutually reinforcing pillars of strategic importance for its target groups and beneficiaries which enhanced networking, knowledge, inclusion, gender equality, strategic and project management capacities, motivation, replication. The Project team has been logically set up but 40 MZs per field officer seems quite exhausting target given the expected impact. Project Board and UNDP senior sector managers provided constructive opinions and linkages with the sectors they come from. The Project has achieved a sound internal (within UNDP) complementarity and synergy. Although the Project implementors (UNDP, SDC, SIDA) show to be familiar with the international development scene in Bosnia and Herzegovina, the evaluation came across unexplored potentials for more synergic interventions within donor community.

III - Effectiveness

The Project's progress against the outcomes and outputs can be classified as on track with the dynamics of achievements varied over time.

Under the Project Outcome 1, the Project worked to localise the MZ Vision through local government frameworks and create conducive environment for community-led, gender-responsive local development. Based on available project monitoring and reporting documentation, **the progress around Outcome 1** can be described as follows:

a. Average % of partner local governments' total budget that is allocated for democratically voiced MZ development priorities is currently 3,5% against target value of 7% and baseline of 3%. Therefore, the progress is **partly achieved** and it would be quite challenging to reach the target in the remaining half of year since it took the Project three years to achieve the progress of 0,5%.
b. Average % of MZs empowered by gender-sensitive legislative frameworks country wide is currently 38% against target value of 27% and basline of 19%. Therefore, the progress is **significantly achieved** since the targets are already fully achieved exceeding the planned %.
c. Proportion of population (sex- and age-disaggregated) in partner local governments who believe decision-making is inclusive and responsive is currently 62% against target value 43.2% and baseline of 36%. Therefore, the progress is **significantly achieved** since the targets are already fully achieved exceeding the planned %.
d. % of local governments that adopted renewed gender-sensitive legislation that empower MZs country wide is currently 31% against target value of 27% and baseline of 14%. Therefore, the

progress is **significantly achieved** since the targets are already fully achieved exceeding the planned %.

Under the Project Outcome 2, the Project empowered MZs to be citizen-centered, reliable and more financially independent community leaders. Based on available project monitoring and reporting documentation, the **progress around Outcome 2** can be described as follows:

a. Number of people participating in and influencing public service provision, decision-making and budgets in their localities is currently 29057 against target value of 30000 and baseline of 17174. Therefore, the progress is **significantly achieved** since the targets are already fully achieved exceeding the planned number.
b. Number of actively engaged MZ in MZ networking is currently 688 against target value of 1000 and baseline of 136. Although the difference between the starting and current numbers is positive, the progress is **partly achieved** and it would be quite challenging to reach the target in the remaining half of year because it took the Project three years to motivate 555 MZs.
c. 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 is currently 83.1% against target value of 70,5 and baseline of 70,1. Therefore, the progress is **significantly achieved** since the targets are already fully achieved exceeding the planned %.
d. Number of citizens benefiting directly from improved access to and quality of infrastructure & and gender responsive services within target MZs is currently 582,623 against target value of 400000 and baseline of 280000. Therefore, the progress is **significantly achieved** since the targets are already fully achieved exceeding the planned number.

Under the project Outcome 3, the Project worked to foster inclusive dialogue to formulate policy reforms that translate the Vision of MZs into a whole-of-system policy framework in Bosnia and Herzegovina. Based on available project monitoring and reporting documentation, the **progress around Outcome 3** can be described as follows:

a. 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 is currently 3 against target value of 5 and baseline of 1. Therefore, the progress is **partly achieved**. and it would be quite challenging to reach the target in the remaining half of year since the influence of external factors exceeds the capacities of the Project.
b. Number of 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 is currently 16 against target value of 20 and baseline of 10. Therefore, the progress is **achieved** and with strong potential to be fully realized in the remaining half of the year since it is under full control of the Project.
c. Number of members of government/parliament commissions/working bodies actively involved in improvement of the local governance and MZ frameworks at higher government levels is currently 46 against target value of 50 and baseline of 15. Therefore, the progress is **achieved** and with strong potential to be fully realized in the remaining half of the year since there are sufficient number of available public events and consultations to trigger these initiatives.

Under the Project Outputs 1.1-1.3, the Project worked on localization of MZ visions, adoption of gender sensitive regulatory frameworks, and raising partner LG teams and MZs of technical capacities, tools and skills to effectively steer community-led, gender responsive local development. Based on available project monitoring and reporting documentation, **the progress around Outputs 1.1-1.3** can be described as follows:

a. Number of localized MZ vision models endorsed by MZ Councils and local government councils.is currently 45 (41 partner + 4 AMC) against target value of 40 and baseline of 0. Therefore, the progress is **significantly achieved** since the targets are already fully achieved exceeding the planned number.
b. Number of people who took part in localising of the MZ vision is currently 3360 against target value of 2500 and baseline of 0. Therefore, the progress is **significantly achieved** since the targets are already fully achieved exceeding the planned number.

c. Number of adopted local gender-sensitive government regulatory documents that ensure enhanced MZ functioning and sustainability is currently 45 (41 partner + 4 AMC) against target value of 40 and baseline of 0. Therefore, the progress is **significantly achieved** since the targets are already fully achieved.
d. Number of partner local governments that have adjusted their local development planning and budgeting procedures to ensure effective engagement of MZ throughout the policy cycle is **currently unknown** because the progress on this indicator is expected in 2024 when operational plans stemming form new MZ visions will be implemented.
e. The same refers to number of partner local governments that introduced targeted public financing mechanisms to support MZ-level priorities through local budgets (**currently unknown**).
f. Number of local government elected officials and staff who have improved skills, tools and capabilities for dialogue and community led support to MZs is currently 1363 against target value 160 and baseline of 50. Therefore, the progress is **significantly achieved** since the targets are already fully achieved exceeding the planned number.
g. 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 is currently 250 against the target value of 200 and baseline of 136. Therefore, the progress is **significantly achieved** since the targets are already fully achieved exceeding the planned number.

Under the Project Outputs 2.1-2.4, the Project worked on implementation of localized MZ vision through customised package of capacity and financial assistance, a performance-based incentive scheme and best performers awarded, wider embracement of MZ practices based on modern digital platform and human interaction, and transferring MZ vision to additional local governments. Based on available project monitoring and reporting documentation, **the progress around Outputs 2.1-2.4** can be described as follows:

a. Number of citizens forum sessions at MZ level is currently 900 against target value of 800 and baseline of 602. Therefore, the progress is **significantly achieved** since the targets are already fully achieved exceeding the planned number.
b. Number of MZ priorities in partner local governments identified at citizen forums with positive or neutral impact on environment, embedded in local governments' policies is currently 3776 against target value of 1200 and baselin of 1200. Therefore, the progress is **significantly achieved** since the targets already fully achieved exceeding the planned number.
c. Number of functional and sustainable community hubs is currently 40 against target value of 30 and baseline of 0. Therefore, the progress is **significantly achieved** since the targets already fully achieved exceeding the planned number.
d. Number of local regeneration and transformational projects designed at MZ level as a result of community joint dreaming with positive impact on environment is currently 28 against target value of 40 and baseline of 0. Although the difference between the starting and current numbers is positive, the progress is **partly achieved**. and it would be quite challenging to reach the target in the remaining half of year because it took the Project three years to initiate the current 28.
e. Number of partner local governments that introduced ICT-based solutions for citizen participation, empowerment of women and/or local democracy is currently 0 with target value of 5 and baseline of 0. Therefore, there is **no progress** so far in this regard.
f. % of all MZs who are satisfied with (or who can count on regular) support of the local government staff/MZ-focal points is currently 80,4% against target value of 50% and baseline of 0%. Therefore, the progress is **significantly achieved** since the targets already fully achieved exceeding the planned %.
g. Average % of embedded MZ priorities acted on by local governments is currently 40% against target value of 50% and baseline of 40%. Therefore, there is **no progress** so far in this regard.
h. % of partner local governments that tangibly improve performance along the key MZ model parameters is **currently unknown** because the progress on this indicator is expected in 2024.
i. Number of successful transfer and replication of MZ practices and models beyond partner local governments is currently 21 against target value of 30 and baseline of 0. Therefore, the progress is **achieved** and with strong potential to be fully realized in the remaining half of the year since there are sufficient number of activities to trigger these initiatives.

j. Vibrant, interactive and accessible digital platform used for MZ networking countrywide is currently operational so the progress has been **achieved** as planned**.**
k. Number of additional local governments who improve their gender sensitive regulatory frameworks for a localised MZ model is currently 4 against target value of 20 and baseline of 0. Therefore, the progress is **partly achieved** but with strong potential to be fully realized in the remaining half of the year since further localization of visions in the non-partner LGs will be done through technical assistance of two Associations of Municipalities and Cities (22 additional non partner LG have been selected by AMCs for support regarding localized MZ VIsion. Regulatory analysis for 22 LGs has been completed and presented).

Under the Project Outputs 3.1-3.3, the Project worked on strong analytical ground to support and influence inclusive policy dialogue based on emerging common localized MZ vision legal models, assist AMCs, academia, civil society organisations and citizens to become strong promoters of the MZ Vision and advocates for improved public policies, and 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. Based on available project monitoring and reporting documentation, **the progress around Outputs 3.1-3.3** can be described as follows:

a. Number of assessments conducted to support and inform policy dialogue is curently 1 against target value of 2 and baseline of 0. Therefore, the progress is **partly achieved** with possibility for other assessment to take place, in case of need for advocacy initiatives.
b. Number of advocacy initiatives by academia, civil society organisations (including women groups), academia and citizens in policy dialogue for MZ- and local government-linked reforms is **currently unknown** but the Project intends to work with mayors, CSOs and media to establish a pool of localized MZ vision promoters.
c. Number 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 is **currently unknown** but the Project had so far 110 AMCs regional and policy meetings in to establish a pool of localized MZ vision promoters (to achieve the target of 200).
d. Number of of capacity development events for AMCs, academia, civil society organisations to become strong promoters of the MZ vision is currently 7 against target value of 10 and baseline of 0. Therefore, the progress is **achieved** and with strong potential to be fully realized in the remaining half of the year since the Project has intention to continue with capacity building events.
e. Number of of advocacy initiatives by AMCs in policy dialogue that got full support from member local governments.is currently 1 against target value of 2 and baseline of 0. Therefore, the progress is **achieved** and with strong potential to be fully realized in the remaining half of the year since AMC has intention to continue with advocacy events related to FBiH changes to Law on Principles of LSG and RS changes to the Law on LSG.

A more detailed presentation of outputs-outcomes related cause effect chain with baseline, planned and achieved targets, is provided in Annex 6.

In terms of effectiveness of outputs, the Project provided significant financial, human, technical and material support to LGs and MZs which resulted with new mechanisms and infrastructure, more efficient procedures and processes and raised human capacities for community led development of MZs. As presented in Figure 7, 41 LGs and 199 MZs benefited from methodological packages (MZ management guides, MZ council protocols and codex, project management tools, etc.) and strategic frameworks (MZ Visions and Operational plans), facilitated via external consultants, trainers, and experts. There were established 41 CHs, implemented 70 capacity building workshops, delivered 17 grants and 239 community projects prioritized via 298 CFs. All said deliverables were part of the Project outputs navigating Project outcomes, successfully distributed through different project pillars within a four-year timespan.

Most of project outputs already achieved or exceeded the planned targets (60%), yet **the Project tends to push towards more in-depth progress** with: a) **partner local governments** to adjust their local development planning and budgeting procedures (including financing mechanisms for MZ prioritized projects) to ensure **effective engagement of MZ**, which will be stemming form new MZ visions and

operational plans containing activities on adjustment of local development planning and budgeting procedures: b) **non-partner local governments** to further **localization of visions**, through technical assistance of two Associations of Municipalities and Cities. So far, 22 additional non partner LG have been selected for support regarding localized MZ Vision, while regulatory analysis for 22 LGs has been completed and presented; and c) **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.

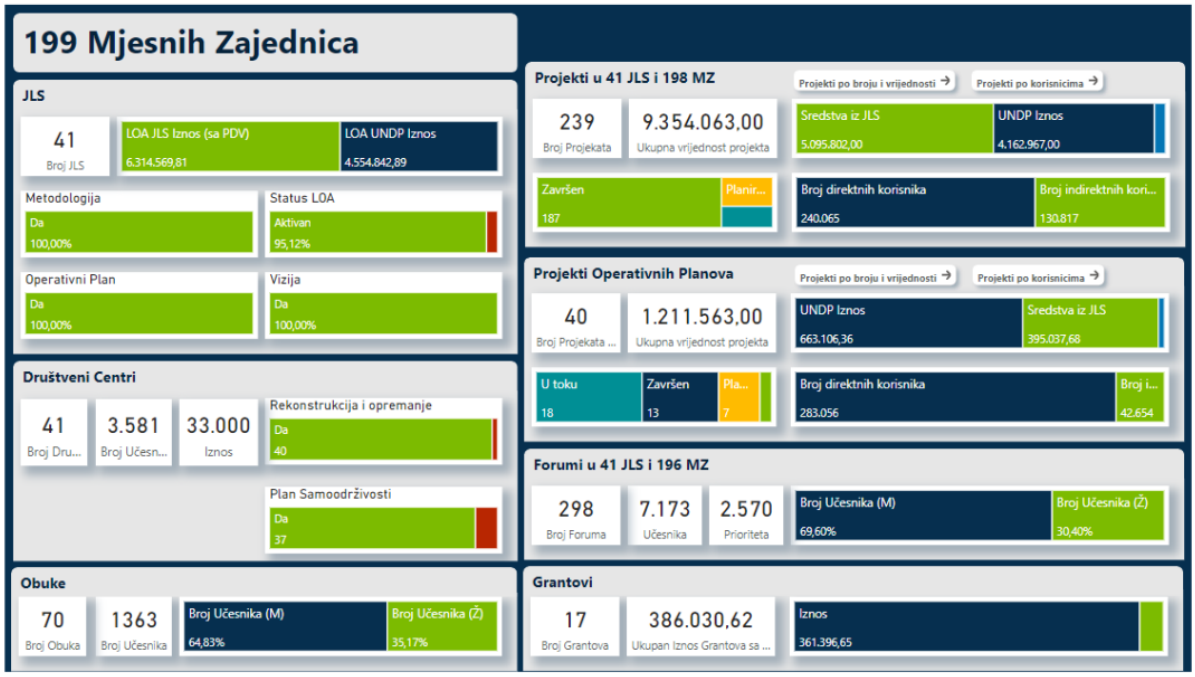


Figure 7 – Breakdown of key outputs delivered by the Project (taken from the Project monitoring database)

As a result of successful project performance, the Project is heading well towards desired outcomes.

So far, the Project **exceeded expectations** (as presented Table 1) in regard to:

a) Partner LGs adoption of renewed local gender-sensitive legislative frameworks
b) Citizens trust in inclusive and responsive decision-making
c) Citizens participating in citizens' forums and benefiting from MZs projects.

Table 1 – Planned vs. ***achieved*** Project outcome targets (taken from Project monitoring database)

Indicators	Baseline 2019	Result by March 2024	Target 2024
% of local governments that adopted renewed local gender-sensitive legislative frameworks that empower % of MZs country wide.	**14%** of local governments adopted renewed local gender-sensitive legislative frameworks that empower **19% of MZs country-wide.**	**50%** of **partner LGs** adopted renewed local gender-sensitive legislative frameworks that empower approx. 21% of MZs country-wide.	**27%** of **local governments** adopted renewed local gender-sensitive legislative framework that empower 36% of MZs country-wide**.**
Proportion of population (sex- and age-disaggregated) in partner local governments who believe decision-making is inclusive and responsive.	**36%** of citizens believe decision-making is inclusive and responsive.	**62%**	Increased proportion of population in partner local governments who believe decision-making is inclusive and responsive **by 20%.**

Indicators	Baseline 2019	Result by March 2024	Target 2024
Total number of people in partner MZs who participate in citizen forums (gender-disaggregated).	**17,174** people (40% women) in partner MZs participated in citizen' forums.	**29,075** **26711 (37% women) + 2,364 online forum participants**	**30,000** people (40% women) in partner MZs participate in citizen forums.
Number of citizens benefiting directly from improved access to and quality of infrastructure & gender responsive services within target MZs.	**280,000** citizens benefiting directly from improved access to and quality of infrastructure and gender responsive services within local governments.	**582,623** **187 MZ Projects completed** **13 OP projects completed**	**400,000** citizens benefiting directly from improved access to and quality of infrastructure and gender responsive services within local governments.
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.	**70.1%** of citizens trust in their MZs	**83.1%**	Increased level of trust by citizens in their MZs

It is very surprizing to see that **the Project managed to create a change in regard to trust**. Projects are usually better in numbers related to concrete actions than effects of these actions. This positive outcome may be attributed to the Project methodology, more specifically: a) introduction of CHs and CFs as a mechanism for citizens engagement and participation, and b) financial incentives as a mechanism to provide necessary resources for what local communities set as their priorities via CFs.

Project **still needs to invest more efforts** (as presented in Table 2) in regard to:

a) LGs total budgets allocated for democratically voiced MZ development priorities
b) Number of MZ (% of all) that adopted gender-sensitive legislative frameworks
c) Number of MZ (% of all) actively engaged in MZ networking
d) Amendments related to legal/policy related frameworks
e) MZs, LGs and their representative bodies proactive work towards MZ and LG reforms

Table 2 – Planned vs. ***to be achieved*** Project targets (taken from Project monitoring database)

Indicators	Baseline 2019	Result by March 2024	Target 2024
% of local governments that adopted renewed local gender-sensitive legislative frameworks that empower % of MZs country wide.	14% of local governments adopted renewed local gender-sensitive legislative frameworks that empower **19% of MZs country-wide.**	50% of partner LGs adopted renewed local gender-sensitive legislative frameworks that empower approx. **21% of MZs country-wide.**	27% of local governments adopted renewed local gender-sensitive legislative framework that empower **36% of MZs country-wide.**
Average % of partner local governments' total budget that is allocated for democratically voiced MZ development priorities.	**3%** of partner local governments' total budgets allocated for democratically voiced MZ development priorities.	**3,5%**	**7%** of partner local governments' total budgets allocated for democratically voiced MZ development priorities.
Number of MZ (% of all) actively engaged in MZ networking.	**136 MZs (5% country wide)** actively engaged in MZ networking.	**688 MZs (26.6% country wide)** actively engaged in MZ networking**.**	**1000 MZs (40% country wide)** actively engaged in MZ networking.
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.	**1 amendment** of a principal law discussed and drafted.	**3 amendments** discussed and/or drafted.	**5 amendments** of legal/policy-strategic frameworks that contribute to stronger, more professional and gender-sensitive MZs drafted because of inclusive policy dialogue.

Indicators	Baseline 2019	Result by March 2024	Target 2024
Number of 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.	**10 r**egional and national events and public consultations where MZs and local governments, including AMCs, proactively took part in the development of the common MZ vision and the draft legal amendments.	**16**	**20** 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.

Majority of targets under the control of the Project have sound background explanation and **do seem logical and achievable**, given there is still half of year and set of actions planned to push up towards the desired achievements. However, there are **a couple of targets that need to be revised** given they are either fully out of the Project control (amendments – absolutely depending on the political will) or lack sound benchmark (MZ actively engaged in networking – rationale behind the set target of 1000 is not clear, it seems overestimated in comparison to other more modestly projected targets). While the slow progress with the first target is likely to have low impact on the Project overall (rather contributing than significant change to functioning of MZs), the second target may influence it because there are large expectations from the Project partners and stakeholders in regard to Project dissemination and multiplication effects (this target impacts several other related to LG adoption of new legal and financial policies). Therefore, this target needs to be revised and carefully addressed through a set of (available or new) mechanisms.

Evaluation respondents from Survey, KIIs and FGDs share unique opinion about Project effects - they think **the Project was very beneficial for local communities and that the functioning of MZ changed overtime.**

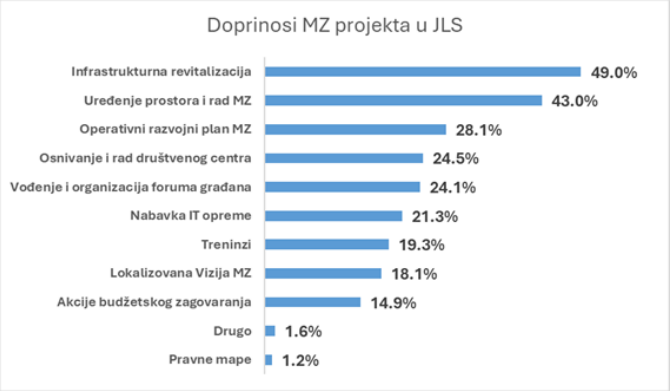


Figure 8 – Project contributions to LGs and MZs

The most significant Project contributions to MZs and LGs were related to **revitalization of local infrastructure (49%), investment into space for MZ work (43%), operational plans, CHs and CFs, and IT equipment (28-21%)**. Less than 20% of the respondents prioritized MZ Vision, budget advocacy, legal maps, etc. It is evidential that people are more inclined to concrete actions that bring faster the results.

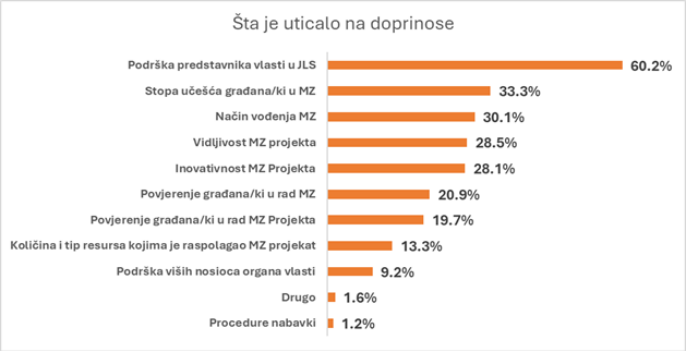


Figure 9 – Influencing factors

The most influencing factors were related to **political will of LG to support their MZs (60%), citizens' will to get engaged (33%), MZ leadership style (30%), innovativeness and visibility of the Project and its concrete effects (28%)**. It seems that all Project stakeholders understood the Project as a win-win chance and great window-of-opportunity to get engaged for a higher cause – wellbeing of local community and raise of trust needed to maintain efforts towards continuous development and improved quality of life.

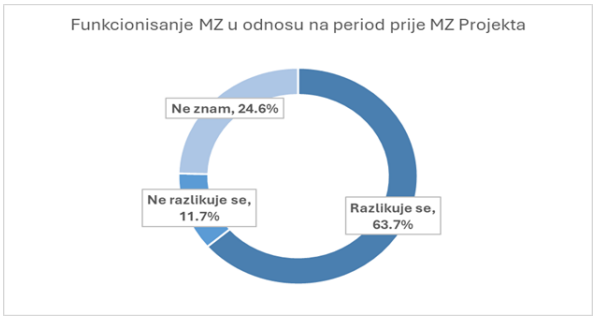


Figure 10 – Change in functioning of MZ

The respondents believe that the **functioning of their MZ changed for better (64%)**. Among many explanations provided, majority claim that citizens: a) have more trust in MZ, b) come more often to MZ for a solution, c) are happy to have MZ functional office, d) respect the possibility of being consulted, e) feel respected and trusted when the needs of MZ are adopted by LG, and f) feel more organized and useful to their local community. However, more in-depth analysis reveals that 40% of respondents that come from the category of indirect/final beneficiaries (CH users, CF participants, etc.) claim to have no clue whether something changed or not. It is very likely that it is about the same 40% that claimed to be not consulted by the Project, so this is a confirmation of what has been already addressed in the relevance section – more space and time needed to get everyone engaged both in planning and follow-up. This is important for transfer of ownership and sustainability of the MZ intervention, these respondents may constitute the critical mass for local change.

Overall, the evaluation finds that the quantitative evidence for all above said is strong but would also like to draw attention to qualitative findings, reached during desk research, interviews and site visits, important for learning and future adaptations. Below is provided a table with summary of **qualitative achievements** that builds up on what has been reflected in the previous paragraphs.

Table 3 – Qualitative achievements of the Project and influencing factors

What was great?	What was good?	What was less good?
Possibility for LGs and MZs to participate in both phases (**transition** from good to better)	Investing in **MZ basic infrastructure** to allow more efficient work (premises, IT)	Selection criteria of MZs and **being target driven** (some targets lack strong benchmark)
Recognizing youth and women as important change agents (brought the **content** to CHs)	Investing in **local community space** (CHs and MZs hubs) where local people can gather (some MZs waited for 50 years)	Insufficient **exchanges** and knowledge sharing between LGs and MZs. **Visibility** over what has been achieved.
Citizens Forum as a soft mechanism for **inclusive decision making**	**Transferring ownership over CHs to MZs or LGs or CSO** (crucial for content and citizens engagement)	Critical **accumulation of activities** in CHs and renovated MZs hubs
Financial incentives for MZs to solve "life important issues" (mostly related to infrastructure) and **regain citizens trust and accumulate grassroot power**	**Acceptable participation fee** for LGs (70-30 for old LGs and 50-50 for new LGs)	Great **similarities** among MZs Visions and Operational Plans
Capacity building of LGs coordinator and MZs leadership (ownership over the process)	Giving LGs a chance to create their **MZ vision and development directions**	Lack of in-depth reflection of **citizens' views over development of their MZs** (in MZ Visions and OPs)
KEY INFLUENCING FACTORS	**POSITIVE**	**NEGATIVE**
	Recognition of **UNDP** as a credible LG and MZ partner, useful knowledge source, powerful incentive provider	Negative demographic features, **huge outmigration** from rural to urban, from urban to abroad
	Openness of LGs to hear citizens' suggestions and establish efficient communication channel via MZs	LGs and MZs work with **limited human capacities** – lack of knowledge, skills, attitudes
	Project tactics to enhance citizens participation and trust - different packages of support involving demanding, supplying and enabling sides	**Toxic MZ leadership style** (approaching citizens as political constituency instead as constructive idea provider), not transparent, weak communication
	MZ people-oriented leadership style – president and council members who are volunteers, nominated by fellow citizens who are their "right hand" (constitute a team of 20-30 dedicated individuals capable to mobilize the community)	**Frequent elections and change of LG and MZ leaderships** – critical for fragile MZs with history of toxic leadership

In conclusion,. the Project's progress against the outcomes and outputs can be classified as on track with the dynamics of achievements varied over time. The Project provided significant financial, human, technical and material support to LGs and MZs which resulted with new mechanisms and infrastructure, more efficient procedures and processes and raised human capacities for community led development of MZs. In short, 41 LGs and 199 MZs benefited from methodological packages (MZ management guides, MZ council protocols and codex, project management tools, etc.) and strategic frameworks (MZ Visions and Operational plans), facilitated via external consultants, trainers, and experts. There were established 41 CHs, implemented 70 capacity building workshops, delivered 17 grants and 239 community projects prioritized via 298 CFs. All said deliverables were part of the Project outputs navigating Project outcomes, successfully distributed through different project pillars within a four-year timespan. As a result of successful project performance, the Project is heading well towards desired achievements. So far, the Project exceeded expectations in regard to: a) Partner LGs adoption of renewed local gender-sensitive legislative frameworks, b) Citizens' trust in inclusive and responsive decision-making, and c) Citizens participating in citizens' forums and benefiting from MZs projects. Project still needs to invest more efforts in regard to: a) LGs total budgets allocated for democratically voiced MZ development priorities, b) Number of MZ (% of all) that adopted gender-sensitive legislative frameworks, c) Number of MZ (% of all) actively engaged in MZ networking, f) Amendments related to legal/policy related frameworks, and e) MZs, LGs and their representative bodies proactive work towards MZ and LG reforms. Majority of targets under the control of the Project have sound background explanation and do seem logical and achievable within the remaining ten months of Project duration. However, there are a couple of targets that need to be revised. Majority of interviewed and surveyed respondents think the Project was very beneficial for local com*munities and that the functioning of MZ changed overtime. The most significant Project contributions to MZs and LGs were related to revitalization of local infrastructure, investment into space for MZ work, operational plans, CHs and CFs, and IT equipment. Less than 20% of the respondents prioritized MZ Vision, budget advocacy, legal maps, etc. The most influencing factors were related to political will of LG to support their MZs, citizens' will to get engaged, MZ leadership style, innovativeness and visibility of the Project and its concrete effects. Evaluation respondents believe that the functioning of their MZ changed for better arguing that citizens: a) have more trust in MZ, b) come more often to MZ for a solution, c) are happy to have MZ functional office, d) respect the possibility of being consulted, e) feel respected and trusted when the needs of MZ are adopted by LG, and f) feel more organized and useful to their local community.

IV – Efficiency

Project obtained significant resources to LGs and MZs as well as to HGAs. They could be classified as:

1. Financial – MZ project grants, champion projects for best MZs.
2. Infrastructure - reconstruction of MZs (premises + hubs), establishment of CHs + projects nominated by MZs at CFs.
3. Technical – IT equipment, office equipment.
4. Knowledge – capacity building of LG and MZ staff, legal maps, MZ legal documentation and gender policies, amendments.
5. Human – UNDP staff, LGs Coordinators and Managers, MZs Councils and Presidents, Project Board, consultants, trainers.

Budget allocations were clear and yearly budget performance was carefully monitored. As shown in Table 4, the expenditures raised gradually by years following the Project dynamics and achieved its momentum once the Project was well set up and managed to overcome the Covid19 crisis, whose highest peak coincided with the period of Project start (2020-2022). Covid19 crisis influenced a bit slower consumption percentage in the first couple of years but eventually had no significant negative impact on project achievements. On the contrary, the Covid19 crisis pushed the Project team and its partners provide additional efforts which resulted with additional, unexpected, contribution of BH Government that is LGs to local community (MZ) projects. Now that the Project entered its final period of implementation, it is expected that this contribution will further exceed the planned financial target which may be interpreted as a sign of true commitment of LGs to the changes MZ Project pursue together with MZs and citizens in local communities. Detailed presentation of Project budget performance breakdown is provided in Annex 7.

Table 4 – Overview of planned and consumed funds (taken from the Project financial reports)

Sources of funding	Planned contributions in USD and %		Expenditure 2020	Expenditure 2021	Expenditure 2022	Expenditure 2023	Total expenditure 2020-2023	% of spending 31/12/2023	Balance of funds as of 31/12/2023
Government of Sweden	2,858,017.76	27.65%	173,626.72	282,919.74	774,389.38	887,723.86	2,118,659.70	74.13%	522,035.13
Government of Switzerland	5,155,000.00	49.88%	237,408.07	651,037.67	1,332,439.57	1,333,590.38	3,554,475.69	69.64%	693,049.31
Government of BiH/LGs	2,269,296.00	21.96%	-	-	1,074,608.41	1,293,237.32	2,367,845.73	104.34%	
UNDP	52,793.50	0.51%	52,793.50	-	-			100.00%	0.00
TOTAL USD	**10,335,107.26**	**100.00%**	**463,828.29**	**933,957.41**	**3,181,437.36**	**3,514,551.56**	**8,040,981.12**		**1,215,084.44**

However, not all available resources have been fully consumed. Below is a summarized presentation of what the evaluation came across:

Fully consumed	*Partly consumed*
Infrastructure satisfying people's elementary needs such as water, sanitation, electricity, etc. (these are measures that most directly improve the quality of life of people in local communities)	**Capacitated human resources within LGs and MZs** capable to generate projects and attract finances (available but their role in the Project was rather administrative than knowledge sharing)
Citizens' forums – some MZs use it as a regular consultation tool such as MZ Kožuhe (people well received it because **able to voice their needs, bond over priorities and see concrete action**)	**Recently established community of practice** (platform is not known to majority of LGs and MZs, currently focused on online exchange of info and promotion of different pieces of Project)

Models of MZ Vision and OP along with set of legal docs disseminated and used by MZs covered by the Project (this is important for **shared understanding of how the MZs should look and work like**)	**Models of MZ Vision and OP** along with set of legal docs disseminated are used by less MZs not covered by the Project than planned (**not sufficiently spread due to lack of networking and knowledge sharing events**)
MZ hubs or CHs: a. under the CSO or WA management such as LG Jablanica, MZ Vida II, MZ Donja Lohinja, MZ Čatrnja (where **content is driven by a CSO or WA mission**) b. where a CSO project takes place such as LG Banja Luka, LG Zavidovići (where **content is driven by project activities on a rolling basis**) c. where MZ leadership created a **self-sustained model based on diversification of sources** such as MZ Veliko Blaško	MZ hubs or CHs: a. under the LG management such as LG Doboj, MZ Čatrnja, MZ Lješnica (open only during a couple of days per week) b. foreseen for private or public events (funerals, weddings, birthdays) such as MZ Kakmuž c. recently renovated rural MZs and MZs hubs still **without clear idea how to be meaningfully consumed** such as MZ Maglajani, MZ Romanovci d. public spaces such as inner yards that have **restricted access** (MZ Marijin dvor)

There are also a couple of critical issues to be addressed.

Procurement caused delays in delivery of works in many LGs and MZs. This was caused by a lack of providers at the market, inflation, small amount of works for which majority of companies are not interested for, etc. For some LGs this was so big problem that they were at the verge to quit from the Project. For example, LG Bihać spent several thousand KM for tenders that all failed at the end. This LG was in a very complex situation because they needed to work hard to regain trust with UNDP given the previous LG leadership had bad reputation. LGs are aware that their responsibility over procurement is important for local ownership but given they cannot control majority of external factors pulling back the process, additional support from the Project in that regard would be needed.

UNDP has recently shifted to the new system (Quantum) which caused delays with agreements and payment to MZs and LGs (also some other contractors). For example, the negotiation and payment would last longer than implementation of an assignment which is unacceptable for the standards UNDP stands for. UNDP as a credible and highly professional international actor enjoys high respect but if this continues to happen in future, it may negatively influence the efficiency of work of all Project stakeholders and contractors and, eventually, satisfaction and trust.

Insisting on all-in-one (one company covering more lots) type of service provider for capacity building (as it was the case with MZ Visualization, OPs and different trainings) might be efficient solution for contracting authority given it is much easier to manage one than more contractors. However, this cut a chance for locally qualified individuals to be recruited. One could say the locals could be (or were) assigned via the contracted company but, in reality, their work would not be autonomous and free as it is when working on individual basis. For projects that work hard on raising grassroot capacities for locally led development, it is very important to help MZs and LGs become close to knowledge brokers so they may be easily mobilized when needed. Many of local knowledge brokers are also habitants of the Project LGs and MZs and may be useful resource both for the Project and their local community.

The Project provided financial incentives for local projects prioritized by citizens living in MZs. Their will has been respected both by the Project and LG that provided obligatory financial contribution. However, the site visits and desk research revealed that **financing of some projects could have been covered through other available sources** and, therefore, replaced by some other priority on the list. For example, the Project supported renovation (woodwork) of one part of the Elementary School Miroslav Antić in MZ

Bistrica. Soon after it, the entire school was renovated as a recipient of the state energy efficiency project[10]. Similar was found in MZ Petrićevac. It is about a complex consisting of ambulance, kindergarten and MZ premise along with a very modern hub open to different groups of people. The same project received a donation by the Republic of Serbia in the amount of 800.000 EUR[11].

Functioning of some CHs and (rural) MZs hubs may be critical, especially during winter months because there is no heating provided. Also, the maintenance may be an issue because in majority of visited places, the hygiene of toilettes (and open inner space) was critical.

In conclusion, the Project obtained significant resources to LGs and MZs as well as to HGAs. However, not all have been fully consumed. Fully consumed are: infrastructure, CFs, MZ Vision and OPs adopted by partner LGs and MZs, MZ hubs or CHs under the CSO or WA management, where a CSO project takes place, where MZ leadership created a self-sustained model based on diversification. Partly consumed are: capacitated human resources within LGs and MZs capable to generate projects and attract finances, recently established community of practice, models of MZ Vision and OP along with set of legal docs disseminated to non-partner LGs and MZs, MZ hubs or CHs under the LG management, foreseen for private or public events, recently renovated. There are also a couple of critical issues revealed: a) Procurement caused delays in delivery of works in many LGs and MZs; b) UNDP has recently shifted to the new system (Quantum) which caused delays with agreements and payment to MZs and LGs (also some other contractors); c) Insisting on all-in-one (one company covering more lots) type of service provider for capacity building might be efficient solution for contracting authority given it is much easier to manage one than more contractors. However, this cut a chance for locally qualified individuals to be recruited; d) The Project provided financial incentives for local projects prioritized by citizens living in MZs but the site visits and desk research revealed that financing of some projects could have been covered through other available sources and, therefore, replaced by some other priority on the list, and e) Functioning of some CHs and (rural) MZs hubs may be critical in regard to heating and maintenance.

V - Impact

The evaluation found a lot of examples that witness that the Project will very likely leave an impactful trail for the BH society. The Project managed to scrutinize benefits leaving no one behind leveraging additional value that stems from the UNDP sustainable development goals (SDG) approach and committed efforts to use each intervention to enhance effects on the gender equality, social inclusion and human rights. Site visits to partner MZs and LGs, showed that all hubs contain SDG messages (see photo 4 below) while during FGDs and KIIs people discussed referring to the needs of their local communities through lens of different social groups, especially the most vulnerable – young (leaving local communities), women (in economic, social and security risk) and elderly (becoming a dominant local population).

The Project overall goal is to improve the quality of life of the citizens of Bosnia and Herzegovina through empowered, gender-responsive local communities (MZs) that facilitate active citizen engagement in public life, and stand for people-centred performance of local governments that catalyse democratic transformation at the local level. Although there is still a lot of work to be done, given Bosnia and Herzegovina is **a country at an early stage for majority of criteria driving the overall country progress and development,** MZ Project did contribute to activation of local communities (MZs) pushing for gender equality and social inclusion approach leaving no one behind, and enhancing local government capacities (LGs) to overtake responsibility over locally led development based on participative democracy. To what extent this will last beyond the Project life depends on many factors. The Project is doing its best to stay on positive direction and get prepared for full transition over change from international to local leaderships.

The stories collected from KIIs and FGDs respondents during field visits, provide strong evidence that it is possible to influence positively both big and small, urban and rural, ethnically and politically diversified communities and that the dominant influencing factors are: leadership style, community bonding culture and access to knowledge. It is up to the Project to use these stories to motivate other LGs and MZs that

[10] https://www.paragraf.ba/dnevne-vijesti/27012023/27012023-vijest3.html
https://fbihvlada.gov.ba/bs/dodatnih-11-milion-km-za-finansiranje-energetske-efikasnosti
https://faktormagazin.ba/desk/projekti-energetske-efikasnosti/
[11] https://www.biznisinfo.ba/srbija-izdvaja-93-miliona-eura-za-projekte-u-42-opstine-u-rs/

report to have difficulties with engaging and activating citizens. The evaluation cannot provide exact data on how many such LGs and MZs exist, but is quite confident that the Project team can invest some efforts in that regard, at least in classifying LGs and MZs with positive experiences. The evaluation estimation, based on survey, FGDs, KIIs, and field visits is that the ratio is 60%-40% in favour of the positive ones.

- CASE STUDY 1 – **People-centered performing LGs and MZs through "investment in people leadership style"**. It is about an approach where people come first, belief that if there were skilled and committed people who know how to solve a problem, then there is no fear the problem will be solved. In other words, LGs and MZs are aware there are a lot of needs to be answered and that expectations form citizens are high. Also, that there will never be sufficient financial resources to solve all problems because the problems happen on revolving basis and the leaders change as well as their priorities. The only ones who remain unchanged are citizens and their needs. Therefore, many LGs and MZs decided to invest in young educated people and committed individuals capable to form a team and mobilize different groups of people through institutional (MZ committees, LG public utilities) and non-institutional (CSOs, informal groups) forms of engagement. For example, LG Ljubinje decided to reduce number of scholarships and invest more in practical knowledge transfer to graduates who return to the community - "We provide to our young educated people internships within the local administration, institutions and public utilities. Majority of them today lead the MZs in which they live. Some of them even established their own MZ (MZ Vinogradi). Some of them are volleyball players in a local club that plays a BH Premier League (specific about this club is the fact that only local sportsmen constitute the team) They organize their local communities on weekly basis, they constantly work over some local issues and raise funds from different sources. They also established CSOs in order to diversify their work and have access to different resources. They are proactive and when communicating with us in the LG, they do it on behalf of their entire community, using a shared narrative and proposing concrete activities in a well-planned manner. We think that our investment in these people provided bigger return to our community than scholarships". Important to add about Ljubinje is the fact it is a rare community in which political lists do not participate at MZ elections, it is citizens that nominate the candidates from local people seen as capable to perform the task. Another example can be found in MZ Donji Hamzići. Their moto can be found in the following statement "We decided to invest in life" unlike their first neighbouring MZ which is more inclined to investments in local graveyard (making it perfect). Namely, MZ Donji Hamzići is a very vibrant local community, their local council members and president work as one, together with 20 most active local people capable to replace each other whenever needed. They organize regular consultations with citizens, keep them informed (via social media and their Viber group) on each meeting happened in their MZ, outcome of negotiations with LG and each penny spent. Simple financial reports are provided to each 81 houses, hand to hand at the end of the year. They are all volunteers, with full time employments in private sector, good relations with LG officials. They managed to revitalize the MZ hub which contains a hall for sport and cultural events and library. In front of the MZ hub, there are different contents available for people of all ages (boules court for elderly, smart bench for teenage, basketball and football courts for young and middle aged, interactive playground for the youngest). They raise funds from different sources, organize events on a weekly basis, and are well known in holding the leading position in the BH MZ football league.

Photo 1. Children playground

Photo 2. Smart bench

Photo 3. Inner hole of MZ hub

Photos from MZ Donji Hamzići taken during field visit

MZ Kožuhe has a very unique MZ president who holds the leadership position since 1985. He is 75 years old, has great institutional memory and listening capacity. He is highly supported by local citizens and has a team of people next to him capable to mobilize citizens and missing resources. He is well known for his passionate love for his local community and wisdom that became a common narrative in this local community "We decided to use Project funds for investing in content rather than infrastructure. We know infrastructure is something we can get from other sources. We have no social case unsolved. Whoever wants to do something in our local community is more than welcome but must do it through CF. Trust is important for us, we work hard to create an ambient for people to stay". Although the best examples are to be found in smaller and rural communities rather than bigger ones, probably due to their nature (smaller the community more coherent, easier for mobilization, efficient for communication, etc.), the evaluation noted down one interesting example that leading through people is possible even in more urban and bigger communities. MZ Starčevica which is part of Banja Luka found their way to approach and raise trust in people living in large residential areas. "We approached each collective housing building in our community, we asked for half an hour meeting with residents and brought free electric bulbs for present. In each building of the block, we have now people supporting the work of our MZ. We also established great communication with the professional managers, they may be great asset for mobilization and engagement of people in urban and bigger communities ".

- CASE STUDY 2 – **Empowered gender-responsive LGs and MZs through "youth and women as key agents of change"**. It is about recognizing the strength in social groups that are often marginalized. The Project showed that all LGs and MZs that engaged youth and women through their CSOs or associations benefited to great extent. They brought the content in their local communities, they made CHs and MZ hubs useful spaces, they helped local citizens and different social groups get access to what they need. For example, in MZ Vida II it is CSO Lavanda, run by na local woman, that provides diversified services to citizens – they care about girls, children, women and parents of children in need, their psychosocial and mental health through workshops, trainings, treatments. Thanks to this organization, 50 families from Gradačac will not need to take their children to Tuzla for autism related treatment, they have recently established a sensor room. "MZ is here just to support their efforts, MZ provided space while CSO Lavanda the content", were the words of MZ President. Many similar statements could be heard from other met MZ Presidents - MZ Kovači: "It is WA Kovači that activate women and work towards their economic wellbeing. We are a rural community and lot of women are engaged in agriculture. MZ is here for them and they are here for us." - MZ Donja Lohinja: "If there were not for women from the associations, this place (MZ) would be still wild dump". - MZ Čatrnja "It is a young female, who organizes workshops for the youngest twice a week. Parents from city centre bring their children to enjoy her work. She is so dedicated that children and parents simply adore her".

Photo 4. Workshop

Photo 5. Children engaged in workshops

Photo 6. Workshop products

Photos from CH activities in MZ Čatrnja taken during field visit

In MZ Senjak, there is a rare female MZ Council Head in BH, holding her second mandate. She insists that members of MZ Council come from different regions of MZ so that they may advocate accurately the needs of citizens they represent. In Jablanica, there is also a very active female MZ Council Head who together with other four women, members of the MZ Council, were elected due

to the work WA Most on promotion of political participation of women, “this MZ Council is one of the most active in Jablanica”.

Next to numerous examples on benefits the women in local communities bring to their LGs and MZs, there are also a couple of examples illustrating importance of young people for MZs and LGs when informally grouped or united into a civil society organization. In LG Gračanica there is a Youth Council motivating young people and attracting projects, they are very successful with youth banks, cultural work (theatre and journalist workshops), and integration of young from different social backgrounds (three members come from SOS Children’s Village). In LG Jablanica CH success is driven by Youth Club run by a local CSO. In LG Zavidovici it is CSO Local Democracy Agency that spun off the recently established CH while CSO “Zdravo da ste” did the same for CH in Banja Luka. Many KIIs reported that BH (eg. Brčko) had a lot of youth clubs on municipal level and that they should be revitalized.

Photo 7. CH activities

Photo 8. CH meeting room

Photo 9. CH activity for elderly

Photos from CH activities in Banja Luka taken during field visit

- CASE STUDY 3 – **Catalysing democratic transformative LGs and MZs through “social capital as a leverage for development”.** It is about recognizing the value that comes from networks, possibilities to reach missing resources through social ecosystems of individuals, institutions and organizations coming from different sectors and regions. The evaluation revealed that one of biggest constraints the Project came across is related to MZ lack of resources, especially finances. The local communities’ needs are huge and the priority lists limited. More citizens’ expectations fulfilled, bigger the trust in MZ and LG. The two most present tactics are either reactive or proactive. LGs and MZs who wait for resources to reach them, fail. LGs and MZs who proactively search for funds, succeed. The evaluation concentrated more on tactics that brought positive results and that could be replicated. For example, LG Ključ relies on diaspora because it is huge. There has been established an Office for Diaspora functioning with the LG. The LG President spends 7 days during summer in that office talking to people from diaspora willing to invest. Diaspora is very quickly mobilized and social media play important role in that regard; the funds are collected within ten days. MZ Veliko Blaško (via very capable MZ Council President) managed to initiate a public-private partnership and thus self-sustain the CH. It is now a local hub providing space for different public private and civil society organizations which work both for the benefits of their organizations but as well the needs of local community. During FGDs and site visits, the respondents explained that the fact MZs lack resources do not prevent them to find the way out. Most common tactics are based on a) voluntary actions when citizens donate with what they have (money, time, material, hands/skills, etc.) or b) co-financing actions when LGs double the means collected via citizens in MZs. Last but not the least, worth mentioning are the LG employees (in local development agencies or local development offices) who are extremely committed and well experienced, bringing versatile projects and funds. The evaluation had an opportunity to meet and hear about just some of them – Ankica from LG Bijeljina, Hasan from LG Tešanj, Elmedin from LG Bihać, Branka from Development Agency Žepče – they are all “the golden asset” of their LGs.

In conclusion, the evaluation found a lot of examples that witness that the Project will very likely leave an impactful trail for the BH society**.** The Project managed to scrutinize benefits leaving no one behind leveraging additional value that stems from the UNDP sustainable development goals (SDG) approach and committed efforts to use each intervention to enhance effects on the gender equality, social inclusion and human rights. The Project overall goal is to improve the quality of life of the citizens of Bosnia and Herzegovina through empowered, gender-responsive local communities (MZs) that facilitate active citizen engagement in public life, and stand for people-centred performance of local governments that catalyse democratic transformation at the local level. Although there is still a lot of work to be done, given Bosnia and Herzegovina is a country at an early stage for majority of criteria driving the overall country progress and development, MZ Project did contribute to activation of local communities (MZs) pushing for gender equality and social inclusion approach leaving no one behind, and enhancing local government capacities (LGs) to overtake responsibility over locally led development based on participative democracy. To what extent this will last beyond the Project life depends on many factors. The Project is doing its best to stay on positive direction and get prepared for full transition of leadership from international to local. Stories collected from KIIs and FGDs respondents during field visits, provide strong evidence that it is possible to influence positively both big and small, urban and rural, ethnically and politically diversified communities and that the dominant influencing factors are: leadership style, community bonding culture and access to knowledge. It is up to the Project to use these stories to motivate other LGs and MZs that report to have difficulties with engaging and activating citizens. The evaluation cannot provide exact data on how many such LGs and MZs exist, but is quite confident that the Project team can invest some efforts in that regard, at least in classifying LGs and MZs with positive experiences. The evaluation estimation, based on survey, FGDs, KIIs, and field visits is that the ratio is 60%-40% in favour of the positive ones.

VI – Sustainability

The Project has solid preconditions to sustain and root results and capacities, within the partner LGs and MZs. However, given the Project is at the end of its second (and maybe the last) phase, there should be initiated an exit planning process aligned with the UNDP transition to portfolio management as this may maximize the Project efforts invested and effects achieved so far. The centralized management of one or more portfolios includes identifying, prioritizing, authorizing, managing, and controlling projects, programs, and other related work, in order to achieve specific strategic objectives.[12] Portfolio management approach can reduce risks, save money, and bring stability to the management of projects.[13] Given that portfolio contains set of active programmes, projects, sub-portfolios and other work, MZ Project should be observed as one initiative within the broader UNDP RoL and GG strategic portfolio. MZ Project content and its numerous activities should be merged with goals, activities and people of other initiatives belonging to the same strategic portfolio. This is important not only for bridging the gap between strategy and implementation, but overall organizational and institutional (knowledge) management. Managing portfolio of different initiatives, MZ Project among them, brings more stakeholders under one roof which helps justification of interventions, influence better prioritization and distribution of resources, secures continuity of people engaged. In this way MZ Project legacy could be preserved and further enhanced. Furthermore, it would never end up but rather transition and adapt into more innovative.and scalable RoL and GG practices.

Partner LGs and MZs hold necessary capacities to overtake more responsibilities in years to come. Partner LGs and MZs are legally registered entities with stable sources of financing. Although the work of MZ presidents and council members are voluntary this does not influence the level of their commitment and engagement. On the contrary, this makes them more relaxed and flexible as they have “no fears to be conditioned from LGs nor questioned by the citizens”. MZ Project raised their project management and citizens engagement capacities. They are skilled to transfer duties and thus enable smooth transition from one elected MZ leadership to another. MZ Project, also, raised the reputation of MZ presidents and councils and the overall trust of local community in their work. OPs covering majority of MZs priorities have been incorporated in the Capital Investment Plans and municipal budgets. All Project products have been embedded in institutional structures of partner LGs. MZ Visions, OPs, legal maps and GESI frameworks have been adopted (decisions) and as such constitute the overall policy framework of a LG and MZ. **In case of non-partner LGs and MZs the situation is unclear**. The only reliable source is related to the achieved indicator, that 21% out of 36% planned MZs country-wide adopted renewed local gender-sensitive legislative framework. This means that the Project needs to work much harder with non-partner LGs and

[12] https://www.pmi.org/learning/library/pmi-standard-portfolio-management-8216

[13] https://www.pma.at/files/downloads/619/ipmaportfolio.pdf

MZs if willing to reach the set target while implementation will be difficult to measure since it requests both time and financial resources not sufficiently allocated as in case of partner LGs and MZs.

Respondents from Survey, KIs and FGDs share unique opinion about Project sustainability. 60% of them say that their **MZs are continuing with new activities** but that **there are serious factors that may impede invested efforts**. The most critical ones are related to lack of finances, lack of interest of people, lack of political will, and lack of enabling environment for MZ development.

Figure 11 – Follow-up activities in MZs

Figure 12 – Factors limiting MZ development

Again, a more in-depth analysis reveals that 40% of respondents that come from the category of indirect/final beneficiaries (CH users, CF participants, etc.) claim to have no clue whether something is happening or not in the MZ. It is very likely that it is about the same 40% that claimed to be not consulted by the Project and having no clue whether something changed or not as a result of the MZ Project. This is a confirmation of what has been already addressed in the previous sections – more space and time needed to get everyone engaged both in planning and follow-up. This is important for transfer of ownership and sustainability of the MZ intervention, these respondents may constitute the critical mass for local change.

Further support to LGs and MZs with safeguarding the Project achievements are advisable. **The current capacities of MZs are not sufficient to defend their fragile status and manage the level of (under)development, additionally burdened by such a challenging context.** The table below points to the most demanding investments in MZs.

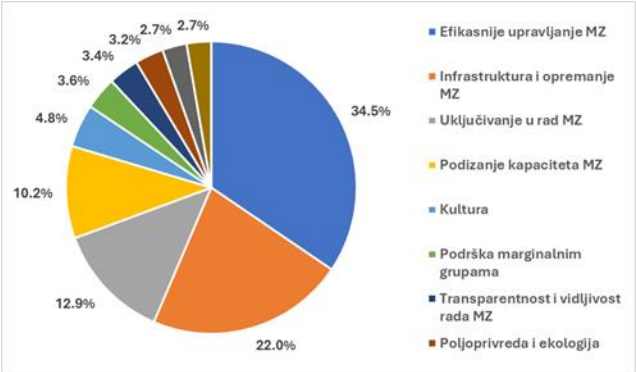


Figure 13 – Recommendations for future MZ related projects

Among first three priorities are the efficiency of MZs, project incentives, citizen engagement and capacity building. This is strong evidence that LGs, MZs and citizens recognize the benefits of investment in human capital, they consider it a valuable sustainability factor. The Project established cooperative and feedback-based mechanisms, raised management capacities of LG and MZ and provided necessary local procedures and policies, In addition, the Project has also two non-financial tools at disposal to leverage these needs - GESI approach and Project ecosystem. GESI component of the Project is very strong. Although many challenges still exist in this context, equality and inclusivity is slowly becoming the constituent part of the

LGs and MZs narrative and practices. The Project ecosystem has committed institutions and individuals skilled, experienced, emphatic and enthusiastic about changing BH society for better. It is up to the Project (partners, stakeholders, beneficiaries) how to capitalize from these through upscaling, innovating, piloting that may increase chances for more sustainable efforts.

In conclusion, the Project has solid preconditions to sustain and root results and capacities, within the partner LGs and MZs. However, given the Project is at the end of its second (and maybe the last) phase, there should be initiated an exit planning process aligned with the UNDP transition to portfolio management as this may maximize the Project efforts invested and effects achieved so far. Partner LGs and MZs hold necessary capacities to overtake more responsibilities in years to come while in case of non-partner LGs and MZs the situation is unclear. Majority of interviewed and surveyed respondents share unique opinion about Project sustainability - 60% of them say that their MZs are continuing with new activities but that there are serious factors that may impede invested efforts. The most critical ones are related to lack of finances, lack of interest of people, lack of political will, and lack of enabling environment for MZ development. Further support to LGs and MZs with safeguarding the Project achievements are advisable. The current capacities of MZs are not sufficient to defend their fragile status and manage the level of (under)development, additionally burdened by such a challenging context. The most requested investments in MZs are related to the efficiency of MZs, project incentives, citizen engagement and capacity building. The Project has two non-financial tools at disposal to leverage these needs - GESI approach and Project ecosystem. It is up to the Project how to capitalize from these through upscaling, innovating, piloting that may increase chances for more sustainable efforts.

VII – Recommendations

MZ Project has been implemented by UNDP, financed by the Government of Switzerland (via SDC) and Government of Sweden (via SIDA), supported by key BH state institutions and non-state organizations for the benefits of BH LGs, MZs and citizens. Although each of these stakeholders has a specific role and responsibility in the MZ intervention, further safeguarding of the legacy of MZ Project should be their joint effort. To that end, the recommendations provided below indicate whom they are intended for yet these should not exclude mutual support and joint engagement.

I – Relevance:

Recommendations	**Intended to**
1. Project so far focused on legislation changes and this has been considered important but the consumption of time and energy invested exceeds the outcome (not) achieved in reality. Obstacles in relation to legislative effort are out of control of the Project. Project showed great success even without these changes. When designing the next phase, **choose to work on other substantial questions that need consensus. Use round tables, public debates, campaigns, conferences, etc. to discuss (and advocate)** the status of MZ in BH (pros and cons of current MZ legal status in BH, to leave it as it is or initiate uniqueness), the number of MZs (more or less MZs, politically vs. reality driven need, what situations justify the right decision), how to manage more MZ through less resources (what are the most viable options for smaller MZs constrained with lack of capacities and resources and facing large depopulation), paid or voluntary MZ work (should MZ leadership be paid and how this would affect the citizens' trust and engagement in locally led development), best MZ models of work (what models could be offered to local communities, which are the best for self-sustainable functioning, which factors to be considered upon model selection), etc.	UNDP with support of Project Board members
2. Overall path of Project Theory of Change is clear but given the Project aims at systemic change(s), **more in-depth paths leading to broader changes** would be needed, **with concrete roles of each stakeholder** on that road **along with assumptions, risk and mitigation measures**. More detailed ToC visualization would be beneficial. The MZ ToC should be integrated within the UNDP RoL sectoral ToC to secure strategic safeguard and scrutiny.	UNDP

3. Current project management practices are in line with UNDP (highly professional) standards but "wicked" contexts demand more **collaborative learning and adapting**. To keep the relevance of the intervention high, engage more with stakeholders (LGs, MZs, donor community, opinion makers), exchange, ask for feedback, focus on qualitative aspects, initiate inner dialogues (within UNDP, project team). **Reinforce the CLA based MEL function in the Project.** UNDP could also think about transforming/replacing/adapting its MnE function with the CLA-MEL function.	UNDP Might be also useful for SDC and SIDA management practices.

II – Coherence:

Recommendations	**Intended to**
1. Transition from project to portfolio management, UNDP is currently undergoing, demands time and a lot of efforts from the entire system (both internal and external). It demands **strategic, multisector, multistakeholder approach**. MZ Project in that regard should be viewed as one out of many paths to the systemic changes the entire BH rule of law and good governance sector is in need of. It is absolutely unrealistic to expect that MZ Project alone will contribute to such a complex change. When addressing gaps and bottlenecks, **map realistic (smaller) changes driven by quality** rather than quantity and look for **windows of opportunities for each stakeholder involved**.	UNDP with support of Project board members and in consultation with broader group of RoL and GG related stakeholders
2. Project assistance packages to MZs and LGs to be driven by prior need assessment that will be based both on quantitative and **qualitative criteria**. It is important to know how big and developed the community is but also what are its **(leadership) capacities to absorb assistance, initiate change, engage people**.	UNDP
3. Conduct detailed mapping of ID RoL and GG assistance with focus on locally led development in BH provided. **Analyze potential overlapping and turn it into complementarity**. Initiate discussion with key actors in the donor community and assess the extent to which co-funding could be an option for scaling up efforts of LGs and MZs.	UNDP, SDC and SIDA

III – Effectiveness:

Recommendations	**Intended to**
1. When selecting MZs, try to reach: a. Small or big, urban or rural, less developed but with **strong community bonding culture** and **absorption capacity**, willing to learn, with active MZ leadership, transparent with management and decision making, visionary, supportive, inclusive, with established feedback mechanism with citizens, with human potential to use (rehabilitated) infrastructure to generate ideas and attract investments (social capital) b. With **active NGOs, CSOs or CAs** (women, youth) or with at least informal **grassroot incentives,** able to generate different sorts of activities (social, environmental, health, educational, business, etc.) and use established	UNDP

resources (infrastructure) to spin out local activism and citizen engagement.	
2. Continue with local development planning and capacity building with increased focus on MZ: a. Use forums to **engage citizens in localization of MZ Vision and OP** (current MZ Visions can be used as a starting point). Help them create development strategy and operational plan for their MZ. Help them lean it with LG Capital Investment Plans and Municipal Budgets. Help them map financial sources and initiate fundraising actions. b. Boost **transfer of knowledge among MZs and LGs via established Project ecosystem** – great human potential is hidden within LGs (MZ and LG coordinators, LED project managers, development agencies), MZs (presidents and local council members) and UNDP field officers. Enhance their mentorship capacities and give them concrete role with raising MZ capacities (exchange them between MZs). c. **Build strategic, management and community bonding capacities** of a) LG Coordinators and Managers in charge for work with MZs (and development projects), b) MZ leadership (President and Council members), c) local CSOs and d) talented/interested individuals spotted at Forums. These groups may constitute a critical mass needed for locally led development activities.	UNDP with support of partner LGs and MZs
3. Invest more efforts in visibility – **the Project has done much more than it is known!**	UNDP, partner LGs and MZs, and AMC

IV – Efficiency:

Recommendations	**Intended to**
1. Invest more efforts in dissemination and multiplication of Project best practices to non-partner LGs and MZs: a. Propose **CHs and MZs hubs models of work** to non-partner LGs and MZs based on best practices seen in the Project (content is important). Take care that every MZ is a world for itself: what **works in one MZ may not work in another**! **b.** Assess capacities of local partners (AMCs) assigned to manage the **community of practice platform** and **allocate finances to enhance the impact of this measure**	UNDP, AMC with support of Project Board
2. Open room for engagement of local knowledge providers that may be easy to mobilize when LGs and MZs are in need of: a. Prepare a repository of **knowledge brokers** the Project, LGs and MZs can benefit from and allocate finances for their engagement. b. Obtain **assistance to LGs and MZs with transfer of know-how** (via twinning, on job learning, job shadowing mechanisms).	UNDP
3. Organize consultations with LGs and MZs to mitigate the negative impact of: a. **Procurement issues** – brainstorm potential solutions and test them as soon as possible to leave enough time for adaptations needed (for example, test possibilities to manage procurement on regional or canton level where the local contractor can provide works and services to several LGs and MZs).	UNDP, LGs and MZs

b. **Maintenance issues** – LGs and MZs should provide (and control) decent conditions for usage of CHs and MZs hubs – heating, clean space and toilettes are the matter of culture.	
4. Organize internal discussion (within UNDP) on how to: a. Mitigate the **negative effect of new UNDP system** on overall efficiency and, ultimately, client satisfaction. b. Prevent o**verlapping with financing** MZ prioritized projects - be careful with selection of projects for financing assessing the extent it can be covered through **other available sources of finances.** c. **Back up the work of field officers** - help them **increase the content related work** and **decrease the administrative**. Think about additional outsourcing or delegating additional roles to the staff already engaged on temporary basis; for example, many drivers the evaluator met during site visits seemed quite capable to perform both logistic and admin roles. They were very familiar with the Project, locations, stakeholders and supportive to field officers.	UNDP

V – Impact:

Recommendations	**Intended to**
1. It is of crucial importance for UNDP Project to **map current partner LGs and MZs + non-partner LGs and MZs + the LGs and MZs to be selected for future support** and: a) categorize/sort them out using different quality criteria (community bonding capacity, knowledge absorption capacity, financial absorption capacity, capacity of LG coordinators/managers, type of MZ leadership, type and level of local activism, etc.), b) prepare different packages of support (financial, training, mentoring, exchanges, etc.), c) establish MEL system to follow-up progress and maintain regular learning and adaptation events.	UNDP with support of AMC
2. Try out different innovative approaches to enhance investment in human capital development - it is people that are the pillar of locally led development, physical infrastructure that is so important for local communities can be neither established nor maintained if there were not for skilled and committed for change and the entire support of local community. Therefore: a. **Scale down support to big LGs and MZs that have weak potentials to change and influence** – it is worthless investing in LGs and MZs that will have excellent physical infrastructure, legal framework and procedures for work if there is lack of trust of citizens and strong belief "nothing can be done". However, given the Project has already provided support to this category of LGs and MZs, there should be created a separate line of support to mitigate the negative effects on sustainability as much as possible. b. **Scale up support to rural and smaller communities with strong potential to engage citizens and feel the change** – this includes a combination of versatile packages of support according to prior needs assessment, as well as financial modifications in regard to co-financing given the least developed MZs and LGs are less privileged and have to be considered more vulnerable than LGs and MZ with better development status.	UNDP Also applicable to SDC and SIDA future programming of similar interventions in the region

c. **Pilot planning, exchange and learning activitie**s both internally (**within LGs and MZs**) and externally (**among LGs and MZs**) enhance bonding within the community and the MZ BH sector. d. **Enhance informal activism** – wherever the Project spot talented individuals willing to get engaged and bring changes, provide every kind of support (as is the case in MZ Čatrnja – a young female gathers many parents willing to help her with workshops but she has no idea they can get organized into a (in)formal group and initiate fundraising to collect funds needed for scaling up the CH activities). The Project could also think about providing support to MZs with creation of Local Action Group, a form of CSO that could be "right hand" to MZ leadership for different types of projects and development initiatives. UNDP has experience with creation of LAGs through previous interventions, some could be revitalized or linked with the Project, if active. e. **Empower women for political activism** – women voice is still hardly heard; the evaluation had an opportunity to meet women but hear voice only from a couple of them. Especially is critical their participation in MZ Councils and the real role they play in that mechanism. Majority of men from MZ leadership when asked "What about women and their engagement?" provided answer "No one forbids them to participate". This needs to be changed into "They are strongly supported to do so". For this to happen, both men and women need to change their attitude and behavior.	
3. Nurture the culture of networking as this is the only mechanism that can provide access to missing resources. **Bring people together**, send them one to another, bring **decision makers from national level to learn from MZs experiences and positive changes**, let MZs learn one from another via job shadowing and on job learning mechanism, innovation hubs (as mentioned in RIII.2b) Disseminate knowledge, multiply of best practices via established networks (as mentioned in RIV.1).	UNDP Also applicable to SDC and SIDA future programming of similar interventions in the region

VI – Sustainability:

Recommendations	**Intended to**
1. Use the human and social capital established in previous phases to leverage development needs of LGs and MZs and thus become a role model for other BH (and WB) communities.	UNDP Also applicable to SDC and SIDA future programming of similar interventions in the region
2. **Explore fundraising opportunities through planning and testing with MZs** (help MZs create their development + fundraising plans, test some of fundraising mechanisms and adapt plans based on learning): o **Diaspora** – a valuable resource to be explored, many LGs and MZs are already in contact with locals abroad willing to donate (consult LG Ključ). o **Public private partnerships** – civil society, businesses, associations, public utilities may be attracted to use the MZs and LGs hubs established by the Project, many are multifunctional and can be easily adaptable to needs of different public. These partnerships could be also valuable resource of knowledge since they will be sharing the space and their co-working result	UNDP Also applicable to SDC and SIDA future programming of similar interventions in the region

with some constructive ideas about returning investment to the community that offered them hospitality (consult MZ Veliko Blaško). ○ **Crowdfunding** – MZs could create Local Action Groups that will together with citizens via forums define development priorities and tryout raising funds online using available platform, with support of crowdfunding experts/local and regional (consult Mozaik Foundation). ○ **Companies** – initiate different local actions inviting local companies to take participation with their employees, initiate campaigns with companies in which the company will donate double amount to what employees collect, ask companies to provide knowledge (consult LG Ljubuški and other LGs that have experience with companies that hold socially responsible strategies).	
3. **Strategic communication including visibility** – the Project needs to create a communication strategy with campaign using versatile communication tools to access different public, especially youth (through story-telling, tik-tok videos, reels stories, sport events, hackathons) and women (through coffee chats, cultural events, public manifestations, food preparation, sport or cultural competitions).	UNDP
4. **Develop a phase-out strategy** - given the Project is at the end of its second phase and that the third phase, if it happens, will have a strong focus on full transfer of ownership and responsibility to local partners (LGs, MZs, associations), it is important that UNDP together with partners (PB members + a sample of LGs and MZs) create a clear and feasible strategy on how the 8-year or 12-year (in case of phase three) support to LGs and MZs will be , transitioned[14]. The ultimate goal of the strategy should be ensuring further work towards MZ Project vision, within a broader BH RoL and GG framework, is continued. The strategy should be developed and implemented in consideration of the country context and situation, including searching for windows of opportunities within available sectoral, national and international initiatives. During strategy design and implementation, emphasis should be placed on institutional capacity building of key actors so that the services provided can continue through local organizations (LGs and MZs). The strategy should rely on recommendations provided in the report but also include details on how the project will be formally closed, how final reports will be generated, and who will be responsible for each step ***Important remark***: The overall recommendation of the evaluation is to go with the third phase. However, in case of decision that the third phase of MZ Project will not come into force, UNDP, together with Project Board, should leave enough time (at least one year – timeframe is dependent upon prior analysis and phase out goals), upon completion of the second phase, to close down the Project and safeguard efficient and effective transfer of ownerships and responsibilities. Therefore, phase out strategy should be a common effort of UNDP and project partners. MZ Project could be merged within UNDP overall strategic framework (and the framework of the partners). because UNDP and partners have resources (projects, knowledge, people, links, experience) to make a smooth integration of MZ focuses within their ongoing interventions. The windows of opportunities for MZ should be allocated within the current programmes making it a strategic direction, goal (or subgoal, depending on the depth of planning) in the portfolio UNDP is developing and in the ongoing strategic portfolios of partners.	UNDP and Project Board in consultation with LGs and MZs

[14] https://www.pm2.eu/transition-plan/

VIII – Lessons learned

1. **Quantity, quality and time international development interventions invest in systemic changes cannot substitute the (missing) local factors navigating impact and sustainability**. Too many external factors out of control of the implementors influence the process. It is about political will, capacities and readiness of BH top decision makers that must unblock accountability and enable systemic change. In countries with partly free democracies, such as BH, challenges in that regard are multiple and widespread so a lot of efforts are needed. Surprisingly, local authorities and municipal level democratic institutions appeared to be the best ally in that process – their tendency to be stable and responsive to citizens needs and interests raise optimism and justify decisions for long term support.

2. **What works in one community, does not work in another**. "The devil is in the details" – this saying is so true in case of MZ Project but any other intervention that targets change on a local level. To catch a mysterious element about why something works or not, one must dig deep in the details. Something may seem simple, but in fact the details are complicated and likely to cause undesired effects. Tailor made approach and localized solutions are the only way to answer specific needs of a local community driven by different needs of social groups of people living in it.

3. **Respect of said-done principle is crucial for trust**. People from local communities voiced out their needs to LGs via CFs and were able to see the implementation of prioritized projects. This raised happiness, trust and engagement. LGs need to continue in that direction and keep people timely informed about both success and failures. Feedback mechanism in communication is crucial because it ensures people ask, learn, accept, reject, suggest … feedback mechanism keeps people involved on a revolving basis.

4. **LG mechanisms enhancing citizen participation in decision making do not have a chance to sustain without passionate, credible, trusted MZ leadership and local community supporting their work**. Citizens in local communities are well aware of who leads their MZ and whether it is politically motivated or people motivated work. This does not imply that MZ leadership should not be politically active and scrutinize the available resources via political ecosystems they are part of. It is about their decision how they will use these resources. Honest intentions and hardworking for local community are recognized and rewarded by trustful and easily mobilized individuals and groups.

5. **Coordination among all development actors is important for efficient consumption of resources**, especially those coming from international community (agencies, embassies, governments, foundations) because their assistance is spread through local providers and local recipients that are quite often partners to many in the same time. International assistance is a result of international actors' country strategies, plans and policies, both political and developmental. This is legitimate approach but for the sake of more efficient spending and consuming of available resources, it is important that there exists (at least a gentlemen) agreement over sectoral and issue-based leaderships to balance more efficiently different approaches, methodologies, stakeholders and, eventually, resources invested.

6. **Collaborative learning and adapting** based management, currently, is the only mechanism that may secure agile approach to international development initiatives. As already mentioned, so many times throughout the report, knowledge is the most missing resource – knowledge about where to find funds, how to engage people, who knows if I do not know, what works or not and why, etc. The evaluation came across so many questions of this type while talking to different respondents. And, surprisingly or not, the answers were within arms' reach – in MZs, LGs, coordinators and managers, consultants and trainers, CSOs, WAs, PB, UNDP, SIDA, SDC, MZ presidents and councils, activists – hidden in the Project ecosystem waiting to be reached.

IX – Annexes

- Annex 1 - TOR for the evaluation
- Annex 2 – Evaluation matrix
- Annex 3 - Data collection instruments (questionnaires)
- Annex 4 - List of KIIs, FGDs, and site visits conducted
- Annex 5 - List of supporting documents reviewed
- Annex 6 – Project Result Framework with baseline, planned and achieved targets
- Annex 7 - Project budget performance breakdown
- Annex 8 - Survey analysis graphs
- Annex 9 – Pledge of ethical conduct in evaluation signed by evaluator

ANNEX 1

Individual Contract

Terms of References

I. Identification of the Position

Job Title:	International Consultant for Final Project Evaluation
Project:	Strengthening the Role of Local Communities/Mjesne Zajednice in Bosnia and Herzegovina 2020–2024 (Phase II)
Supervisor:	Aida Lakovic Hoso
Location:	Bosnia and Herzegovina
Travel requirement:	Yes
Practice Area:	Governance and Peacebuilding
Application deadline:	11/30/2023
Type of Contract:	International
Duration:	March - April, 2024 (up to 25 expert days)
Presence in the UNDP premises	Partial presence

II. Background and context

Country context

Bosnia and Herzegovina is an upper middle-income country, with a population of roughly 3.28 million in 2021 and with the status of European Union (EU) candidate. The country has a **complex governance structure** stemming from the Dayton Peace Accords. In addition to the state-level authorities, the country comprises two entities - the Federation of Bosnia and Herzegovina and Republika Srpska, with Brčko District as autonomous self-government, 10 cantons within the Federation of Bosnia and Herzegovina and 145 local governments.

Despite the positive momentum created in the country by the European Council's December 2022 decision to grant **Bosnia and Herzegovina European Union (EU) candidate member status**, the overall context continues to be marked by political instability, slow pace of structural reforms, slowed-down economic stabilization, deepening poverty and inequalities, divisive political rhetoric and growing outmigration.

The local governance system of Bosnia and Herzegovina still operates under legislative, institutional, and financing frameworks not aligned with the European Charter on Local Self-Governance. Despite such an environment, local authorities across the country continue to do their best to provide vital services to the country's population and numerous businesses. However, their performance is impeded, local challenges remain largely unaddressed, and development opportunities unexplored, all of which affect the quality of life and weaken the citizens' trust in the government.

At the same time, improvement of democratic processes and governance performance has been most notable at the local government level. Due to the proximity to the citizens and greater accountability of their directly elected leaderships, local governments have been readily embracing reform-oriented actions and testing new approaches supported by the international community. For instance, local authorities had become frontrunners in introducing integrated and participatory strategic planning. A "once in a generation" nation-wide public dialogue among citizens and civil society in 2018 provided the opportunity to collectively re-imagine the role and functions of future local communities (mjesne zajednice – MZ) and formulate a new shared vision. This process inspired legislative changes, empowered MZs, and spread to localities across the country, giving citizens a new opportunity to systemically engage in local decision-making. At the same time, it reinvigorated MZs as catalysers of inclusive, gender-sensitive and active communities.

In terms of the ongoing regulatory reforms that govern the role of local communities in Bosnia and Herzegovina, the Draft Law on Amendments to the Law on Principles of Local Self-Governance in the FBIH

has been awaiting adoption, while In Republika Srpska a new Local Self-Government Development Strategy has been adopted. One of the measures outlined in this strategy is aimed at strengthening the citizen's participative action through the adoption of a methodological framework for local communities - citizens' forums in local communities. The Project has facilitated discussions on amendments related to local communities within the Law on Local Self-Government in Republika Srpska, and it is anticipated that the Law may enter the legislative procedure before the end of 2023.

About the Project:

Title	Strengthening the Role of Local Communities/Mjesne Zajednice in Bosnia and Herzegovina 2020–2024 (Phase II)
Quantum ID	00097541
Corporate outcome and output	Outcome 5. By 2025, there is stronger mutual understanding, respect, and trust among individuals and communities.
Country	Bosnia and Herzegovina
Date Project document signed	1 March 2020
End date	31 December 2024
Budget	USD 10,334,746.44
Funding source	Government of Sweden Government of Switzerland Government of Bosnia and Herzegovina

The Project "Strengthening the Role of Local Communities (Mjesne Zajednice) in Bosnia and Herzegovina, Phase II" (2020-2024) supports community-led local development and revitalising community governance through *mjesne zajednice* (the smallest administrative unit for direct government engagement with citizens in Bosnia and Herzegovina).

The central theme of this Project Phase is the empowerment of local communities, with changes at both the system level (improvement of the local government regulatory framework, rulebooks and practices, emerging policy and regulatory changes at the higher level) and behavioural level (change in attitude, perceptions within communities; change in traditional gender roles and stereotyping, critical thinking community representatives, pro-active engagement in local public life, use of technologies for socially constructive purposes, restoration of trust in government and hope that change is positive). A combination of these transformations is a prerequisite for durable changes once MZs become agents of local change.

The improvement of the quality of life of the citizens in the country will result from the collective action of governments at all levels and active citizens who co-own development processes. On the government side systemic changes, coupled with increased management responsibility and political will for more efficient and accountable work, lead to inclusive decisions in line with people-centred performance. Only then, the MZs will be empowered and perform as important catalysts of democratic transformations at the local level that also ensure a bottom-up collective action towards the realization of SDGs.

Hence, the **overall goal** of the Project is to improve the quality of life of the citizens of Bosnia and Herzegovina through empowered, gender-responsive local communities (MZs) that facilitate active citizen engagement in public life, stand for people-centred performance of local governments and catalyse democratic transformation at the local level. The Project's efforts are channeled along the following three outcomes:

Outcome 1: Local governments create a conducive environment that enables pro-active engagement of MZs in decision-making and community-led local development. Under this Outcome, the Project works to localise the MZ Vision through local government frameworks and create conducive environment for community-led, gender-responsive 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. Under this Outcome, the Project empowers MZs to be citizen-centered, reliable and more financially independent community leaders.

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 this Outcome, the Project works to foster inclusive dialogue to formulate policy reforms that translate the Vision of MZs into a whole-of-system policy framework in Bosnia and Herzegovina.

A detailed outline of the Programme Result Framework is available in Annex 1.

Partnerships

The Strengthening the Role of Local Communities/Mjesne zajednice in Bosnia and Herzegovina Project, Phase 2 is jointly financed by the Governments of Switzerland and Sweden.

Key Project partners are the Ministry of Human Rights and Refugees of Bosnia and Herzegovina, the Ministry of Justice of the Federation of Bosnia and Herzegovina, the Ministry for Administration and Local Self-Government of Republika Srpska, the Government of Brčko District, the entity associations of municipalities and cities; local governments, mjesne zajednice and civil society organisations.

The key Project stakeholders are the following 41 local governments: Banja Luka, Bihać, Bijeljina, Brčko distrikt, Breza, Centar Sarajevo, Čitluk, Doboj, 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.

Via cooperation with associations of municipalities and cities in two entities, the Project also work with additional 22 local governments, supporting replication of MZ methodology application in non-partner local governments (Kakanj, Travnik, Ilidža, Bosansko Grahovo, Drvar, Mostar, Lukavac, Velika Kladuša, Bužim, Hadžići, Kalesija, Zvornik, Derventa, Srbac, Vukosavlje, Brod, Han Pijesak, Bileća, Pelagićevo, Gacko, Novi Grad, Srebrenica).

Target groups and beneficiaries

In its second phase, the Project works with 41 local governments (23 from the previous Project phase and 18 new partners) as direct partners, covering more than 28% of local governments in the country, and 199 MZs (8% of all MZs in the country). As part of its scaling-up strategy, via the cooperation with associations of municipalities and cities in booth entities, the Project expended its support to additional 22 local governments (although with much less level of assistance compared to the core partners).

Implications of the Covid-19 pandemic

Starting from March 2020, the Project's implementation was negatively affected by the global outbreak of the COVID-19 pandemic. The COVID-19 imposed lockdown resulted in a temporary halt of the activities in the field, which caused delays in timely completion of some of the activities. This, in turn, among some other factors, led to a 9-month no-cost extension of the Project by December 31, 2024.

Linkage with global and national strategic frameworks

Bosnia and Herzegovina, along with other countries in the world, is a signatory to various global commitments and negotiations, including the Agenda 2030 and its Sustainable Development Goals (SDG). The Project is aligned with the Bosnia and Herzegovina SDGs Framework and development strategies in both entities.

The Project contributes to the objectives of the Swiss Cooperation Strategy in Bosnia and Herzegovina 2021–2024, as civic participation and local self-governance are considered main complementary concepts contributing to the outcomes of the domain of local governance and municipal services.

III. Purpose, objectives, and scope of the evaluation

a) Purpose

The purpose of this Final Project Evaluation (the Evaluation) is to provide an impartial review of the Project "Strengthening the Role of Local Communities/Mjesne Zajednice in Bosnia and Herzegovina, Phase II", in terms of its relevance, coherence, effectiveness, efficiency, impact, and sustainability as well as the overall performance.

By applying highly participatory review approaches, the Evaluation is expected to generate honest and diverse feedback by all relevant stakeholders on the signs of change influenced by the Project and indicate if there is a space or an opportunity to improve strategic choices across different perspectives.

Findings, best practices, and recommendations generated by the evaluation will help the Project Board, the governments in Bosnia and Herzegovina, the Embassy of Switzerland, the Embassy of Sweden, UNDP, and other relevant stakeholders strengthen the ongoing or future decision-making and work, including for adapting successful programming modalities to suit the changing context and institutionalising the MZ vision across the country. Thus, the evaluation will be used to promote organizational learning both at the strategic and operational level.

b) Objective

The Evaluation will have the following objectives:

- Assess the overall Project progress vis-à-vis the Result Framework based on data, qualitative information, and evidence on results in addition to identifying critical gaps or delays;
- Establish the relevance and coherence, effectiveness, efficiency, performance, and success or failures of the project, including the sustainability of results and the project exit strategies;
- Assess external contextual environment and risks, such as crisis caused by the pandemic,
- Assess institutional risks, such are weaknesses in the programme design, management and implementation, human resource skills, and resource;
- Engage all relevant stakeholders (institutions, state, entity and cantonal ministries, local governments, the international community, civil society organizations, MZs, etc.) in structured conversations, which will enable collective insights and distilling of key lessons learned in relation to (signals of) transformative change induced by the Project, mistakes, as well as important cross-cutting issues, such as innovation, gender equality and leaving no one behind;
- Use multiple-level analysis to generate an understanding of change processes influenced by the Project, related buy-in and ownership by the stakeholders, and assess how this change was made and what was the specific contribution by the Project to that change;
- Formulate strategic recommendations for consideration by the Project owners (Government of Switzerland and Sweden, UNDP, the Ministry of Human Rights and Refugees of Bosnia and Herzegovina, the Ministry of Justice of the Federation of Bosnia and Herzegovina, the Ministry for Administration and Local Self-Government of Republika Srpska, the Government of Brčko District, the entity associations of municipalities and cities; local governments, mjesne zajednice and civil society organizations) and its partners, towards more effective Project implementation until the end of Phase II and for a Project exit strategy, including recommendations for the Phase II follow-up, if assessed relevant.

c) Scope

The Evaluation will assess the extent to which the planned Project outcomes and outputs have been achieved since the beginning on 1st March 2020 (Phase II), provide advice for full implementation and achievement of the planned outcomes by 31st December 2024, and options for phasing out or a Project follow-up interventions in a view of sustainable system transformation.

The Evaluation will look into the Project's processes, strategic partnerships and local ownership, and linkages in the specific country's context that proved critical in producing the intended outputs and the factors that facilitated and/or hindered the progress in achieving the outputs, both in terms of the external

environment and risks as well as internal, including weaknesses in programme design, management and implementation, human resource skills, and financial resources.

The Evaluation will also assess the taken approach and results related to cross-cutting aspects of the Project, such as gender equality and gender-responsiveness of MZs, as well as human rights and innovativeness in result areas.

IV. Evaluation criteria and key questions[15]

The Evaluation will address the following questions, so as to determine the Project's relevance, coherence, effectiveness, efficiency, impact and sustainability, including lessons learned and forward-looking recommendations:

Relevance

- Are the Project and its components addressing the structural challenges in the good governance and development sector?
- To what extent has the Project's work been relevant to its beneficiaries and the country, both in terms of the priority needs and the effective national and international policies and strategies, including to what extent the project is in line with the MZ Vision developed by the stakeholders in 2018?
- Are the Project's objectives aligned with the national priorities?
- Were coordination, management, and financing arrangements clearly defined and did they support institutional strengthening and local ownership?
- Have changes made to the Project to adjust its implementation strategy to the changing circumstances and needs been relevant?
- To what extent were human rights, gender equality and social inclusion mainstreamed within the Project?

Coherence

- Are the Project's components reinforcing each other's efforts?
- What are complementarities and synergies established with other interventions and investments in the area addressed by the Project? Have some important potentials for synergic interventions overlooked?

Effectiveness

- What are the main achievements, blueprints, signature solutions, and knowledge products created by the Project work so far?
- Is the project meeting its main targets set in the Project Result Framework? Critical gaps, unintended results?
- Are there unique Project approaches and innovative solutions?
- Is the Project meaningfully focusing on gender equality and gender responsiveness?
- Is the Project truly ensuring no one is left behind?
- Which are intended and unintended partnerships and networks nurtured by the Project?
- How effective are partnerships established within the project, particularly those between the civil society organisations and MZs and how civil society organisations interact with MZs?
- What were the main challenges along the way? How were they addressed?

[15] Specific evaluation questions to be defined in the Evaluation Inception Report.

- What worked and what – not, and why?
- What are the prospects of the Projects outcomes being achieved?
- What are the results of the MZ model roll-out managed by AMCs?
- To what extent and with what success have the target municipalities engaged in rolling-out the new MZ model and vision with their MZs that are not targeted by the Project?

Efficiency

- Have resources (financial, human, technical) been allocated strategically and economically to achieve the Project's results?
- Which modalities are the most conducive for achieving Project's outcomes?

Potential for longer-term impact

- What are signals of positive change that can be attributed to the Project work?
- What effects can be observed on communities functioning?
- Are there specific aspects that may be considered to ensure the intervention will contribute to system change?
- What difference has the Project made for people, their households, and communities, as well as for the institutional, environmental, and social system in which the Project interventions have been implemented?
- To what extent has the Project induced positive changes in gender equality and the empowerment of women?

Sustainability

- To what extent the stakeholders (respective ministries, institutions, and municipalities) own and commit to the process of change induced by the Project and own related results?
- Are there solid pre-conditions to sustain and "root" Project results and capacity after it ends?
- How well is the Project embedded in the institutional structures that will sustain beyond the life of the Project?
- What components or which interventions of the Project are likely to be sustainable or scalable? Why and how?
- What are key risks, both external and programmatic, jeopardizing sustainability of the Project results?
- To what extent has the integration of human rights and gender led to an increase in the likelihood of sustainability of Project results?
- Are there any new opportunities or spaces in the area addressed by the Project, with the potential to sustain and upscale positive change induced by the Project?

Future-looking concept and recommendations

It is critical for the Evaluation to contribute to collective learning, with a strong focus on adaptive management and systemic change, accountability over the use of public resources, considering the strategic context and the authorizing environment. With that view, in the forward-looking recommendations, the Evaluation will:

- Capture good practices, success stories, lessons learned, or transferable examples that could suggest strategic adaptation in the future programming to suit the changing context;
- Identify and refine areas of contestation in the system tackled by the Project and suggest new opportunities to accelerate change at the outcome levels; Illustrate how potential future work in this area of concern would contribute to that change;
- Suggest potential future interventions and scope of work which could scale and sustain the Project's achievements, particularly in the context of Agenda 2030, and phasing out strategy;

V. Methodology

Based on the UNDP Evaluation Guidelines the Evaluation will be participatory, involving relevant stakeholders.

The Evaluation will be conducted by an International Evaluation Consultant (the Evaluator).

The Evaluator will propose an evaluation methodology and agree on a detailed plan for the assignment as a part of the Evaluation Inception Report[16]. The proposed methodology may employ any relevant and appropriate quantitative, qualitative, or combined methods to conduct the Final Project Evaluation, exploring specific gender-sensitive data collecting and analytical methods and tools applicable in the concrete case. The Evaluator is expected to creatively combine the standard and other evaluation tools and techniques to ensure maximum reliability of data and validity of the evaluation findings.

The proposed methodology should employ participatory approaches, relevant quantitative, qualitative, or combined methods to conduct the Evaluation, based on a diverse ecosystem of evidence, using gender-sensitive data collection and analytical methods and tools applicable in the concrete case. The Evaluator is expected to combine the standard and other evaluation tools and techniques to ensure maximum reliability of data and validity of the evaluation findings.

Limitations to the chosen approach/methodology and methods shall be made explicit by the Evaluator and the consequences of these limitations discussed in the proposed methodology.

The Evaluator is expected to carry out the evaluation process with careful consideration of these Terms of Reference. In cases where sensitive or confidential issues are to be addressed in the evaluation, the Evaluator should ensure an evaluation design that does not put informants and stakeholders at risk during the data collection or dissemination phase.

Standard UNDP evaluation methodology would suggest but not limit the Evaluation to the following data-collecting methods:

- Desk review: The Evaluator will review the relevant Project materials, such as the Project Document, the results framework, Quality Assurance reports, monitoring tools, progress reports, annual workplans, Project Board meeting minutes etc. *An extensive list of documents for desk review is provided in Annex 3*
- Qualitative insights will be generated through interactive workshops and conversations with stakeholders, to generate insights, feedback, and recommendations around the key questions suggested to drive the Evaluation. The Evaluator is expected to leverage interactive tools (such as "the most significant change", visual tools /cards/ creative canvases to capture insights, progress and suggestions, etc.) to unleash creativity and generate valuable insights from partners. *A indicative list of main stakeholders that may be considered for conversations is provided in Annex 2.*
- Survey questionnaire: The Evaluator will also use a simple, gender-sensitive questionnaire/survey to gain structured feedback and insights from all stakeholders and groups who benefit from the Project. The survey will be distributed via digital (SurveyMonkey) tools and if needed – in paper to ensure equal access to all.
- Field visits and on-site validation of key tangible outputs and interventions.
- Other methodologies, as appropriate, such as case studies, statistical analysis, social network analysis, etc. can also be used to gather data.
- Data review and analysis of monitoring and other data sources and methods. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.
- Gender and human rights lens. All evaluation products need to address gender, disability, and human right issues. In this regard, United Nations Evaluation Group's guidance on Integrating Human Rights and Gender Equality in Evaluation should be consulted.

[16] UNDP Evaluation Guidelines, Inception Report Content Outline.

The expected duration of the assignment is up to 25 expert days in the period December 1, 2023, till April 30, 2024, including one field mission to Bosnia and Herzegovina in a duration of a minimum of 10 working days.

VI. Evaluation tasks/deliverables

Following the initial briefing and a detailed desk review, the Evaluator will be responsible for delivering the following products and tasks:

- **Inception Report** (max 10 pages) will be presented before the evaluation starts, showing how each evaluation question will be answered; it will also propose sources of data, as well as methods and procedures for data collection. The Inception Report should elaborate the **evaluation matrix** (*provided in Annex 4*) for the Programme and propose a schedule of tasks, activities, and evaluation deliverables. The Evaluation Inception Report should follow the structure proposed in the UNDP Evaluation Guidelines, p. 27
- **Data collection:** Upon the approval of the Inception Report and the evaluation work plan by the UNDP, the Embassy of Sweden, and the Embassy of Switzerland, the Evaluator is expected to carry out the data collection, adhering to all the requirements mentioned in these Terms of Reference.
- **Draft Evaluation Report:** Based on the findings generated through desk review and the data collection process, the Evaluator will prepare and submit the Draft Evaluation Report to the UNDP, Government of Switzerland and Sweden, and key stakeholders for review. **The Evaluation findings, lessons learned, and forward-looking recommendations will be separately presented in distinct sections of the Evaluation Report**. *Structure of the Report is outlined in Annex 5.*
- **Evaluation review process** (and eventual dispute settlement): Comments, questions, suggestions, and requests for clarification on the evaluation draft will be submitted to the Evaluator and addressed in the agreed timeframe. The Evaluator should reply to the comments through the **evaluation audit trail document**[17]. If there is disagreement in findings, these should be documented through the evaluation audit trail, while effort should be made to come to an agreement.
- **Evaluation debriefing** will be held with UNDP, the Embassy of Sweden, the Embassy of Switzerland, and the Project Board, with institutions' representatives and other key stakeholders to present main findings and recommendations. In addition, short briefings on immediate findings with UNDP senior management and the Government counterparts involved in the Programme (Project Board members) will be considered after completion of the initial assessment.
- **The Evaluation Report (maximum 30 pages of the main body) should** be logically structured (the structure of the Evaluation Report is outlined in Annex 5 of the Terms of Reference), containing data and evidence-based findings, conclusions, lessons learned, and recommendations. It will be presented in a way that makes the information are reader friendly.
- **Forward-looking actionable recommendations** to UNDP and the Government counterparts involved in the Project (Project Board members)**,** outlining key strategic priorities to be addressed in a possible follow-up of Phase II and/or after completion of the Project in terms of the work influenced by UNDP, the Embassy of Sweden, the Embassy of Switzerland and potential follow-up activities by the governments and public institutions in Bosnia and Herzegovina.
- The evaluation is ending with a Management Response prepared by the UNDP and agreed by the Embassy of Sweden, the Embassy of Switzerland, and other stakeholders in Bosnia and Herzegovina.

VII. Evaluation team composition and required competencies

The evaluation will be conducted by an International Evaluation Consultant who will design and implement the evaluation process in line with these Terms of References.

a) Competencies

[17] Template available at http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf, p. 25.

Core values

- Demonstrates integrity and fairness by modelling UN values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Core competencies

- Demonstrates professional competence to meet responsibilities and post requirements and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- Results-Orientation: Plans and produces quality results to meet established goals, generates innovative, practical solutions to challenging situations;
- Communication: Excellent communication skills, including the ability to convey complex concepts and recommendations, both orally and in writing, in a clear and persuasive style tailored to match different audiences;
- Team work: Ability to interact, establish and maintain effective working relations with a culturally diverse team;
- Client orientation: Ability to establish and maintain productive partnerships with national partners and stakeholders and pro-activeness in identifying both beneficiaries' and partners' needs and matching them to appropriate solutions.

b) Required qualifications for the Evaluation Consultant

Qualifications/Education

- Minimum Master's degree in economy/business/ public administration or other related disciplines;

Experience

- At least 5 years of extensive project/programme review and evaluation expertise and experience, with evaluations in the area of good governance and local development;
- Proven knowledge and experience in design and application of qualitative and quantitative data and insights collecting tools attuned to complex changing context and innovative ways of working;
- System thinking capability and strategic advice in a development context;
- Excellent analytical skills and ability to extract strategic findings and patterns in a complex development setting;
- Proven ability to integrate gender, leave no one behind and other cross-cutting aspects in data and insights collecting tools and to reflect those in analysis, conclusions, and recommendations;
- General understanding and knowledge of the political and administrative context in BiH is an asset.

Languages Requirements

- Fluency in English language.
- Knowledge of Bosnian, Serbian, Croatian will be an asset.

Other

- General understanding and knowledge of the political/administrative and development context of Bosnia and Herzegovina.

VIII. Evaluation timelines and deliverables

No	Deliverable	Anticipated timing	Number of days	Responsible party
1	- Desk review and Inception Report - Field data collection - Presentation of initial findings	14 March 2024 30 March 2024 5 April 2024	15	Evaluator
2	Draft Evaluation Report	15 April 2024	5	Evaluator

	Review of the Draft Evaluation Report	*26 April 2024*		Evaluation reference group
3	Final Report	30 April 2024	5	Evaluator

IX. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The Evaluator shall safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The Evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners. The Evaluator must be free from any conflict of interest related to this evaluation.[18]

X. Implementation arrangements and reporting relations

The Evaluator will report to the Evaluation Manager appointed by UNDP, who will oversee and support the overall evaluation process. An evaluation reference group will be formed to provide critical and objective inputs throughout the evaluation process to strengthen the quality of the evaluation. Senior Management of UNDP, Embassy of Sweden, Embassy of Switzerland and Project Board will take responsibility for the approval of the evaluation report. UNDP team will support the organization of meetings, including translation from and to local languages. An updated stakeholder list with contact details (phone and email) will be provided by the Project to the Evaluator.

The Evaluator will bear responsibility for conducting the Evaluation process. This entails designing the evaluation process according to this Terms of Reference; preparing the Evaluation Inception Report; undertaking a rigorous desk review; gathering data from different sources of information; analysing, organizing and triangulating the collected information; responding to comments and factual corrections from stakeholders and incorporating them, as appropriate, in subsequent versions; and making briefs and presentations ensuring the evaluation findings, conclusions and recommendations are communicated in a coherent, clear and understandable manner.

Stakeholders will be engaged in the Evaluation process through the following steps and mechanisms:

- Participation in the workshops, interviews surveys and other opportunities to provide feedback through questionnaire or interviews, with particular focus on voicing all Project beneficiaries and ensuring gender- sensitive representation of feedback.

XI. TOR annexes

Annex 1. Project Logical Framework and Theory of Change

Annex 2. List of the main stakeholders and their roles in evaluation

Annex 3. List of documents to be considered for the evaluation desk review

Annex 4. Required Evaluation Matrix Template

Annex 5. Standard outline for an evaluation report

Annex 6. Code of Conduct

Annex 7. UNDP Evaluation Guidelines and Evaluation Quality Assessment Process

Annex 8. UNDP Evaluation: complaints and dispute settlement, and reporting wrongdoing process

[18] UNDP Evaluation Guidelines, Box 7. Sources of conflict of interest in evaluation.

Signatures

Incumbent		
Radmila Miković		Date
Name	Signature	Date
Supervisor		
Nasir Nalić - Project manager		Date
Name and Title	Signature	Date
Approved by		
Nedim Catovic, Approver Title		Date
Name and Title	Signature	Date

ANNEX 2 - Evaluation Matrix

Evaluation criteria	Evaluation question	Specific questions to navigate reasoning and judgmement	Data sources	Data collection method	Data analsys method
RELEVANCE	**EQ1**: Are the Project and its components addressing the structural challenges in the good governance and development sector?	What political, social and economic contextual risks and assumptions related to good governance, and specifically the work of MZ, did the Project take into consideration? How these were mitigated? Did any occur unplanned and how these were managed?	Project docs Contextual docs Project team Project Board	Desk research KIIs	Content analysis Descriptive analysis Comparative analysis Quantitative analysis Qualitative analysis Traingaulations Synthesis
	EQ2: To what extent has the Project's work been relevant to its beneficiaries and the country, both in terms of the priority needs and the effective national and international policies and strategies including to what extent the project is in line with the MZ Vision developed by the stakeholders in 2018?	What rationale is behind the overall Project strategy, what exact needs have driven the decision that the Project provide the set of measures as described in the project doc? To what extent this rationale changed over time given phase 2 is a continuation of phase 1? What was the same and what was different? What criteria were used to justify the strategic direction of the Project phase 2? Were the decisions good or/and wrong? What project stakeholders were consulted and how?	Project team, Donors, Ministries, CSOs, MZs, LGs Citizens (forums, hubs)	KIIs, FGDs, Survey	
	EQ3: Are the Project's objectives aligned with the national priorities?	What national priorities were taken into consideration? What concrete project objective and set of measures correspond to these?	Project team, Project Board	Desk research KIIs	
	EQ4: Were coordination, management, and financing arrangements clearly defined and did they support institutional strengthening and local ownership?	How project coordination, management and financing contributed to strengthening of good governance at the level of supported LGs and MZs? Were there any challenges in that regard?	MZs, LGs	KIIs FGDs Survey	
	EQ5: Have changes made to the Project to adjust its implementation strategy to the changing circumstances and needs been relevant?	Already covered by EQ1 and EQ2.			
	EQ6: To what extent were human rights, gender equality and social inclusion mainstreamed within the Project?	How the Project analysed the human rights, gender equality and social inclusion needs? What were the main findings of GESI analysis and how these were incorporated in the Project?	Project docs Project team MZs, LGs, Citizens (forums, hubs)	Desk research KIIs FGDs Survey	

Evaluation criteria	Evaluation question	Specific questions to navigate reasoning and judgmement	Data sources	Data collection method	Data analsys method
COHERENCE	**EQ7**: Are the Project's components reinforcing each other's efforts?	To what extent the ToC allows cause-effect sequences and prevent overlapping? How well project measures correspond to specific objectives and the addressed needs? Were there any adjustments in the project intervention to enhance the coherence, when, why and how?	Project docs Project team	Desk research KIIs	Content analysis Comparative analysis Qualitative analysis Traingaulations &Synthesis
	EQ8: What are complementarities and synergies established with other interventions and investments in the area addressed by the Project? Have some important potentials for synergic interventions overlooked?	What other similar development and local interventions exist in BiH? What are the similarities and differences? With whom the Project communicates and coordinates in that regard? Any adjustments undertaken to reduce overlapping and enhance synergies so far?	Project team Ministries, Donors CSOs, Substantiators	KIIs	
EFFECTIVENESS	**EQ9:** What are the main achievements, blueprints, signature solutions, and knowledge products created by the Project work so far?	What are the main Project achievements? What are concrete effects of these achievements on national level and local level? Or on a specific sector, groups of people?	Project docs Project team MZs, LGs, Citizens (forums, hubs)	Desk research KIIs FGDs Survey	Content analysis Descriptive analysis Comparative analysis Counterfactual analysis Quantitative analysis Qualitative analysis Outcome harvesting analysis Generalizations Extrapolations (estimations) Interpolations
	EQ10: Is the project meeting its main targets set in the Project Result Framework? Critical gaps, unintended results?	What was planned and what was achieved according to the RF? Any unplanned achieved targets? How did it happen? Any planned but not achieved targets? How did it happen?	Project docs Project team	Desk research KIIs	
	EQ11: Are there unique Project approaches and innovative solutions?	What factors (contextual, institutional, project) influenced the Project achievements?	Project docs Project team MZs, LGs, Citizens (forums, hubs)	Desk research KIIs FGDs Survey	
	EQ12: Is the Project meaningfully focusing on gender equality and gender responsiveness?	Already covered by EQ6.			
	EQ13: Is the Project truly ensuring no one is left behind?	What the Project did to engage the entire local community and reach each citizen? What is the response rate? What engagement mechanisms gave best/weakest results?	Project team MZs, LGs, Citizens (forums, hubs)	KIIs FGDs Survey	
	EQ14: Which intended and unintended partnerships and networks were nurtured by the Project?	How does the Project ecosystem look like? How many people, sectors, institutions? How was it created? What are strong and what are the weak sides of that ecosystem? Do all have the same values, narratives, trust, respect? Any joint initiatives apart from the Project?	Project team, Project Board MZs, LGs Ministries, Donors, CSOs	KIIs	

Evaluation criteria	Evaluation question	Specific questions to navigate reasoning and judgmement	Data sources	Data collection method	Data analsys method
					(insertions)
	EQ15: How effective are partnerships established within the project, particularly those between the civil society organisations and MZs and how civil society organisations interact with MZs?	How does the MZ ecosystem look like? What are strong and what are the weak sides of that ecosystem? Any joint initiatives of MZs, CSOs so far? Any initiatives led by citizens, activists, informal groups?	MZs, LGs Citizens (forums, hubs)	FGDs Survey	Traingaulations& Synthesis
	EQ16: What were the main challenges along the way? How were they addressed?	Already covered by EQ11.			
	EQ17: What worked and what – not, and why?	Already covered by EQ10			
	EQ18: What are the prospects of the Projects outcomes being achieved?	Already covered by EQ9.			
	EQ19: What are the results of the MZ model roll-out managed by AMCs?	Already covered by EQ10			
	EQ20: To what extent and with what success have the target municipalities engaged in rolling-out the new MZ model and vision with their MZs that are not targeted by the Project?	Is there any difference today between 199 MZs that participated in the Project and the remaining that did not participate? What distinction can be attributed to the Project?	Project team Ministries Substantiators LGs, MZs CSOs	KIIs FGDs	
EFFICIENCY	**EQ21**: Have resources (financial, human, technical) been allocated strategically and economically to achieve the Project's results?	What Project resources were provided to LG and MZs? What were the most significant? What were the most missing? What is the % of consumed resources available to MZs and LSGs? What are their absorption capacities at all?	Project team LGs, MZs	Desk research KIIs, FGDs	Content analysis Descriptive analysis
	EQ22: Which modalities are the most conducive for achieving Project's outcomes?	Any adjustments undertaken to allow more efficient usage of existing resources or acquisition of the missing ones?	Project team	KIIs	Comparative analysis Quantitative analysis Qualitative analysis

Evaluation criteria	Evaluation question	Specific questions to navigate reasoning and judgmement	Data sources	Data collection method	Data analsys method
					Traingaulations &Synthesis
IMPACT	**EQ24**: What are signals of positive change that can be attributed to the Project work? **EQ25**: What effects can be observed on communities functioning? **EQ26:** Are there specific aspects that may be considered to ensure the intervention will contribute to system change? **EQ27**: What difference has the Project made for people, their households, and communities, as well as for the institutional, environmental, and social system in which the Project interventions have been implemented? **EQ28:** To what extent has the Project induced positive changes in gender equality and the empowerment of women?	Already covered by EQ9 and EQ20. Already covered by EQ9, EQ15 and EQ20. Already covered by EQ9. Already covered by EQ9, EQ15 and EQ20. Already covered by EQ6, EQ9, EQ13, EQ15 and EQ20.	Project team, Project Board, Ministries, Donors, CSOs, LGs, MZs, Citizens, Substantiators.	Desk research KIIs FGDs Survey Observations Site visits	Case studies Content analysis Descriptive analysis Comparative analysis Counterfactual analysis Quantitative analysis Qualitative analysis Outcome harvesting analysis Generalizations Extrapolations (estimations) Interpolations (insertions) Traingaulations &Synthesis

Evaluation criteria	Evaluation question	Specific questions to navigate reasoning and judgmement	Data sources	Data collection method	Data analsys method
SUSTAINABILITY	**EQ29:** To what extent the stakeholders (respective ministries, institutions, and municipalities) own and commit to the process of change induced by the Project and own related results?	What follow-up actions have been taken as a result of Project intervention?	Ministries LGs MZs	KIIs FGDs	Content analysis Descriptive analysis Comparative analysis Counterfactual analysis Quantitative analysis Qualitative analysis Outcome harvesting analysis Generalizations Extrapolations (estimations) Interpolations (insertions) Traingaulations &Synthesis
	EQ30: Are there solid pre-conditions to sustain and “root” Project results and capacity after it ends?	What are the most important factors that influence the sustainability of the results and follow-up actions?	Ministries LGs MZs	Desk research KIIs FGDs	
	EQ31: How well is the Project embedded in the institutional structures that will sustain beyond the life of the Project?	What institutional features (links, policies, decisions, approvals, partnerships, networking) can guarantee that the Project results will sustain?	Donors, Ministries, CSOs, MZs, LGs	KIIs FGDs Survey	
	EQ32: What components or which interventions of the Project are likely to be sustainable or scalable? Why and how?	What should be replicated, multiplied or scaled-up? What should be added in the next phase? Any best practices to suggest?	Citizens (forums, hubs)		
	EQ33: What are key risks, both external and programmatic, jeopardizing sustainability of the Project results?	Already covered by EQ30.			
	EQ34: To what extent has the integration of human rights and gender led to an increase in the likelihood of sustainability of Project results?	Already covered by EQ6, EQ9, EQ13, EQ15 and EQ20.			
	EQ35: Are there any new opportunities or spaces in the area addressed by the Project, with the potential to sustain and upscale positive change induced by the Project?	Already covered by EQ32.			

ANNEX 3 - Survey, KIIs and FGDs questionnaires with protocols

- **Survey**

Intro
Dear respondent,
In front of you is a short survey. It is fully anonymous. We are kindly asking you to fill it and be honest as much as you can. The purpose of the survey is to hear your opinion about MZ Project and recommendations for its next phase. Thank you!

Demographic variables:
sex, age, location (MZ), affiliation (MZ official, LSG official, forum member, hub user, other – add).

Questions:
1. Are you familiar with MZ Project? If yes, how much are you satisfied with it?
2. Were you consulted during Project preparation? If yes, how?
3. Did the Project take into consideration the needs of women and men in your MZ equally?
4. Did the Project take into consideration the needs of young and old in your MZ equally?
5. What was the biggest achievement MZ Project contributed to in your MZ?
6. What factors do you think most influenced those achievement to happen?
7. Does the functioning of your MZ differs in comparison with the period before MZ Project came?
8. Are there any follow-up activities happening in your MZ as a result of MZ Project?
9. What do you think can jeopardize further development of your MZ?
10. What would you recommend for the next phase of MZ Project? What to leave, what to add?

Nota bene:
1. Survey will be in local language.
2. Questions will be offered answers (in the form of grades ranks, scales, options) and space for additional opinion or comment.
3. Once tailored in the survey monkey-platform, it will be shared with the Project team for approval and distribution.

LINK to the survey

https://www.surveymonkey.com/r/M292DDQ

Key Informants Interviews

- **Questionnaire for Project team** (UNDP)

Place:

Date:

Name of KII:

Questions	Answers
Let us start with Project background and context (relevance, coherence). Can you explain me the Project rationale? Why this type of project? What criteria did you rely on when deciding about the Project strategic approach? With whom did you consult? How did you secure the GESI and "no one left behind" principles? How did you cope with the context prior and during the Project, what was the most challenging and why? Anything changed in the meantime?	
Let us talk about main Project achievements (effectiveness, efficiency, impact). We can start with general question, planned vs. achieved, what the stats say? How would you describe the changes? For whom they are significant? What factors (contextual, institutional, project) influenced positively/negatively the Project achievements? How far are we from systemic changes? Tell me more about your experience in working with national and local governments (ministries, LSGs and MZs) at three different entities? How difficult was to work with the grassroot level? How did you manage to entice MZ and local citizens actively participate? When they were most and when least involved? What was the most challenging while providing support to MZs? Coordination, communication, trust, knowledge? Were there enough resources to be provided to LSG and MZs? What were the most significant? What were the most missing? What are their absorption capacities at all? Any adjustments undertaken to allow more efficient usage of existing resources or acquisition of the missing ones? How do you see your project ecosystem? How do you manage it, how do you nurture relations? Any synergies with similar initiatives in the country? How do you see the MZ ecosystem? What are strong and what are the weak sides of that ecosystem? Any joint initiatives of MZs, CSOs so far? Any initiatives led by citizens, activists, informal groups? Is there any difference today between 199 MZs that participated in the Project and the remaining that did not participate? What distinction can be attributed to the Project?	
Let us close down our interview with the future perspective (sustainability) Are there any follow-up actions MZs and LSGs have taken as a result of Project intervention? What are the most important factors that influence the sustainability of the results and follow-up actions? Any of institutional, financial, political support already at place? What should be replicated, multiplied or scaled-up? What should be added in the next phase? Any best practices to suggest? nything else to share with me? Have I omitted something important to ask? THANKS!	

- **Questionnaire for Project Board, partners and associates** (ministries, CSOs and associations, LSGs and MZs officials)

Place:

Date:

Name of KII:

Questions	Answers
Let us start with Project background and context (relevance, coherence). How did your cooperation with the Project start? What was your role? What do you think about the Project? How important it is for BiH? How would you classify the context in which the Project operates, challenging or enabling?	
Let us talk about main Project achievements (effectiveness, efficiency, impact). How satisfied are you with the Project results? Did it bring some changes? For whom they are significant? What do you think, how the Project managed it? What factors influenced the Project achievements? Were there enough resources provided to you as partners? What were the most significant? What were the most missing? Any adjustments undertaken to allow more efficient usage of existing resources or acquisition of the missing ones? What was the most challenging during the Project? Coordination, communication, trust, knowledge? How far are we from systemic changes? Is there any difference today between 199 MZs that participated in the Project and the remaining that did not participate? What distinction can be attributed to the Project? Is the MZ ecosystem strong enough to lead changes from the bottom-up level? What are strong and what are the weak sides of that ecosystem? Any joint initiatives of MZs, CSOs so far? Any initiatives led by citizens, activists, informal groups?	
Let us close down our interview with the future perspective (sustainability) Are there any follow-up actions you have taken as a result of Project intervention? What are the most important factors that influence the sustainability of the results and follow-up actions? To what extent the institutional, financial, political support has been obtained? What should be replicated, multiplied or scaled-up? What should be added in the next phase? Any best practices to suggest? Anything else to share with me? Have I omitted something important to ask? THANKS!	

- **Questionnaire for Project donors** (Embassy of Sweden, Embassy of Switzerand)

Place:

Date:

Name of KII:

Questions	**Answers**
Let us start with Project background and context (relevance, coherence). How did your cooperation with the Project start? How did you decide to support it? What do you think about the Project? How important it is for BiH? How would you classify the context in which the Project operates, challenging or enabling?	
Let us talk about main Project achievements (effectiveness, efficiency, impact). How satisfied are you with the Project results? Did it bring some changes? For whom they are significant? What do you think, how the Project managed it? What factors influenced the Project achievements? How far are we from systemic changes? How do you see 199 MZs that participated in the Project today? Any difference before and after the Project? Any difference in comparison to other BiH MZs that did not participate? What distinction can be attributed to the Project? What do you think about the MZ ecosystem? Is it strong enough to lead changes from the bottom-up level?	
Let us close down our interview with the future perspective (sustainability) How to secure what has been achieved and move forward? Is institutional, financial and political support at place or something is missing? What should be replicated, multiplied or scaled-up? Any best practices to suggest? What would you like to see more in the next phase? Anything else to share with me? Have I omitted something important to ask? THANKS!	

- **Questionnaire for Substantiators** (donors, CSOs, media)

Place:

Date:

Name of KII:

Questions	**Answers**
Let us start with Project background and context (relevance, coherence). Is MZ Project familiar to you? What do you think about the Project? How important it is for BiH? How would you classify the context in which the Project operates, challenging or enabling?	
Let us talk about main Project achievements (effectiveness, efficiency, impact). How much do you know about the Project achievements? What do you think about it? Any significant changes, for whom? How far are we from systemic changes? Do you see any difference between MZs that participated in the Project and other that did not participate? What distinction can be attributed to the Project? What do you think, generally, about the MZ ecosystem? Is it strong enough to lead changes from the bottom-up level?	
Let us close down our interview with the future perspective (sustainability) How to secure sustainability of such initiatives, what is the reality? Any best practices in work MZ (in BiH or worldwide) to suggest? What do you think would be important for the next phase? Anything else to share with me? Have I omitted something important to ask? THANKS!	

- **Questionnaire with protocol for FGDs**

INTRODUCTION	
Good morning/afternoon! I would like to thank all of you for participating in this focus group. My name is Radmila Miković and I am an evaluator. I have been hired by UNDP to conduct an evaluation of the MZ Project. The goal over the next 1-2 hours is to obtain your feedback (positive and negative) on your experience with problems in your local community and the Project intervention . Your feedback is valuable for future planning and continuous quality improvement. During the discussion, I will be taking notes. Only I will have access to the notes after we finish our FGD today. Any direct quotations I will use in the report will be anonymous. Your participation is voluntary. You can refuse to answer any question or withdraw at any time.	10 min
Before we start, I would like to ask you to agree over couple of rules: 1. Let us first make sure that our mobile phones are switched off 2. I kindly request that you don't speak simultaneously but rather listen to your peers, and I ensure you that you will all get equal opportunity to share your opinion on all the topics we will discuss today 3. Everything said stays within this FGD, and therefore you are free to share your opinion and not agree with the others. 4. It is crucial to be open and share your personal thoughts and opinions even if you believe that others may not think the same. 5. Everything said awill be kept only for me, my report will be anonymous, meaning that I will not link your statements with your names	

SHORT INTRODUCTION OF PARTICIPANTS	
If you agree with it, let us introduce ourselves to one another, telling a few sentences about who we are and what are our interests.	15 min

QUESTIONS for DISCUSSION

Let us start with observations of development issues in your LSG or MZ (30 min)

1. What are the biggest issues in your LSG or MZ?

2. How do you raise your voice over the issue, with who and to whom?

3. How successful are you?

Let us now move to MZ Project (30 min)

4. What is your experience with MZ Project? What was your role?

5. To what extent MZ Project satisfied your expectations in regard to achievements, resources, communication? What was good, what could have been better?

6. What has changed as a result of MZ Project in your LSG or MZ?

7. What factors influenced most (positively or negatively) the flow and achievements of the MZ Project?

Let us conclude with recommendations for next phase of MZ Project (30 min)

8. Are you ready to continue without MZ Project support? Do you have new projects? With whom do you cooperate?

9. What needs to be in place for this to happen?

10. What would you keep, what would you add in the next phase?

ANNEX 4 - LIST of KIIs, FGDs, survey and site visits conducted during field work

Organization	Respondent	Date and time	Place	Method	Status
I – UNDP staff					
MnE Specialist	Amra Zorlak, +38761206585	March 18, 2024 9-10h	UNDP	KII	Done
GG Sector Leader	Aida Lakovic- Hoso	March 18, 2024 10-11h	UNDP	KII	Done
MZ Project Team (Sarajevo, Doboj, Mostar, Banja Luka)	Nasir Nalic, Mersad Beglerbegovic Naida Hadziabdic Wright, Zlatko Abaspahic Antonia Males Pljevljak, Nermina Klokic, Mirna Dabic- Davidovic, Diana Silic, Kerim Zujo (9)	March 18, 2024 11-13h	UNDP	FGD	Done
Social Inclusion portfolio manager, RELOAD	Samir Omerefendic	March 20, 2024 9-9.30h	UNDP	KII	Done
II – Project Board and partner organizations (donors, ministries, associations and CSOs)					
Ministry of Human Rights and Refugees	Tijana Borovcanin	March 19, 2024 9-10h	UNDP	KII	Done
Federal Ministry of Justice	Harun Pindzo	March 20, 2024 9.30-10.30h	UNDP	KII	Done
Ministry of Administration and Local Self-Governance	Miliana Dragojević	March 27, 2024 8-9h	Banja luka	KII	Done
Association of Municipalities and Cities of the BHF	Selma Fisek Sejla Hasic	March 19, 2024 10-11h	UNDP	KII	Done
Association of Municipalities and Cities of the Republika Srpska	Sanja Krunic	March 20, 2024 15-16h	UNDP	KII	Done
Brčko Distrikt	Amir Karamujic				
Embassy of Switzerland in Bosnia and Herzegovina	Snezana Kanostrevac-Cvijetic, Maja Zaric	March 19, 2024 12.30-13.30h	Embassy of Switzerland in BH	KII	Done
Embassy of Sweden in Bosnia and Herzegovina	Ognjen Grjuić	April 2, 2024 9-10h	Online	KII	Done
Centre for Research and Studies GEA	Marko Martić, +38766939393 Vladislav Jakovljević, +3876590258	March 27, 2024 10-11h	Banja luka	KII	Done
III – Partner local authorities and communities (LSGs + MZs + CSOs)					
LGs - Sarajevo, Ilijaš, Breza; Vogošća, Trnovo, Visoko (6)	LG Centar Sarajevo - Selma Piljevic, MZ Project Coordinator MZ Bardakcije, Sarajevo - Nisveta Cocalic, MZ Secretary MZ Marijin Dvor, Sarajevo - Irfan Cuplov, MZ Secretary	March 19, 2024 14.30-16h	Sarajevo, UNDP	FGD + survey	Done

MZs - Bardakcije, Marijin Dvor, Park Višnjik, Crni vrh, Nahorevo, Koritnik, Svrake, Semizovac, Trnovo (9)	MZ Park Visnjik, Sarajevo - Minja Cukac, MZ Secretary MZ Crni Vrh, Sarajevo - Aida Kicevic, MZ Secretary MZ Nahorevo, Sarjevo - Alen Bukaric, MZ Secretary LG Ilijas - Meho Gljiva, MZ Project Coordinator LG Breza - Eldina Dervisevic, MZ Project Coordinator MZ Koritnik, Breza - Kemal Zaimovic, MZ Secretary LG Vogosca - Dejna Sarac, MZ Project Coordinator MZ Svrake, Vogosca - Enin Bajramovic, MZ Secretary MZ Semizovac, Vogosca - Nermina Rizvo, MZ Secretary LG Trnovo - Nedica Bjelica, MZ Project Coordinator MZ Trnovo - Milena Vitkovic, MZ Secretary LG Visoko - Azra Husic, MZ Project Coordinator (15)				
Youth NGO “Pod istim suncem”, Jablanica (project beneficiary)	Haris Halilhodžić, +38761251927	March 20, 2024 17-18h	Jablanica	KII	Done
LG Nevesinje, Mayor LG Nevesinje, MZ Coordinator	Milenko Avdalović, +38766706042 Ljubica Benderać, +38765785178	March 21, 2024 9-11h	Nevesinje	KII	Done
LG Ljubinje, Mayor LG Community hub Coordinator MZ Dubočice Council Member	Stevo Drapić, +38765640927 Jelena Lučić Petar Novokmet, +38765046475	March 21, 2024 12-14h	Ljubinje	KII	Done
LGs – Jablanica, Ljubinje, Čitluk, Ljubuški, Trebinje, Nevesinje (6) MZs – Lug, Ljubinje I, Vinogradi, Krehin-Gradac, Veljaci, Zasad (6)	MZ Krehin Gradac, Čitluk - Dalibor Čarapina MZ President MZ Ljubinje I - Sofija Dragić, MZ Representative LG Nevesinje - Saša Brenjo, LG Representative LG Ljubinje - Vitomir Vojčić, MZ Project Coordinator MZ Vinogradi, Ljubinje - Dejan Perišić, MZ Member MZ Veljaci Ljubuški - Tomislav Pavlović, MZ President LG Ljubuski - Monika Čuvalo MZ Project Coordinator LG Trebinje - Slaviša Jaredić, Community Hub Manager LG Trebinje - Dejan Janković, MZ Project Coordinator MZ Zasad, Trebinje - Slavenko Lakić, MZ President LG Citluk - Slaven Markota, MZ Project Coordinator MZ Lug, Jablanica - Maid Burić, MZ President LG Jablanica - Aldin Širić, LG Representative (13)	March 22, 2024 10-12h	Mostar	FGD + survey	Done
LG Ljubuški, Mayor	Vedran Markotić, +38762255444	March 22, 2024 13-14h	Ljubuški	KII	Done
LG Čitluk, MZ Donji Hamzici President	Mario Prusina, +38763347822	March 22, 2024 15-16h	Čitluk	KII	Done
LG Petrovo, Mayor CH Manager MZ Project Coordinator	Ozren Petković, +38765830248 Slađana Lazarević, +38765951555 Vlado Simić, +38765352520	March 25, 2024 9-10h	Petrovo	KII	Done
LG Gračanica, MZ Donja Lohinja President MZ Donja Lohinja Local Council Member & WA “Ruža” President (project beneficiary)	Zijad Kapetanović, +38761832308 Amira Čelić Omerašević, +38762147986	March 25, 2024 11-12h	Gračanica	KII	Done

Youth NGO “Vijeće mladih grada Gračanica”, Gračanica (project beneficiary	Mr. Kerim Grbić, +38761832308	March 25, 2024 12-13h	Gračanica	KII	Done
LG Gradačac, MZ Coordinator CH Manager MZ Vida II President NGO „Lavanda“ President (project beneficiary) MZ Varoš Council President	Nermina Hadžimuhamedoić, +38762979899 Mirel Bijedić, +38761289669 Adnan Fejzić, +38761561745 Stanislava Mujkić Siniša Baković	March 25, 2024 14-15h	Gračanica	FGD	Done
LGs – Doboj, Vitez, Gračanica, Zavidovići, Teslić, Modriča, Zenica (7) MZs –Kožuhe, Večerska, Vitez I, Soko, Gornji Buletić, Dugo Polje, Modriča 5, Donje Babino (8)	LG Doboj - Aleksandra Marjanović, MZ Project Coordinator LG Doboj - Vedrana Ivanović, LG Representative MZ Kožuhe, Doboj - Vojo Jovanović, MZ President LG Vitez - Marija Jozić, LG Representative and CH Manager MZ Večeriska, Vitez - Pero Jerković, MZ President MZ Vitez 1, Vitez - Marinko Smiljanić, MZ President LG Gračanica - Haris Hrvić, MZ Project Coordinator MZ Soko, Gračanica - Hasan Hadžić, MZ President LG Zavidovići - Selma Džaferović, MZ Project Coordinator LG Teslić - Aleksandar Mrkonjić, MZ Project Coordinator MZ Gornji Buletić, Teslić - Nenad Bubić, MZ President LG Modriča - Ivana Mijanić, LG Representative MZ Dugo Polje, Modriča - Milan Vračević, MZ Representative MZ Modriča 5, Modriča - Mile Purić, MZ President LG Zenica - Rešid Hadžić, MZ Project Coordinator LG Zenica - Elmin Šabanović, CH Manager MZ Donje Babino, Zenica - Hasan Omić, MZ President (17)	March 26, 2024 9-11h	Doboj	FGD + survey	Done
NGO “Agencija lokalne demokratije” (project beneficiary)	Slađan Ilić, +38761788835	March 26, 2024 12-13h	Zavidovići	KII	Done
LG Zavidovići, MZ Kovači President MZ Kovači Local Council Member & WA “Kovači” President	Zahid Avdičević, +38761421489 Nermina Halilović, +38761818850	March 26, 2024 13-14h	Zavidovići	KII	Done
LG Maglaj, Project Coordinators	Omar Fazlić Nermin Bešlagić- +38761050908	March 26, 2024 14-15h	Maglaj	KII	Done
MZ Lješnica President MZ Lješnica Member of Council	Faruk Salkić Harun Salkić, +38762264681	March 26, 2024 15-16h	Maglaj	KII	Done
LG Gradiška Deupty Mayor Head of General Administration	Dragana Lukić Božana Gluvić	March 27, 2024 12-13h	Gradiška	KII	Done
MZ Senjak President	Danka Mikić	March 27, 2024 13-14h	Gradiška	KII	Done
MZ Čatrnja CH	Milena Tulemija	March 27, 2024 14-15h	Gradiška	KII	Done
LG Laktaši, MZ Maglajani President	Goran Vujaković	March 27, 2024	Laktaši	KII	Done

MZ Maglajani Council Member	Radmila Dodik	15-16h			
LGs – Banja Luka, Gradiška, Mrkonjić Grad, Laktaši, Kotor Varoš, Ključ (6) MZs – Seferovići, Starčevica, Podrašnica, Centar Laktaši, Maslovare, Donja Sanica, Projecanja (7)	LG Gradiška - Božana Gluvić LG Gradiška – Miodrag Babić,MZ Coordinator MZ Seferovići, Gradiška - Goran Bursać LG Mrkonjić Grad - Dijana Eremija, LG coordinator MZ Starčevica, Banja Luka - Dragomir Đukić, MZ Council President MZ Podrašnica, Mrkonjić Grad - Žarko Danilović NGO "Zdravo da ste" – Snježana Blagojević (MZ Project/CH beneficiary) LG Banja Luka - Vedrana Bajić, LG coordinator MZ Projecanja, Banja Luka - David Živković, MZ Council Member MZ Centar, Laktaši - Slaviša Stojaković LG Kotor Varoš - Vidosava Tepić, LG Coordinator MZ Maslovare, Kotor Varoš – Dragana Šebić LG Ključ – Azra Kujundžić, LG Coordinator MZ Donja Sanica, Ključ - Rajif Hodžić LG Laktaši - Strahilo Moconja, LG Coordinator (15)	March 28, 2024 9-11h	Banja Luka	FGD	Done
LG Bihać, LG Coordinator	Elmedin Mehadžić	March 28, 2024 11-12h	Banja Luka	KII	Done
LG Banja Luka, MZ Petrićevac Council Member	Jovo Savaković	March 28, 2024 13-14h	Banja Luka	KII	Done
LG Tešanj, MZ Coordinator	Hasan Plančić	March 29, 2024 9-10h	Online	KII	Done
IV – Site visits					
Sarajevo Center - MZ Marijin Dvor inner yard, MZ Park Višnjik playground (2)		March 18, 2024 14-16h	Sarajevo	Observations	Done
Vogošća **-** MZ Semizovac playground (1)			Vogošća		
Jablanica - Youth Center (1)		March 20, 2024 17-18h	Jablanica	Observations	Done
Nevesinje – Community hub, MZ Zovi Do frontage, garbage can, sport area fence (2)		March 21, 2024 11-12h, 14-16h	Nevesinje	Observations	Done
Ljubinje – Community hub, Rehabilitation of MZ Dubočice premises/community center (2)			Ljubinje		
Ljubuško – City playground (1)		March 22, 2024 14-15h, 15-16h	Ljubuško	Observations	Done
Čitluk – Rehabilitation of MZ Donji Hamzići premises/community center, playground (2)			Donji Hamzići		
Doboj – Community hub (1)		March 26, 2024 9-11h	Doboj	Observations	Done
Petrovo – Rehabilitation of MZ Kakmuž premises/community center (1)		March 25, 2024 10-11h, 11-12h, 15-16h	Kakmuž	Observations	Done
Gračanica – MZ Donja Lohinja creation of premises for Women Association "Ruža" (1)			Donja Lohinja		
Gradačac – Rehabilitation of MZ Vida II premises/community center, MZ Varoš tennis court (2)			Garadačac		
Zavidovići – Rehabilitation of MZ Kovači premises/community center (1)		March 26, 2024 13-14h, 15-16h	Zavidovići	Observations	Done
Maglaj – Rehabilitation of MZ Lješnica premises/community center (1)			Maglaj		
Gradiška – Rehabilitation of MZ Senjak premises, playground, MZ Čatrnja CH (3)		March 27, 2024 13-15h	Gradiška	Observations	Done
Laktaši – Rehabilitation of MZ Maglajani and MZ Romanovci premises/community center (2)			Laktaši	Observations	Done

Banja Luka – CH, MZ Bistirca primary school joinery replacement and Construction of MZ Petrićevac premises/community center (3)		March 28, 2024 14-15h	Banja Luka	Observations	Done
V - Local communities' members (citizen forums, community hubs)					
249 respondents from 35 LGs and 130 MZs		March 18-26, 2024	Online	Survey	Done
VI -Substantiators (other organizations aware of the Project but not directly involved such as USAID, EUD, CSOs, media)					
USAID, LGSA Programme Lead	Amela Gacanovic-Tutnjevic, melag.tutnjevic@tetratech.com	March 18, 2024 12.30-13h	Online	KII	
BH TV, Journalist	Vesna Vukomirovic, vesna.vukmirovic@hotmail.com	March 18, 2024 17-18h	Online	KII	

SAMPLE COVERAGE

- **39/41 LGs (95%)** (Olovo and Pale), **130/199 MZs (65%), 370/300 project informants (+23%)**
- **Survey**: 35 LGS, 130 MZs, **249/200** survey **respondents** (CH beneficiaries, CF participants, LG members, MZ members, activists)
- **FGDs and KIIs**: 29 LGs (70%), 42 MZs (20%), **121/100 key informants** through **6/4 FGDs (74 people)** and **32/30 KIIs (47 people)**
- **Site visits**: **24/12** LGs and MZs, **26 projects**
- **Project stakeholders**: 39 LGs, 130 MZs, 9 MZ Project team, 4 donors (UNDP, SIDA, SDC, USAID), 3 ministries, 2 associations, 7 CSOs, 1 media.

Annex 5 - List of documents reviewed in the inception phase

- **Project related documentation**

1. MZ Project Evaluation ToR
2. MZ Project Description
3. MZ Project Outcome Monitoring Summary 2020-2023
4. MZ Project annual narrative reports for 2020, 2021, 2022
5. MZ Project annual financial reports for 2020, 2021, 2022
6. MZ Project Mid Term Evaluation Report, March 2023
7. MZ Project publications (Analysis of challenges, MZ Gender strategy, MZ Communication strategy, MZ New Vision. MZ Legal analysis)
8. Report on services provided to 10 MZ from Lot 1 (capacity building, localization of MZ vision, development of gender sensitive regulatory framework, development of community hubs plans and programmes)
9. Examples of MZ products – MZ Vision, Operative Plan (10 LGs)
10. MZ contacts (MZ, community centres, LSG coordinators, LSG heads, CSOs)
11. MZ package of documents prepared by UNDP for MZ (guides, reports, templates, codex, statute, tables, posters, etc.)
12. Database of completed projects in MZ, MZ operative plans, MZ trainings, citizens forums

- **Context related documentation**

1. European Commission Progress Report for BiH 2022
2. Sustainable Development Goals (SDGs) Framework 2030 for Bosnia and Herzegovina
3. Economic Reform Programme of Bosnia and Herzegovina (2019-2021), European Commission Assessment.
4. The World Bank Doing Business Report for 2019
5. Joint Socio-Economic Reforms for 2019-2022 adopted on October 10 2019 by the Government of the Federation of Bosnia and Herzegovina and the Government of Republika Srpska
6. Action Plan for the Implementation of Priorities from the European Commission Analytical Report 2019-2020 adopted by the Council of Ministers of Bosnia and Herzegovina on 16 October 2019..
7. Analytical Report accompanying the Commission Opinion on Bosnia and Herzegovina's Application for Membership of the EU, 2019.
8. Khan Mohmand, S., Mišić Mihajlović, S., 2016, "Integrating Informal Institutions in Local Governance: Does it Matter?", IDS Working Paper
9. Law on Local Self-Government in Republika Srpska
10. Law on the Principles of Local Self-Government in the Federation of Bosnia and Herzegovina
11. Brcko District Law on Local Communities (MZs) adopted in 2003 and amended in 2007
12. Local Government Initiative supported by the European Union, USAID and the Embassy of Switzerland 2017-2018
13. Report on Consultations of a Joint Commission on Local Government 2018
14. Key achievements of the "Strengthening the Role of Local Communities/Mjesne zajednice in Bosnia and Herzegovina" Project/Phase 1 and lessons learnt as premise for further efforts in this area
15. Swiss Cooperation Programme in BiH 2021-2024
16. Sweden's reform cooperation with the Western Balkans and Turkey 2021 – 2027
17. UNDP Country Programme Document 2021-2025
18. Municipal Environmental and Economic Governance Project (MEG), financed by the Government of Switzerland,
19. Integrated Local Development Project (ILDP), financed by the Government of Switzerland,
20. Support to the Associations of Municipalities and Cities (AMC) Project, supported by the Government of Switzerland and the Government of Sweden
21. Roll-Out of the SDGs in Bosnia and Herzegovina" financed by the Government of Sweden
22. Diaspora for Development of Bosnia and Herzegovina Project (December 2016-December 2020), financed by the Government of Switzerland
23. Disaster Risk Reduction for Sustainable Development Joint UN Programme (2018-2022) financed by the Government of Switzerland
24. 2019 Social Inclusion National Human Development Report, financed by the Government of Switzerland and co-developed with UNDP
25. USAID Local Works Programme in BiH

Annex 6 - Project Logframe

Outcomes	Outcome indicators	Data source	External factors
Outcome 1: Outcome 1: Local governments create a conducive environment that enables pro-active engagement of MZs in decision-making and community-led local development.	**Indicator name:** Average % of partner local governments' total budget that is allocated for democratically voiced MZ development priorities. **Baseline:** 3 **Target value:** 7 March 2024 3.5% **Indicator name:** % of MZs empowered by gender-sensitive legislative frameworks country wide **Baseline:** 19 **Target value:** 27 March 2024 38%. MZs empowered through adpoted frameworks in all 41 parner LG.. **Indicator name:** Proportion of population (sex- and age-disaggregated) in partner local governments who believe decision-making is inclusive and responsive **Baseline:** 36 **Target value:** 43.2 March 2024 62% Increased proportion of population in partner local governments who believe decision-making is inclusive and responsive by 20%. **Indicator name:** % of local governments that adopted renewed gender-sensitive legislation that empower MZs country wide **Baseline:** 14 **Target value:** 27		**Assumptions** Partner local governments have sufficient political will to create favorable conditions for MZ work and to allocate budgets to MZs based on development-oriented criteria (instead of political). **Risks**

	March 2024 31% 41 localized Visions have been adopted in partner LGs. 4 LGs adopted local acts through AMCs intervention.		
Outcome 2: 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.	**Indicator name:** Citizen's participation **Indicator description:** Number of people participating in and influencing public service provision, decision-making and budgets in their localities **Baseline:** 17174 **Target value:** 30000 **Cumulative Report:** 29057 **Indicator name:** # MZ actively engaged in MZ networking **Baseline:** 136 **Target value:** 1000 **March 2024** 688 MZs (26.6% of all MZs in the country) actively engaged in MZ networking. **Indicator name:** 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. **Baseline:** 70.1 **Target value:** 70.5 March 2024 83.1% Mid-term survey		**Assumptions** MZ leadership is open to democratic reforms and pro-active in communicating with and engaging citizens in community affairs, primarily in prioritization of problems. Status and recognition of MZ staff is conducive to their motivation and engagement with community work. **Risks**

	Indicator description: Number of citizens benefiting directly from improved access to and quality of infrastructure & and gender responsive services within target MZs. **Baseline:** 280000 **Target value:** 400000 **Cumulative Report:** 582,623 187 MZ Projects completed 13 OP projects completed		
Outcome 3: 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.	**Indicator name:** 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. **Baseline:** 1 **Target value:** 5 March 2024 3 amendments discussed and/or drafted **Indicator name:** # 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. **Baseline:** 10 **Target value:** 20 Cumulative: 16 **Indicator name:** # of members of government/parliament commissions/working bodies actively involved in improvement of the local governance and MZ frameworks at higher government levels **Baseline:** 15 **Target value:** 50 **Cumulative report**: 46		**Assumptions** Political support by all government levels and advocacy by the AMCs towards empowerment of MZs and policy reform in place. **Risks**

Outputs		Output indicators	Data Source	External factors
Outcome 1: Local governments create a conducive environment that enables pro-active engagement of MZs in decision-making and community-led local development.				
Output 1.1	Localized MZ vision models are agreed upon as a result of dialogues engaging local governments, MZ and communities.	**Indicator name:** # of localized MZ vision models endorsed by MZ Councils and local government councils. **Baseline:** 0 **Target value:** 40 March 2024 **45 (41 partner, 4 AMC)** _____ **Indicator name:** Number of people who took part in localising of the MZ vision **Baseline:** 0 **Target value:** 2500 March 2024**:** 3360		**Assumptions** **Risks**
Output 1.2	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.	**Indicator name:** # of adopted local gender-sensitive government regulatory documents that ensure enhanced MZ functioning and sustainability. **Baseline:** 0 **Target value:** 40 March 2024 **45 (41 partner, 4 AMC)** _____ **Indicator name:** # of partner local governments that have adjusted their local development planning and budgeting procedures to ensure effective engagement of MZ throughout the policy cycle. **Baseline:** 0 **Target value:** 30 Progress on this indicator is expected in 2024 when operational plans stemming form new MZ visions will be implemented. Majority of operational plans contain activities on adjustment of local development planning and budgeting procedures. _____ **Indicator name:** Number of partner local governments that introduced targeted public financing mechanisms to support MZ-level priorities through local budgets. **Baseline:** 3		**Assumptions** **Risks**

		Target value: 30 Progress on this indicator is expected in 2024 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 defined in fora.		
Output 1.3	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.	**Indicator name:** # of local government elected officials and staff who have improved skills, tools and capabilities for dialogue and community led support to MZs. **Baseline:** 50 **Target value:** 160 Cumulative result:1363 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. _____ **Indicator name:** # of MZ who have strengthened technical, organizational and human capacity to voice out citizen needs. **Baseline:** 136 **Target value:** 200 **March 2024:** 250		**Assumptions** **Risks**
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.				
Output 2.1	Output 2.1. Localized MZ vision implemented jointly by local governments and MZs by an integrated LG-level customised package of capacity and financial assistance.	**Indicator name:** # of citizens forum sessions at MZ level. **Baseline:** 602 **Target value:** 800 Cumulative result: 900 _____ **Indicator name:**		**Assumptions** **Risks**

		# of MZ priorities in partner local governments identified at citizen forums with positive or neutral impact on environment, embedded in local governments' policies. **Baseline:** 622 **Target value:** 1200 Cumulative: 3776 _____ **Indicator name:** # of functional and sustainable community hubs. **Baseline:** 20 **Target value:** 30 Cumulative: 40 _____ **Indicator name:** # of local regeneration and transformational projects designed at MZ level as a result of community joint dreaming with positive impact on environment. **Baseline:** 0 **Target value:** 40 **Reported:** 28 _____ **Indicator name:** # of partner local governments that introduced ICT-based solutions for citizen participation, empowerment of women and/or local democracy. **Baseline:** 0 **Target value:** 5 **Reported:** 0 Expected in 2024 _____ **Indicator name:** % of all MZs who are satisfied with (or who can count on regular) support of the local government staff/MZ-focal points. **Baseline:** 0 **Target value:** 50 Result: 80.4% Mid-term survey		

Output 2.2	Output 2.2. A performance-based incentive scheme is developed and applied for all participant LGs and their MZs and best performers awarded.	**Indicator name:** Average % of embedded MZ priorities acted on by local governments. **Baseline:** 40 **Target value:** 50 **Reported:** 40 _____ **Indicator name:** % of partner local governments that tangibly improve performance along the key MZ model parameters. **Baseline:** 0 **Target value:** 50 LGs will be assessed against a set of performance indicators set by the MZ Project in 2024.		**Assumptions** **Risks**
Output 2.3	Output 2.3. More MZ country wide embrace MZ practices based on modern digital platform and human interaction.	**Indicator name:** # of successful transfer and replication of MZ practices and models beyond partner local governments. **Baseline:** 0 **Target value:** 30 Reported: 21 _____ **Indicator name:** Vibrant, interactive and accessible digital platform is used for MZ networking countrywide. **Baseline:** 0 **Target value:** 1 March 2024: 1		**Assumptions** **Risks**
Output 2.4	Output 2.4. Localized MZ vision transferred/scaled up to additional local government.	**Indicator name:** # of additional local governments who improve their gender sensitive regulatory frameworks for a localised MZ model. **Baseline:** 0 **Target value:** 20		**Assumptions** **Risks**

		March 2024: 4 Further localization of visions in the non-partner LGs will be done through technical assistance of two Associations of Municipalities and Cities. 22 additional non partner LG have been selected by AMCs for support regarding localized MZ VIsion. Regulatory analysis for 22 LGs has been completed and presented		
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.				
Output 3.1	Output 3.1. Strong analytical ground to support and influence inclusive policy dialogue based on emerging common localized MZ vision legal models	**Indicator name:** # of assessments conducted to support and inform policy dialogue **Baseline:** 0 **Target value:** 2 2021 **Reported:** 1 Assessment of the Brcko District regulatory framework related to MZs in order to prepare the grounds for regulatory changes in the BD.		**Assumptions** **Risks**
Output 3.2	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.	**Indicator name:** # of advocacy initiatives by academia, civil society organisations (including women groups), academia and citizens in policy dialogue for MZ- and local government-linked reforms. **Baseline:** 0 **Target value:** 5 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. The Project will explore options with CSOs and practitioners MZ network in this regard. _____ **Indicator name:** # of representatives from AMCs, academia, civil society organisations (including women groups) and		**Assumptions** **Risks**

		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 **Baseline:** 0 **Target value:** 200 March 2024: 110 AMCs regional and policy meetings The Project initiated work with mayors and media to establish a pool of localized MZ vision promoters. _____ **Indicator name:** # of capacity development events for AMCs, academia, civil society organisations to become strong promoters of the MZ vision. **Baseline:** 0 **Target value:** 10 **Reported:** 7 Advocacy efforts towards regulatory changes at all levels will be broadened as part of the activities of both AMCs through specific advocacy policy meetings planned in 2022.		
Output 3.3	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	**Indicator name:** # of advocacy initiatives by AMCs in policy dialogue that got full support from member local governments. **Baseline:** 0 **Target value:** 2 **Reported:** 1 FBiH changes to Law on Principles of LSG RS changes to the Law are in the draft.		**Assumptions** **Risks**

Annex 7 – Project budget performance breakdown

FINANCIAL REPORT

Project Name:	Strengthening the Role of Local Communities (Mjesne Zajednice/MZs) – Bosnia and Herzegovina (BiH)
Implementing partner:	UNDP
Duration:	01.01.2020 – 31.12.2024
Reporting period:	01.01.2023 – 31.12.2023

PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET (USD) TOTAL	YEAR 1 (1 Mar 20 – 31 Dec 20)	YEAR 2 (1 Jan 21 – 31 Dec 21)	YEAR 3 (1 Jan 22 – 31 Dec 22)	YEAR 4 (1 Jan 23 – 31 Dec 23)	YEAR 5 (1 Jan 24 – 31 Dec 24)	FINANCIAL YEAR 2020 (1 Mar 2020 – 31 Dec 2020) FINANCIAL REPORT		BALANCE TOTAL BUDGET BALANCE 31 Dec 2020	SOURCES OF FUNDING (TOTAL BUDGET)				FINANCIAL YEAR 2021 (1 Jan 2021 – 31 Dec 2021)	SOURCES OF FUNDING (TOTAL BUDGET) 31 Dec 2021				BALANCE TOTAL BUDGET 31 Dec 2021	FINANCIAL YEAR 2022 (1 Jan 2022 – 31 Dec 2022)	SOURCES OF FUNDING (TOTAL BUDGET) 31 Dec 2022				BALANCE TOTAL BUDGET 31 Dec 2022	FINANCIAL YEAR 2023 (1 Jan 2023 – 31 Dec 2023)	SOURCES OF FUNDING (TOTAL BUDGET) 31 Dec 2023				BALANCE TOTAL BUDGET 31 December 2023
		Amount (USD)	Amount (USD)	Amount (USD)	Amount (USD)	Amount (USD)	Amount (USD)	Amount (USD)			Sweden (USD)	Switzerland (USD)	UNDP (USD)	BIH Local (CO)		Sweden (USD)	Switzerland (USD)	UNDP (USD)	BIH Local (CO)			Sweden (USD)	Switzerland (USD)	UNDP (USD)	BIH Local (CO)			Sweden (USD)	Switzerland (USD)	UNDP (USD)	BIH Local (CO)	
Prenatory phase	UNDP	62,312.00	39,598.43	22,913.57	-	-	-	39,598.43		22,913.57	10,591.42		4,000.01		22,913.57	22,913.57	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outcome 1: Local governments create a conducive environment that enables grass-roots engagement of MZs in decision-making and community-led local development.		917,098.57	150,706.38	290,779.49	424,314.08	51,300.00	-	150,706.38		766,392.49	52,215.29	79,917.86	18,573.39	-	290,779.49	24,791.83	265,987.66	-	-	475,613.08	369,765.83	33,010.00	335,955.83	-	-	105,847.17	60,341.38	4,900.00	63,441.40	-	-	57,502.79
ACTIVITY/1.1 Localized MZ vision models are agreed upon as a result of dialogue engaging local governments, MZ and communities.	Civil society/if development agency/if consultancy companies/if UNDP	151,144.00	54,782.10	72,176.53	24,185.37	-	-	54,782.10		96,447.43	10,411.50	30,913.86	5,106.74	-	72,176.53	17,791.80	54,384.73	-	-	26,450.27	25,716.53	7,265.36	18,451.17	-	-	744.76	-	-	-	-	-	744.76
ACTIVITY/1.2 Local government regulatory frameworks for enhanced MZ functioning and representation based on the localized MZ Vision drafted in a participatory process and adopted.	Civil society/if development agency/if consultancy companies/if UNDP	246,156.57	96,006.20	30,975.49	111,176.18	-	-	96,006.20		150,150.37	33,003.71	40,913.66	13,266.85	-	30,975.49	-	30,975.49	-	-	111,176.18	57,449.64	-	57,449.64	-	-	53,726.54	34,990.00	2,600.00	16,986.96	-	-	19,113.78
ACTIVITY/1.3 Partner LG teams and MZs have acquired adequate technical capacities, tools and skills to effectively steer community-led local development.	Local governments/CSO/if consultancy companies/if UNDP	517,600.00	-	179,625.45	266,674.55	51,300.00	-	-		517,600.00	-	-	-	-	179,625.45	6,997.97	172,627.50	-	-	337,974.55	286,681.64	26,527.64	260,054.20	-	-	51,372.91	34,740.38	2,212.10	31,536.40	-	-	17,624.13
Outcome 2: MZs as legitimate and sustainable community spaces translate citizens' voice into quality and inclusive services and use MZ networks for replication of successful MZ models country-wide.Investment needs in target localities are addressed to deal with long-term consequences of the 2014 floods and achieve objectives of local integrated		6,305,836.00	68,776.77	216,015.63	1,521,220.08	4,046,067.52	719,755.00	68,776.77		6,525,057.23	18,404.45	42,376.32	-	-	216,015.63	79,068.27	136,946.36	-	-	6,309,041.63	2,191,360.71	535,282.90	501,695.32	-	1,074,688.43	4,117,455.91	2,664,194.03	609,656.89	761,300.66	-	1,291,237.32	1,451,261.20
ACTIVITY/2.1 Output 2.1. Localized MZ vision implemented jointly by local governments and MZs by an integrated LG/local cantonal package of capacity and financial assistance.	Local governments/CSO/if consultancy companies/if UNDP	2,677,500.00	-	66,124.17	510,324.00	1,494,647.83	200,000.00	-		2,677,500.00	-	-	-	-	66,124.17	26,550.66	17,564.51	-	-	2,611,375.83	969,162.66	476,310.90	490,372.87	-	-	1,642,212.97	1,021,170.63	604,635.32	568,911.31	-	-	642,642.34
ACTIVITY/2.1 Output 2.1. Localized MZ vision implemented jointly by local governments and MZs by an integrated LG/local cantonal package of capacity and financial assistance. (LG parallel funding)	Local governments	1,991,000.00	-	-	900,000.00	991,000.00				1,891,000.00	-	-	-	-	-	-	-	-	-	1,891,000.00	1,071,600.43	-	-	-	1,071,600.43	816,471.99	1,187,866.27	-	-	-	1,187,866.27	(295,396.69)
ACTIVITY/2.2 A performance-based incentive scheme is developed and applied for all participant LGs and their MZs and just settlements awarded.	Local governments/CSO/if consultancy companies/if UNDP	1,233,000.00	42,011.52	112,963.66	-	727,622.82	351,201.00	42,011.52		1,191,766.48	12,689.03	29,423.54	-	-	112,963.66	33,958.53	79,004.13	-	-	1,078,983.82	119,233.41	35,375.01	83,862.40	-	-	959,670.01	341,503.03	145,711.00	195,792.03	-	-	616,166.19
ACTIVITY/2.2 A performance-based incentive scheme is developed and applied for all participant LGs and their MZs and just settlements awarded. (LG parallel funding)	Local governments	376,216.00	-	-	-	264,751.20	111,464.80			376,216.00	-	-	-	-	-	-	-	-	-	376,216.00	-	-	-	-	-	376,216.00	105,375.05	-	-	-	105,375.05	482,666.05
ACTIVITY/2.3. Mini MZ country wide embrace MZ practices based on modern digital platform and human interaction.	Local governments/CSO/if consultancy companies/if UNDP	270,240.00	10,765.25	59,021.31	79,700.00	57,706.17	30,000.00	10,765.25		255,494.75	5,794.32	12,970.73	-	-	59,021.31	19,430.90	40,177.69	-	-	196,466.17	26,580.83	21,320.90	5,259.93	-	-	169,885.34	6,082.25	3,500.00	2,557.32	-	-	161,803.09
ACTIVITY/2.4. Localized MZ vision transferred/scaled up to additional local governments.	CSO/if consultancy companies/UNDP	131,000.00	-	-	6,000.00	80,000.00	45,000.00	-		131,000.00	-	-	-	-	-	-	-	-	-	131,000.00	-	-	-	-	-	131,000.00	-	-	-	-	-	131,000.00
Outcome 3: Local governments' statements are in response to increased citizens demand for an improved MZ regulatory framework, moving forward broader local		597,660.00	-	99,710.03	136,456.00	313,493.35	47,000.00	-		597,660.00	-	-	-	-	99,710.03	18,751.63	81,997.24	-	-	497,711.15	288,661.23	96,710.02	191,951.43	-	-	209,066.96	268,486.94	91,035.36	168,971.30	-	-	28,659.96
ACTIVITY/3.1. Strong analytical ground to support and influence inclusive policy dialogue based on emerging common localized MZ vision legal models	UNDP	125,400.00	-	17,146.48	39,600.00	68,653.60	-	-		125,400.00	-	-	-	-	17,146.48	5,143.91	12,002.49	-	-	108,153.60	58,870.01	17,599.01	41,272.82	-	-	49,662.47	36,981.35	11,040.00	25,762.36	-	-	12,679.12
ACTIVITY/3.2. AMCs, academia, civil society organizations and citizens supported to become strong promoters of the MZ Vision and advocates for improved public policies	Associations of Municipalities and Cities of BIH and IRBH/UNDP	109,100.00	-	16,115.26	20,706.00	50,051.72	-	-		109,100.00	-	-	-	-	16,115.26	16,115.26	-	-	-	70,764.72	37,248.17	65.05	37,182.32	-	-	33,516.55	28,930.31	813.00	28,125.31	-	-	4,570.24
ACTIVITY/3.3. Legal and policy frameworks for local governance drafted by higher level authorities in order to provide MZs with institutional stability and greater functionality	Associations of Municipalities and Cities of BIH and IRBH/UNDP	362,100.00	-	44,267.17	76,150.00	194,682.83	47,000.00	-		362,100.00	-	-	-	-	44,267.17	12,272.42	31,994.75	-	-	317,832.83	112,525.15	30,015.96	73,439.19	-	9,070.00	206,007.68	194,665.24	79,981.31	114,683.93	-	-	11,422.60
ACTIVITY/4 – Project Management and Evaluation		1,331,383.93	102,298.84	235,252.98	243,000.00	696,832.31	174,000.00	102,298.84		1,169,085.09	54,556.37	97,330.27	30,211.98	-	235,252.98	78,375.73	155,877.25	-	-	1,113,532.11	293,116.84	91,833.47	164,083.37	-	37,200.00	858,715.27	368,049.41	116,398.64	243,650.79	-	-	490,666.04
Subtotal – direct programme costs (Sweden and Switzerland)		9,604,291.50	431,383.12	864,716.38	2,326,997.08	5,107,651.20	966,165.00	431,383.12		9,260,908.38	148,767.05	219,823.09	52,793.08	-	864,716.38	261,981.89	602,800.43	-	-	8,396,190.88	3,025,112.65	756,876.67	2,211,628.15	-	1,071,600.43	5,371,885.45	3,352,994.78	822,791.85	1,216,966.45	-	1,291,237.32	2,018,090.67
INDIRECT COSTS – GMS at 8% of subtotal of direct programme costs (Sweden and Switzerland)		509,776.36	38,445.17	69,247.11	114,159.76	300,145.91	67,779.19	38,445.17		509,330.99	12,898.19	17,585.86	-	-	69,247.11	21,017.85	48,229.26	-	-	490,083.89	196,324.73	57,513.31	90,811.42	-	47,900.00	333,759.15	161,356.78	64,932.85	96,423.93	-	-	172,282.37
TOTAL COST								469,828.29		9,770,239.37	161,665.24	237,408.95	52,793.08	-	933,963.49	282,999.74	651,029.69	-	-	8,886,274.77	3,221,437.38	814,389.98	2,302,439.57	-	1,119,500.43	5,705,644.60	3,514,351.56	887,724.70	1,313,390.38	-	1,291,237.32	2,190,373.04
UN Coordination levy – 1% (Switzerland) *		32,019.00	11,861.00	7,921.00	-	20,237.00	-	11,861.00		47,178.00	-	11,861.00	-	-	7,921.00	-	7,921.00	-	-	26,257.00	2,397.00	-	2,397.00	-	-	23,860.00	14,851.00	-	14,851.00	-	-	8,999.00
INDIRECT COSTS – Government of BIH – Local Governments (1% obo 2% GMS)		-	-	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL BUDGET		10,138,187.26	455,689.29	941,975.41	2,441,156.76	5,145,858.31	1,039,323.99	455,689.29		9,857,417.37	174,563.73	251,269.87	52,793.08	-	941,970.41	282,999.74	658,950.69	-	-	8,912,531.76	3,187,244.34	774,389.98	2,138,236.57	-	1,071,600.43	5,729,504.26	3,529,202.56	887,724.70	1,328,241.38	-	1,291,237.32	2,198,892.04

*Activities 2.1 and 2.2 include cofinancing by the Government of BiH/Local Governments with parallel funding of USD 2,269,296.00.

The BiH Government contribution is directly managed by partner local governments. Hence, the costs incurred in 2021 by the Government of BiH/Local Governments are hereby presented as reported by the partner local governments, and as such cannot be validated by UNDP BiH. The information on BiH Government contribution collated in BAM is calculated based on EUNBE as of 31 December 2021.

**Pursuant to paragraph 8(a)(v) of United Nations General Assembly Resolution A/RES/72/279 (31 May 2018), the Donor agrees that an amount corresponding to 1% of the total contribution to UNDP shall be paid to finance the United Nations Resident Coordinator System.
Government of Sweden selected donor administered option for UN Coordination levy

Source of funding	USD	%
Government of Sweden	3,930,817.76	37.65%
Government of Switzerland	3,235,856.00	31.00%
Government of BiH/Local Governments*	2,269,296.00	21.74%
UNDP	52,793.08	0.51%
TOTAL	10,138,187.26	100.00%

Overview of the Cash flow

Payments received:	Date	USD	UN Coordination levy – cf. Article 2 of the TPA.SA (transferred to UN Secretariat	Balance of funds after UN Coordination levy	Expenditure (01/01/2020-31/12/2020)	Expenditure (01/01/2021-31/12/2021)	Expenditure (01/01/2022-31/12/2022)	Expenditure (01/01/2023-31/12/2023)	Total expenditure (01/01/2020-31/12/2023)	Balance of funds as of 31/12/2023	% of spending as of 31/12/2023
Government of Sweden	24/03/2020	701,543.45		701,543.45	173,626.72	282,919.74	774,389.10	897,723.26	2,110,659.78	922,815.13	70.15%
	17/06/2021	941,767.63		941,767.63							
	16/07/2021	955,383.68		955,383.68							
Government of Switzerland	06-03-20	1,400,000.00	11,861.00	1,388,139.00							
	11-11-21	500,000.00	7,921.00	492,079.00							
	15/03/2022	500,963.00	5,197.00	495,766.00	237,489.07	681,037.65	1,332,430.37	1,333,990.38	3,584,947.47	693,818.31	69.84%
	06-07-22	1,200,103.20	5,341.00	1,194,762.20							
	31-03-23	500,000.00	4,930.00	495,070.00							
Government of BiH/Local Governments*		2,269,296.00	-	-	-	-	-	-	-	-	100.00%
UNDP		52,793.08		52,793.08	52,793.08	-	-	-	-	0.00	100.00%
TOTAL		9,521,749.04	52,149.00	6,941,503.13	463,928.29	933,957.40	3,181,437.36	3,311,631.36	8,040,981.12	1,210,484.64	

Svetlana Pavelić
UNDP Officer in Charge

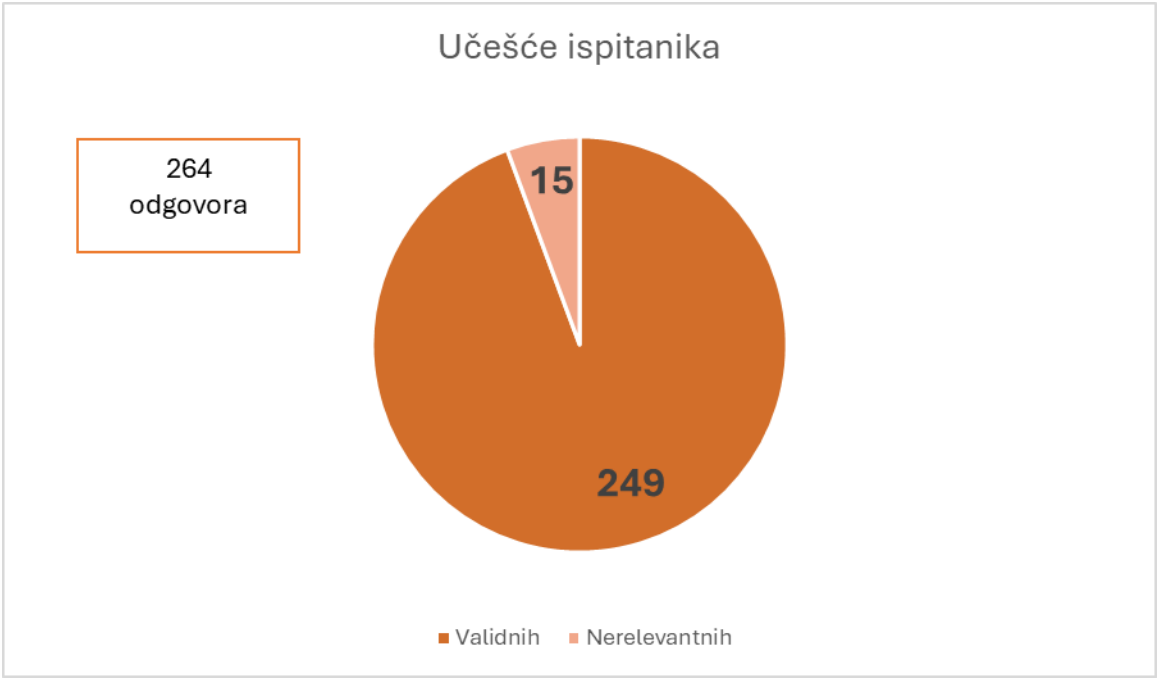
Annex 8 – Survey graphs

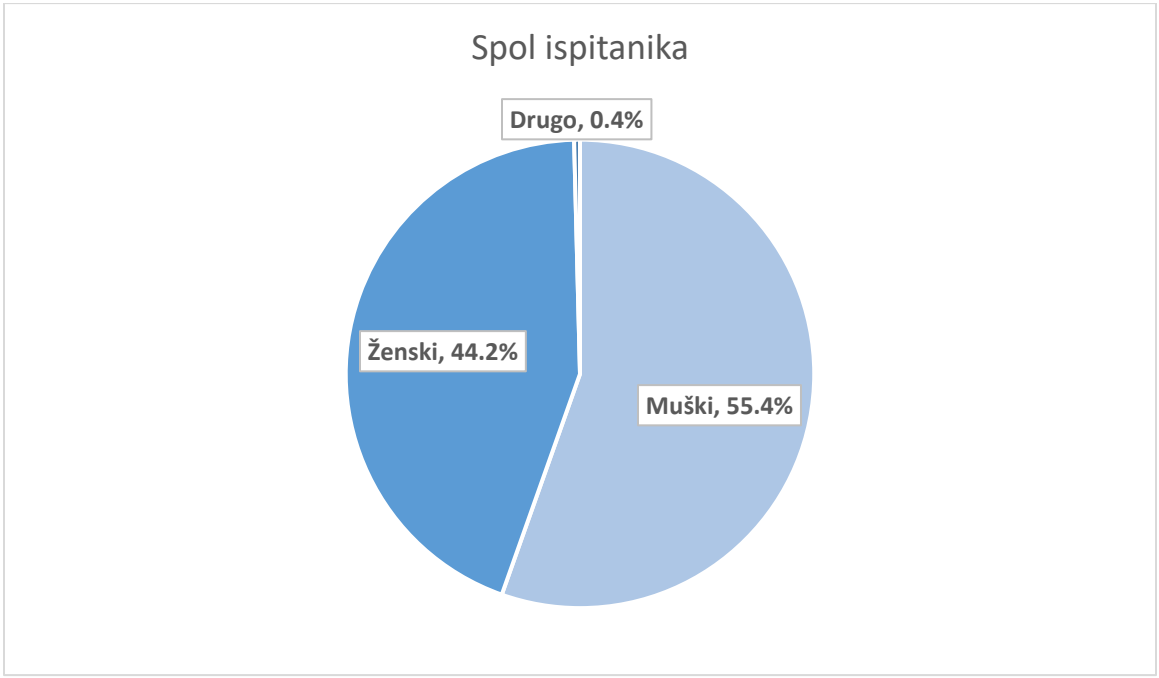
UNDP BH

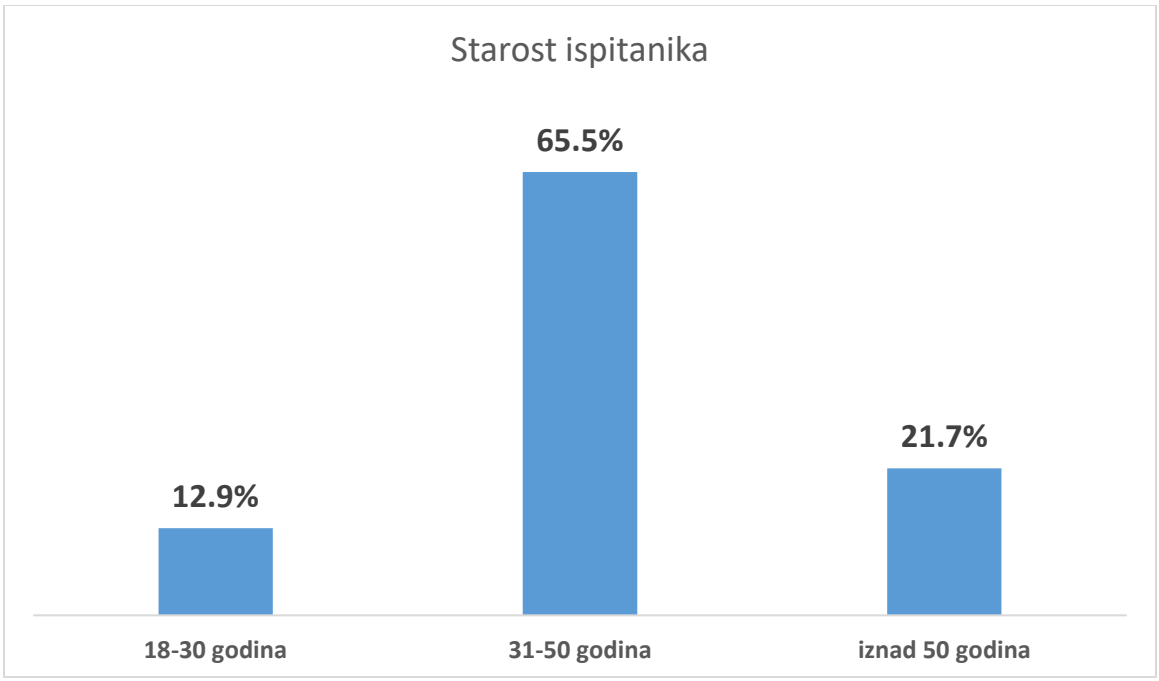
MZ Project Final Evaluation

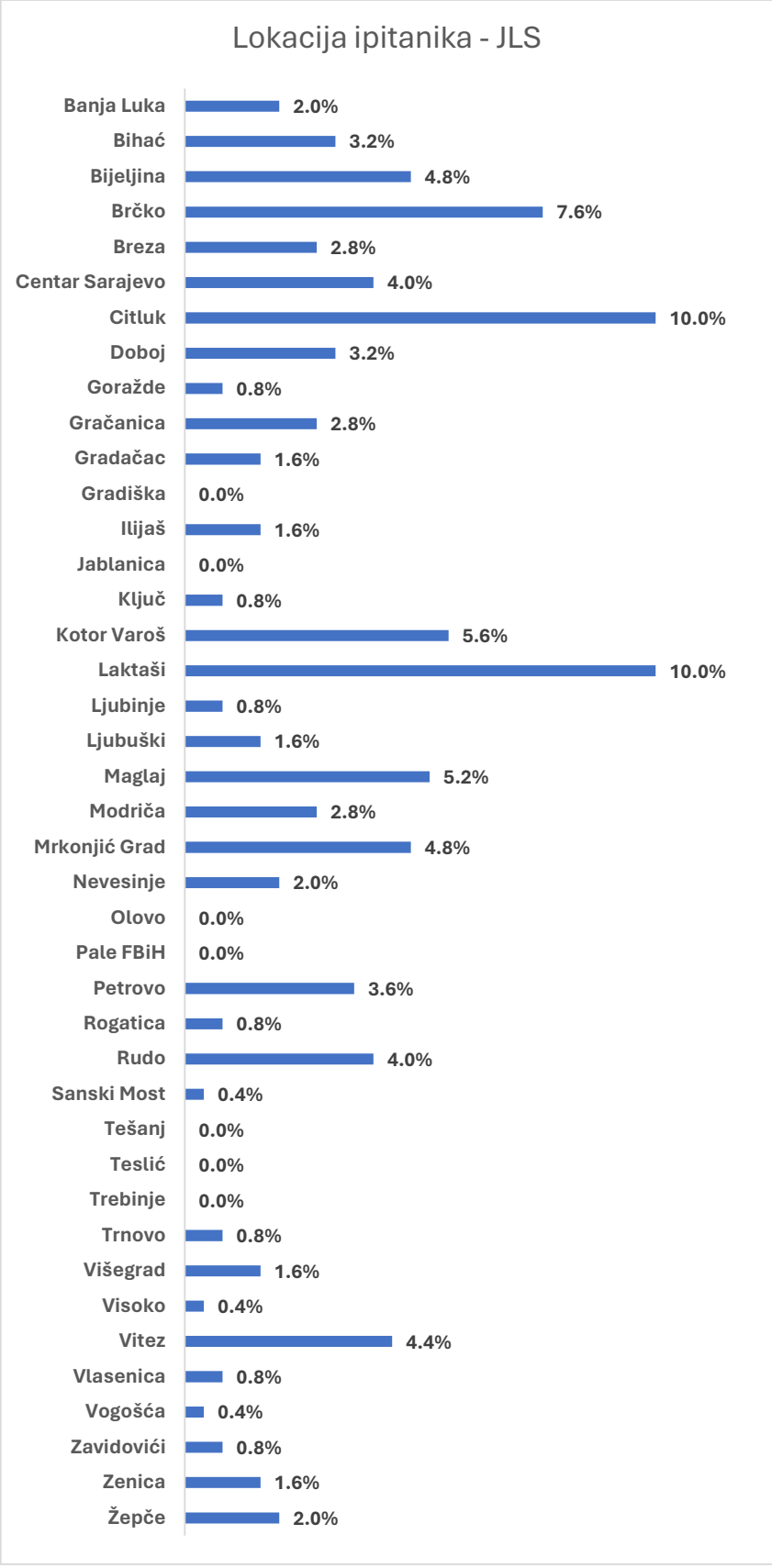
Survey data graphs

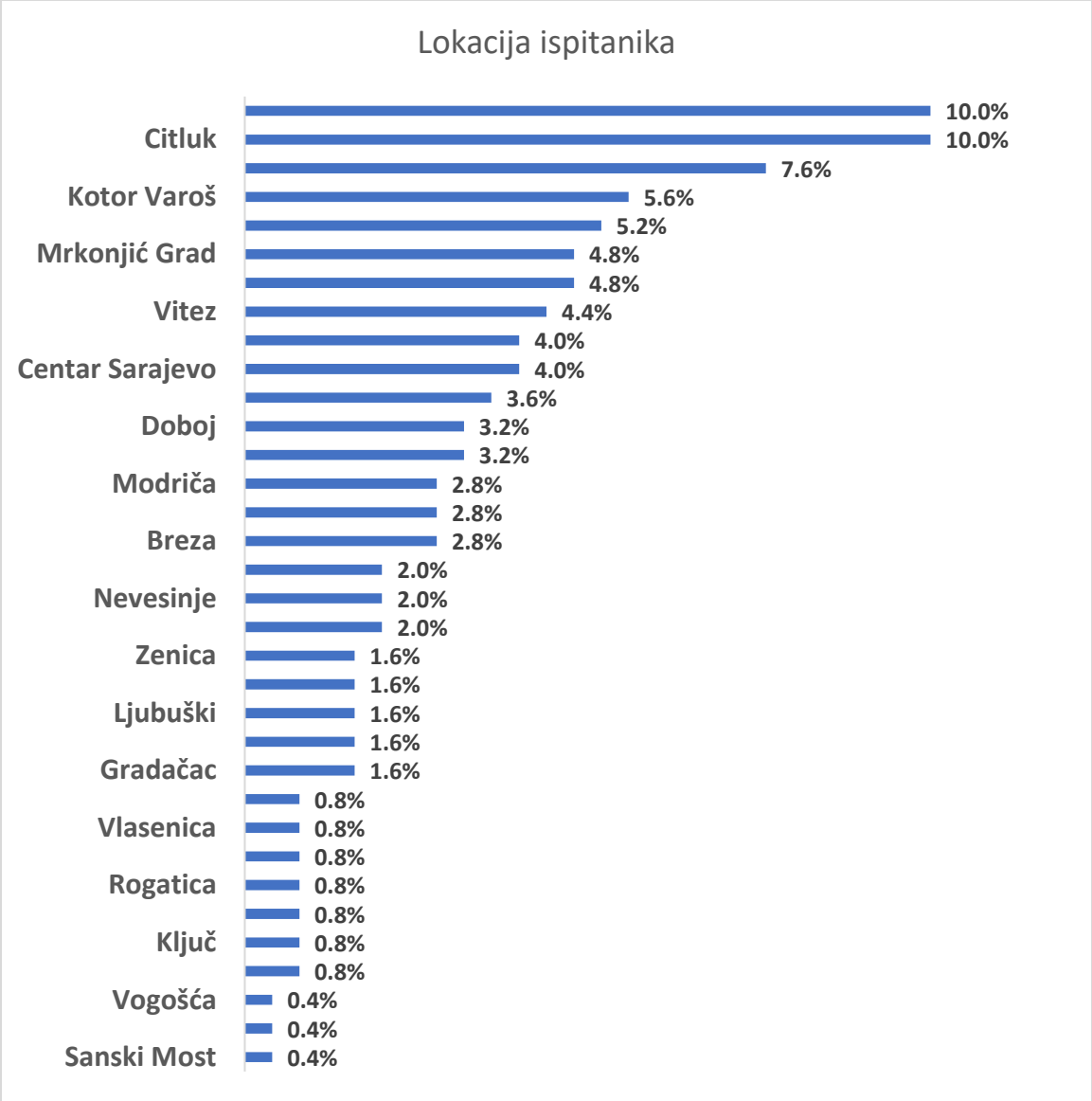
Radmila Mikovic, External Evaluator


Učešće ispitanika
264
odgovora
15
249
Validnih
Nerelevantnih


Spol ispitanika
Drugo, 0.4%
Ženski, 44.2%
Muški, 55.4%


Starost ispitanika
65.5%
21.7%
12.9%
18-30 godina
31-50 godina
iznad 50 godina


Lokacija ipitanika - JLS
Banja Luka 2.0%
Bihać 3.2%
Bijeljina 4.8%
Brčko 7.6%
Breza 2.8%
Centar Sarajevo 4.0%
Citluk 10.0%
Doboj 3.2%
Goražde 0.8%
Gračanica 2.8%
Gradačac 1.6%
Gradiška 0.0%
Ilijaš 1.6%
Jablanica 0.0%
Ključ 0.8%
Kotor Varoš 5.6%
Laktaši 10.0%
Ljubinje 0.8%
Ljubuški 1.6%
Maglaj 5.2%
Modriča 2.8%
Mrkonjić Grad 4.8%
Nevesinje 2.0%
Olovo 0.0%
Pale FBiH 0.0%
Petrovo 3.6%
Rogatica 0.8%
Rudo 4.0%
Sanski Most 0.4%
Tešanj 0.0%
Teslić 0.0%
Trebinje 0.0%
Trnovo 0.8%
Višegrad 1.6%
Visoko 0.4%
Vitez 4.4%
Vlasenica 0.8%
Vogošća 0.4%
Zavidovići 0.8%
Zenica 1.6%
Žepče 2.0%


Lokacija ispitanika
Citluk
Kotor Varoš
Mrkonjić Grad
Vitez
Centar Sarajevo
Doboj
Modriča
Breza
Nevesinje
Zenica
Ljubuški
Gradačac
Vlasenica
Rogatica
Ključ
Vogošća
Sanski Most
10.0%
10.0%
7.6%
5.6%
5.2%
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4.4%
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JLS – MZ	Učešće ispitanika
Banja Luka	**4**
Bistrica	1
Motike	1
Obilićevo 2	1
Prijacani	0
Starćevica	1
Bihać	**7**
Bakšaiš	2
Brekovica	1
Kamenica	4
Martin Brod	0
Srbljani	0
Bijeljina	**5**
Crnjelovo Gornje	1
Donji Zagoni	1
Ljeljenča	0
Sokolski dom	3
Brčko	**13**
Bijela	1
Gornji Rahić	2
Gredice II	0
Ilićka	7
Šatorovići	3
Breza	**6**
Banjevac	0
Breza	3
Bukovik	1
Izbod Bukovik	0
Koritnik	2
Centar Sarajevo	**8**
Bardakčije	1
Crni Vrh-Gorica	2
Marijin dvor	2
Nahorevo	1
Park Višnjik	2
Citluk	**24**
Čerin	1
Donji Hamzići	7
Gradnići	3
Krehin Gradac	8
Vionica	5

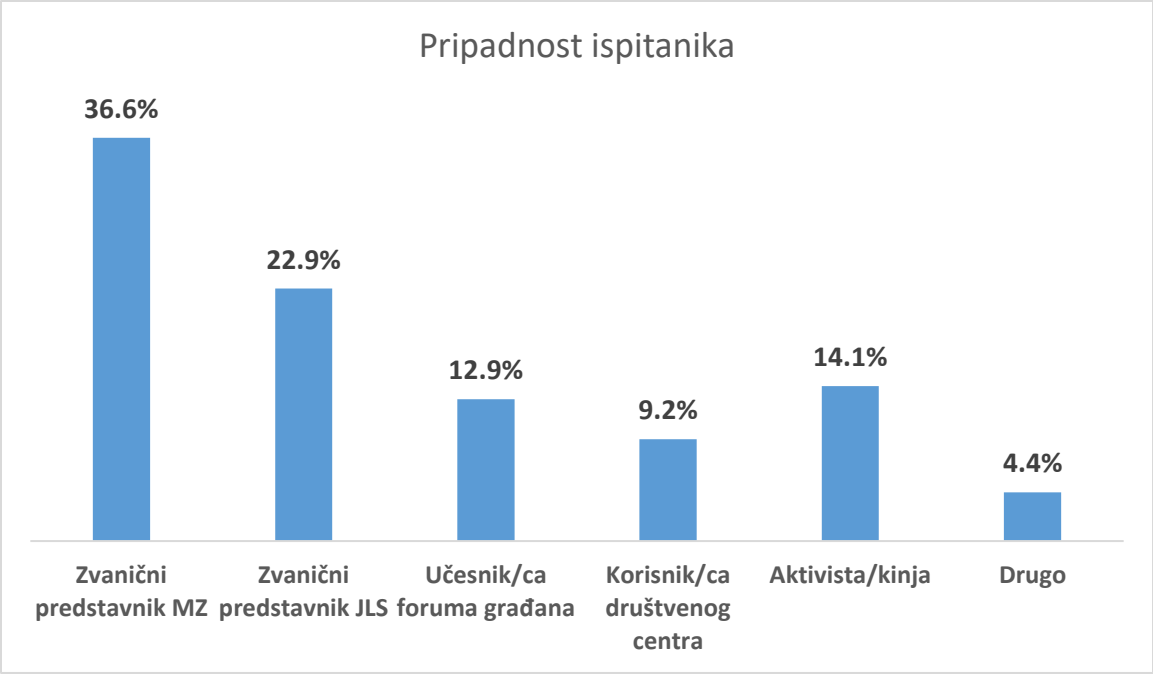
Doboj	**3**
Čivčije Bukovačke	1
Kostajnica	0
Kožuhe	1
Mala Bukovica	0
Ritešić	1
Goražde	**2**
Beric	1
Bogusici	0
Gorazde I	1
Orahovice	0
Vitkovici	0
Gračanica	**8**
Babići	1
Donja Lohinja	2
Donja Orahovica	2
Škahovica	1
Soko	2
Gradačac	**4**
Kerep	0
Mionica III	1
Varoš	2
Vida 2	0
Zelinja Srednja	1
Gradiška	**0**
Laminci brezici	0
Romanovci	0
Seferovićo	0
Senjak	0
Turjak	0
Ilijaš	**2**
Gajevi	1
Lješevo	0
Ljubina	0
Luka	0
Malešići	1
Jablanica	**0**
Doljani	0
Donja Jablanica	0
Jablanica 1	0
Jablanica 2	0
Lug	0
Ključ	**2**

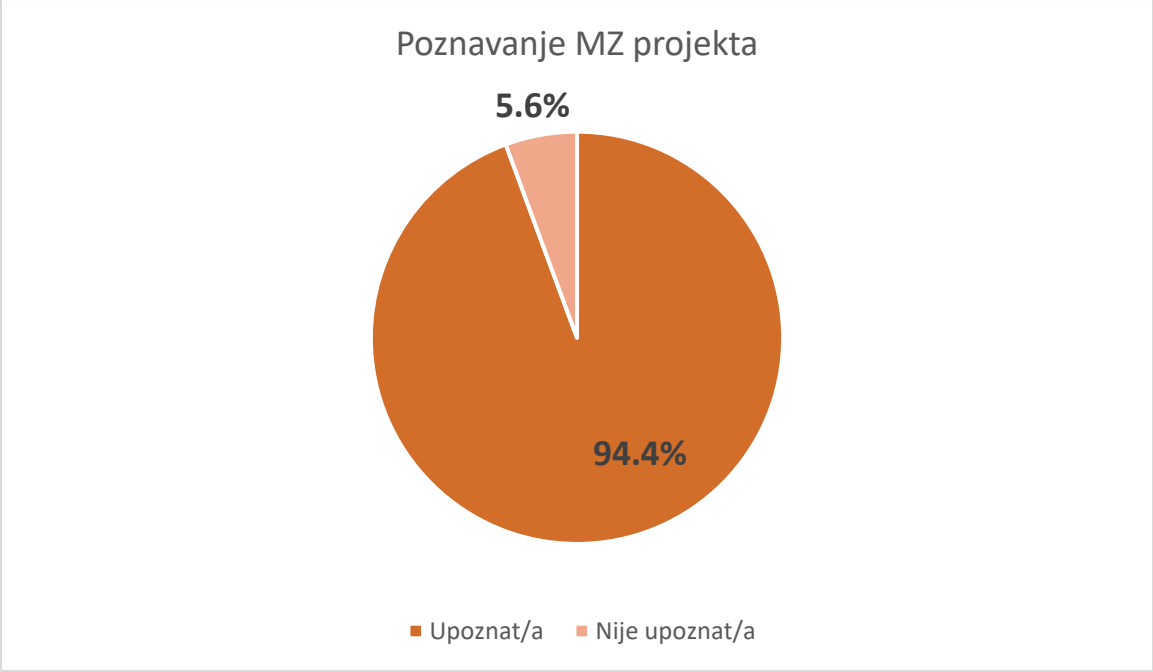
Donja Sanica	1
Kamičak	0
Ključ	1
Velečevo- Dubočani	0
Zgon-Crljeni	0
Kotor Varoš	**12**
Kotor Varoš	9
Liplje	1
Maslovare	2
Šiprage	0
Vagani	0
Laktaši	**20**
Drugovići	2
Jaružani	6
Kriškovci	3
Maglajani	3
Slatina	6
Ljubinje	**2**
Dubočica	1
Ljubinje	1
Ljubinje 2	0
Ubosko	0
Vinogradi	0
Ljubuški	**3**
Humac	0
Ljubuški 1	2
Vašarovici	0
Veljaci	1
Vitina	0
Maglaj	**4**
Bijela ploča	1
Bradići	0
Jablanica	1
Misurić	2
Moševac	0
Modriča	**7**
Dugo Polje	0
Miloševac	3
Modriča	2
Skugrić	0
Tarevci	2
Mrkonjić Grad	**9**
Baraći	2

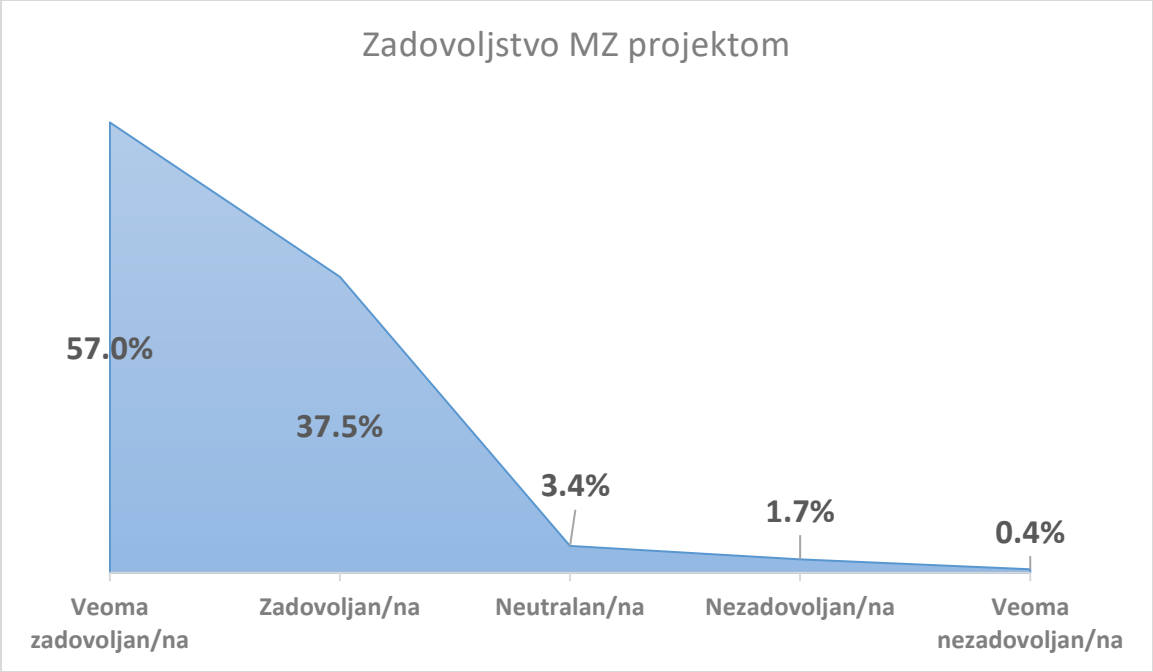
Bjelajce	0
Novo naselje	4
Podrašnica	1
Podrbrdo	2
Nevesinje	**6**
Grabovica	3
Lapčevina	0
Nevesinje 2	2
Nevesinje 4	0
Rilja	1
Olovo	**0**
Careva Cuprija	0
Cuništa	0
Gurdići	0
Križevci	0
Milankovici	0
Pale FBiH	**0**
Hrenovica	0
Praća	0
Petrovo	**9**
Kakmuž	1
Kaluđerica	0
Petrovo	6
Porječina	1
Sočkovac	1
Rogatica	**2**
Borika	0
Mešići	0
Pljesevica	0
Rogatica 1	0
Rogatica 2	2
Rudo	**8**
Bijelo brdo	3
Mokronozi	1
Mrsovao	2
Setihovo	0
Uvac	2
Sanski Most	**1**
Desna obala	1
Fajtovci	0
Tomina	0
Vrhpolje	0
Tešanj	**0**

Medakovo	0
Mrkotić	0
Novi Miljanovci	0
Šije	0
Tešanj	0
Teslić	**0**
Čečava	0
Donji Buletić	0
Gornji Buletić	0
Pribinić	0
Ugodnović	0
Trebinje	**2**
Donje Police	0
Gorica	2
Ložiona	0
Pridvorci	0
Zasad	0
Trnovo	**2**
Kijevo	0
Trnovo	2
Višegrad	**3**
Crnca	1
Dušće	0
Međeđa	1
Prelovo	0
Višegrad 2	1
Visoko	**17**
Centar	17
Dobrinje	0
Godusa	0
Podvinci	0
Rosulje	0
Vitez	**11**
Jardol	3
Krčevine	1
Večeriska	1
Vitez 1	3
Zabilje-Sadovače	3
Vlasenica	**2**
Bakići	2
Gradina	0
Simići	0
Toplik	0

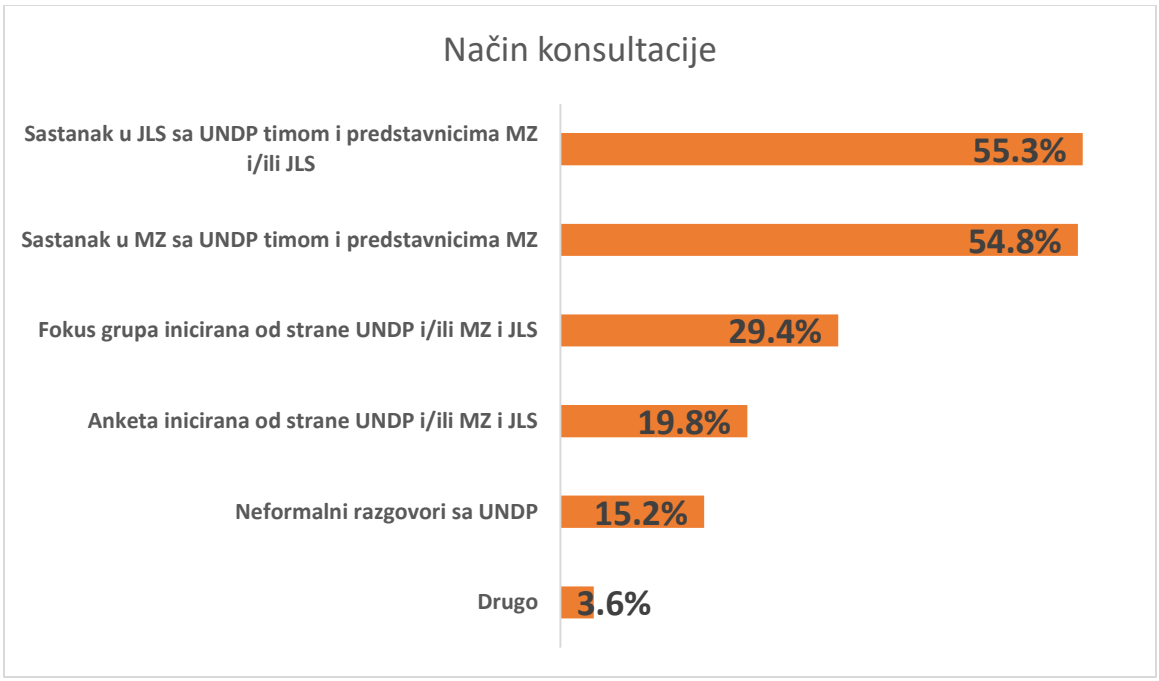
Vogošća	**1**
Blagova	0
Hotonj	0
Semizovac	0
Svrake	0
Vogošća 1	1
Zavidovići	**2**
Kovači	2
Lovnica	0
Mećevići	0
Ribnica	0
Rujnica	0
Zenica	**2**
Briznik	0
Donje Babino	2
Janjići	0
Stranjani	0
Žepče	**2**
Begov Han	1
Ljubna	0
Papratnica	1
Preko	0
Radovlje	0
#N/A	**34**
Ostalo	34

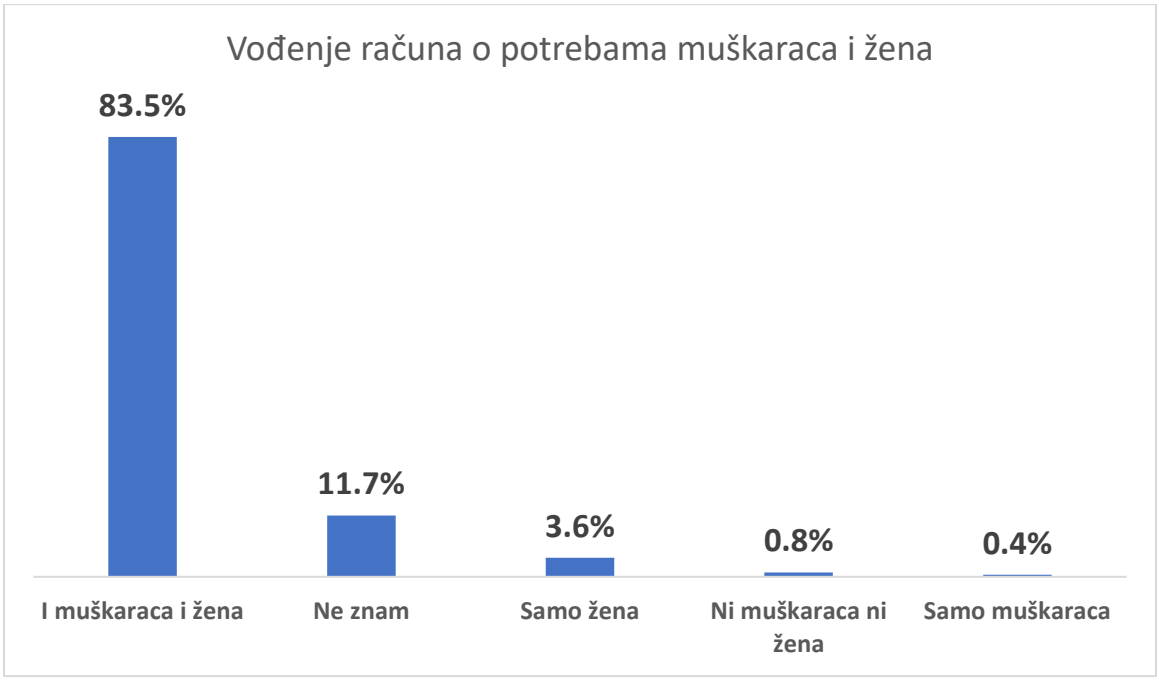

Pripadnost ispitanika
36.6%
22.9%
12.9%
9.2%
14.1%
4.4%
Zvanični predstavnik MZ
Zvanični predstavnik JLS
Učesnik/ca foruma građana
Korisnik/ca društvenog centra
Aktivista/kinja
Drugo

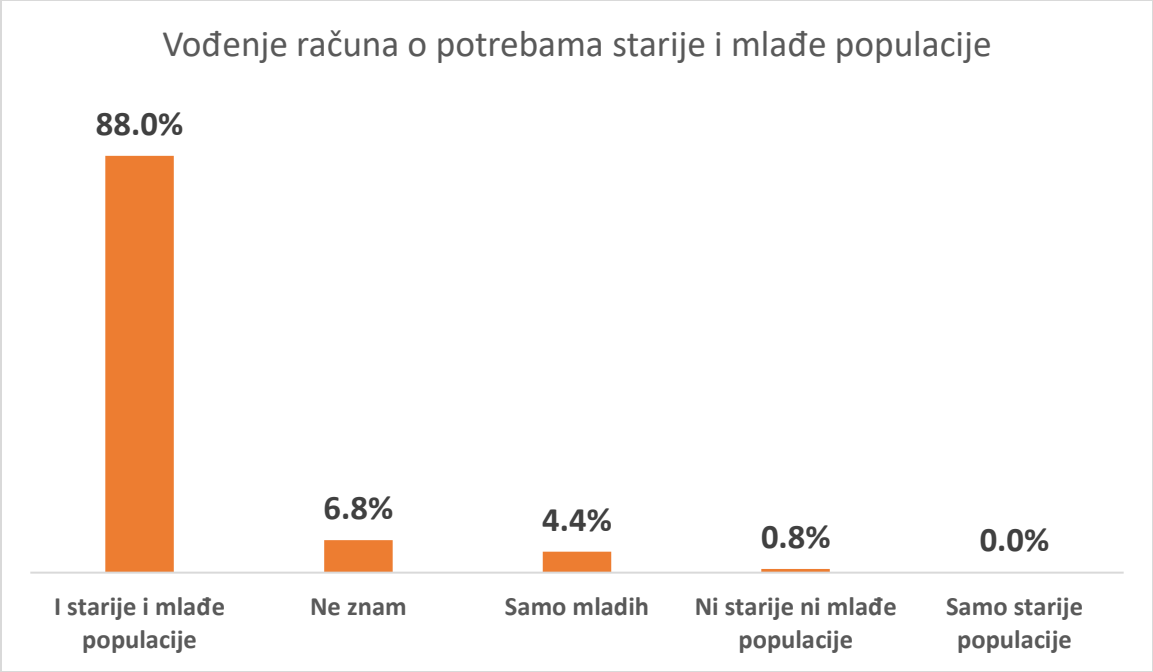

Poznavanje MZ projekta
5.6%
94.4%
Upoznat/a
Nije upoznat/a

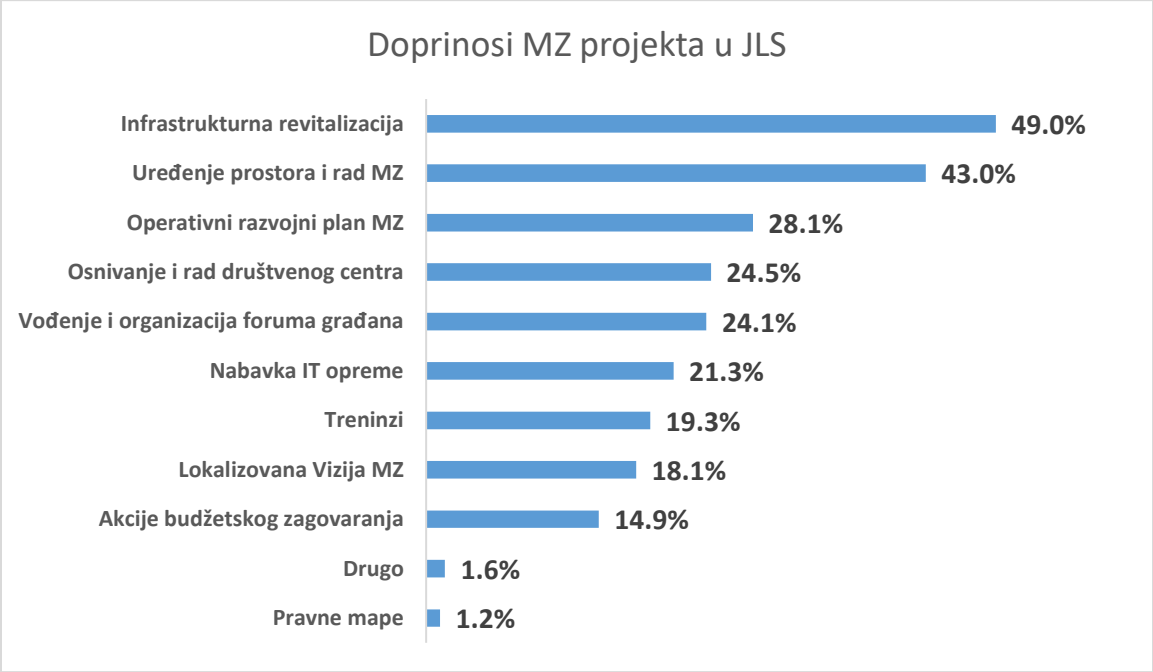

Zadovoljstvo MZ projektom
57.0%
37.5%
3.4%
1.7%
0.4%
Veoma zadovoljan/na
Zadovoljan/na
Neutralan/na
Nezadovoljan/na
Veoma nezadovoljan/na

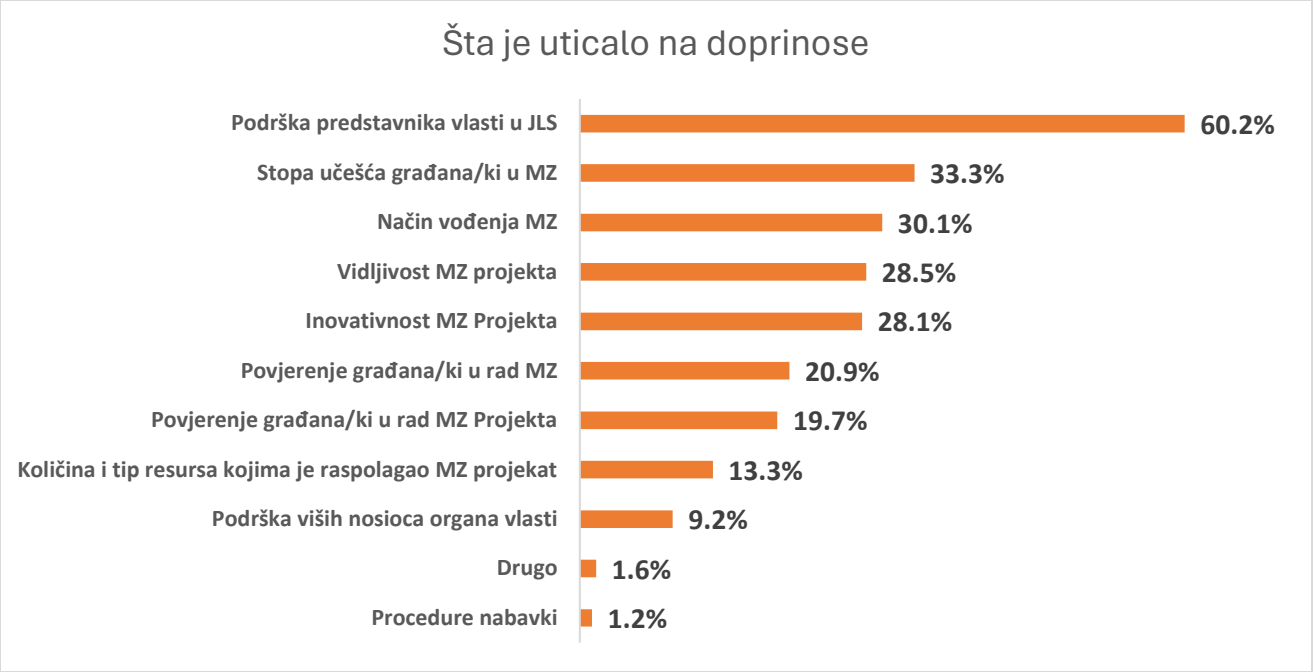
Konsultovanost ispitanika
20.9%
79.1%
Konsultovan/a
Nije konsultovan/a

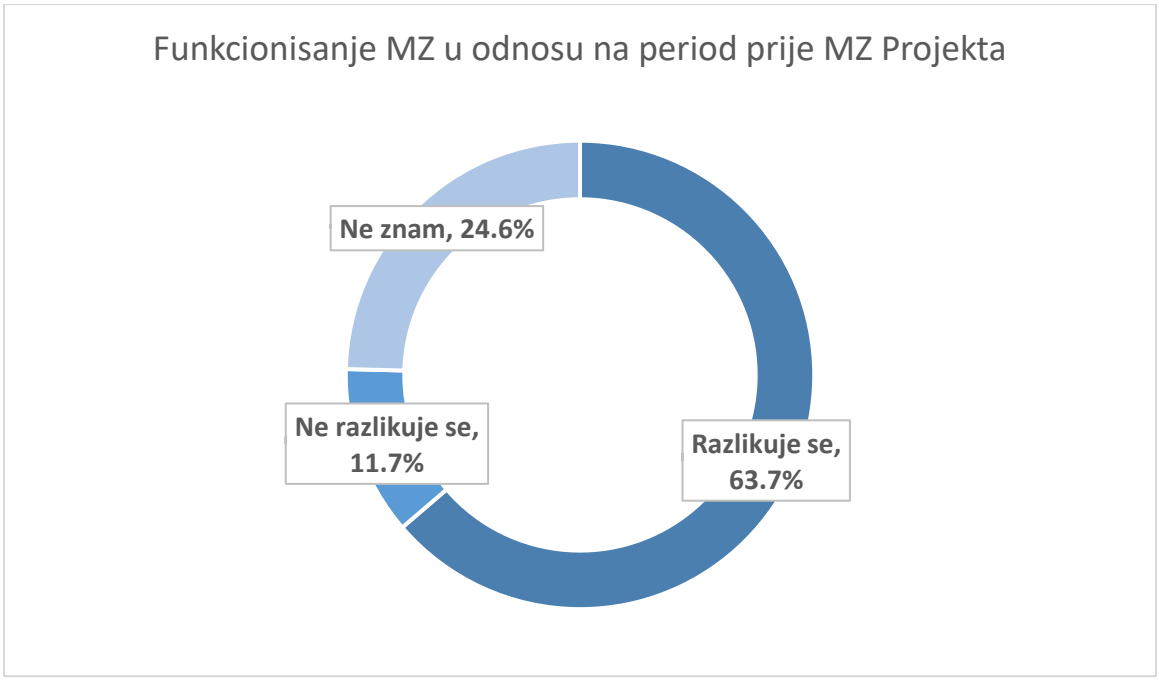

Način konsultacije
Sastanak u JLS sa UNDP timom i predstavnicima MZ i/ili JLS
55.3%
Sastanak u MZ sa UNDP timom i predstavnicima MZ
54.8%
Fokus grupa inicirana od strane UNDP i/ili MZ i JLS
29.4%
Anketa inicirana od strane UNDP i/ili MZ i JLS
19.8%
Neformalni razgovori sa UNDP
15.2%
Drugo
3.6%

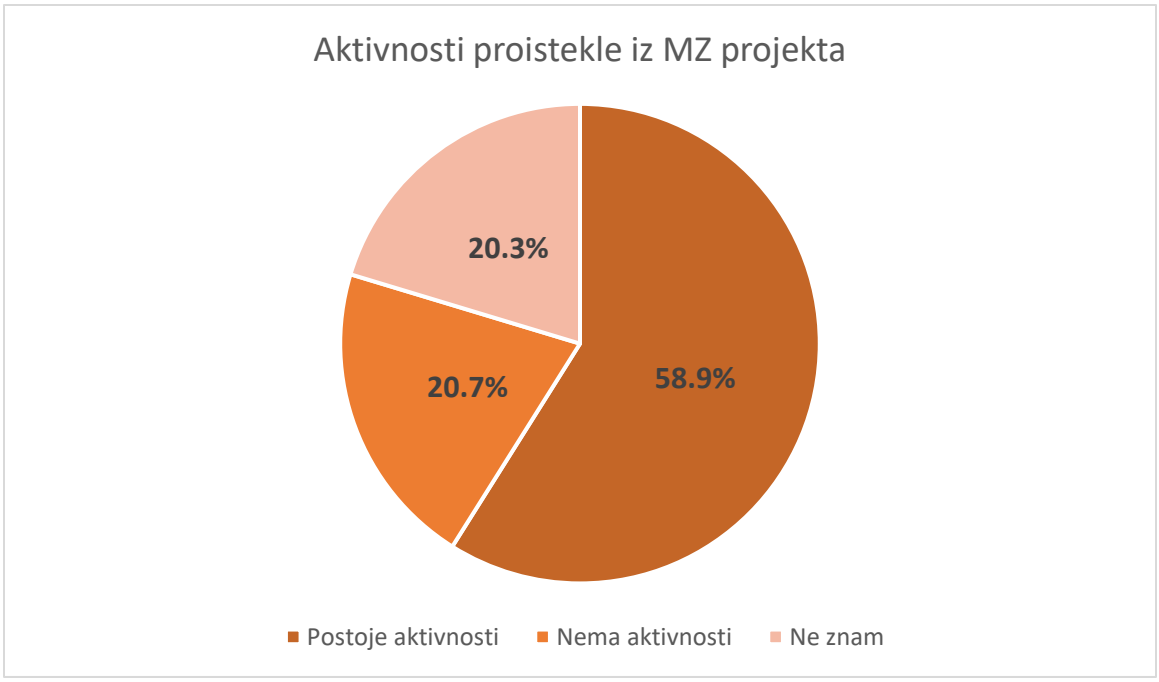

Vođenje računa o potrebama muškaraca i žena
83.5%
11.7%
3.6%
0.8%
0.4%
I muškaraca i žena
Ne znam
Samo žena
Ni muškaraca ni žena
Samo muškaraca

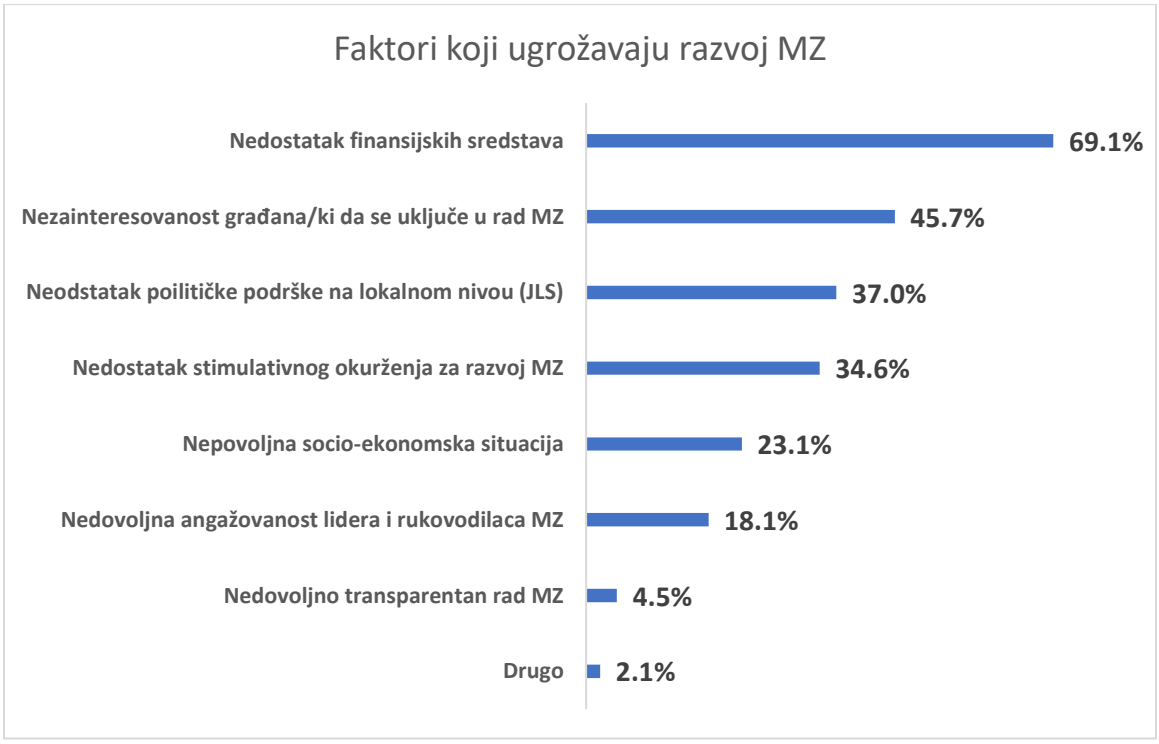

Vođenje računa o potrebama starije i mlađe populacije
88.0%
6.8%
4.4%
0.8%
0.0%
I starije i mlađe populacije
Ne znam
Samo mladih
Ni starije ni mlađe populacije
Samo starije populacije


Doprinosi MZ projekta u JLS
Infrastrukturna revitalizacija 49.0%
Uređenje prostora i rad MZ 43.0%
Operativni razvojni plan MZ 28.1%
Osnivanje i rad društvenog centra 24.5%
Vođenje i organizacija foruma građana 24.1%
Nabavka IT opreme 21.3%
Treninzi 19.3%
Lokalizovana Vizija MZ 18.1%
Akcije budžetskog zagovaranja 14.9%
Drugo 1.6%
Pravne mape 1.2%

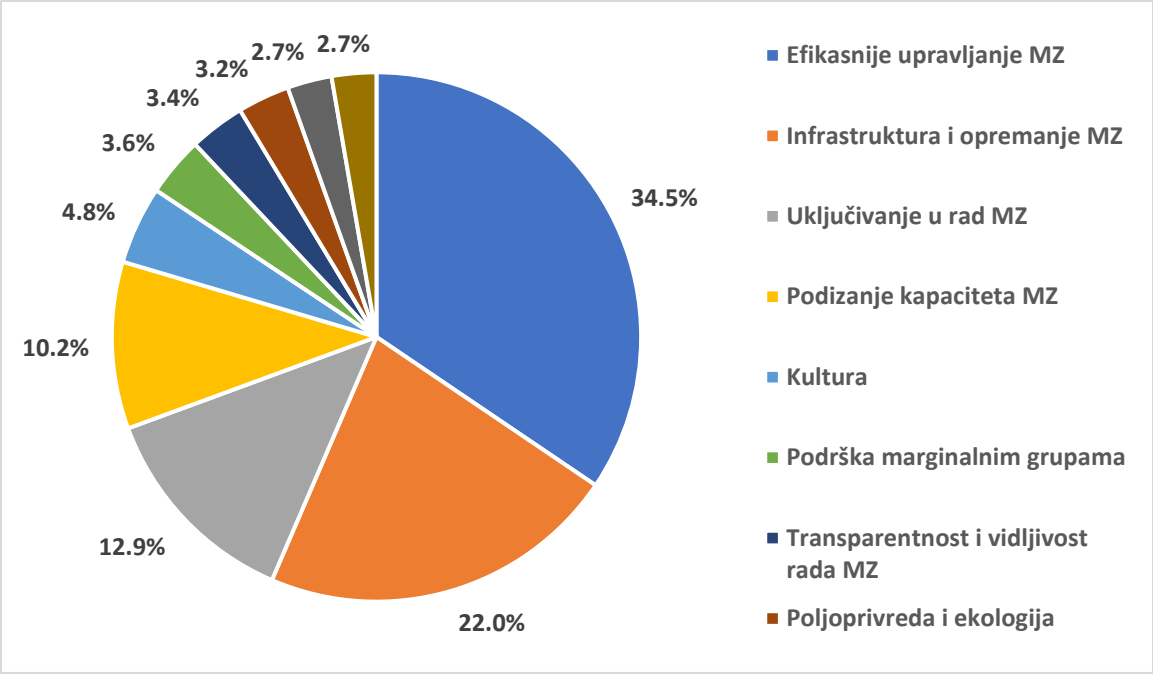

Šta je uticalo na doprinose
Podrška predstavnika vlasti u JLS
60.2%
Stopa učešća građana/ki u MZ
33.3%
Način vođenja MZ
30.1%
Vidljivost MZ projekta
28.5%
Inovativnost MZ Projekta
28.1%
Povjerenje građana/ki u rad MZ
20.9%
Povjerenje građana/ki u rad MZ Projekta
19.7%
Količina i tip resursa kojima je raspolagao MZ projekat
13.3%
Podrška viših nosioca organa vlasti
9.2%
Drugo
1.6%
Procedure nabavki
1.2%


Funkcionisanje MZ u odnosu na period prije MZ Projekta
Ne znam, 24.6%
Ne razlikuje se, 11.7%
Razlikuje se, 63.7%

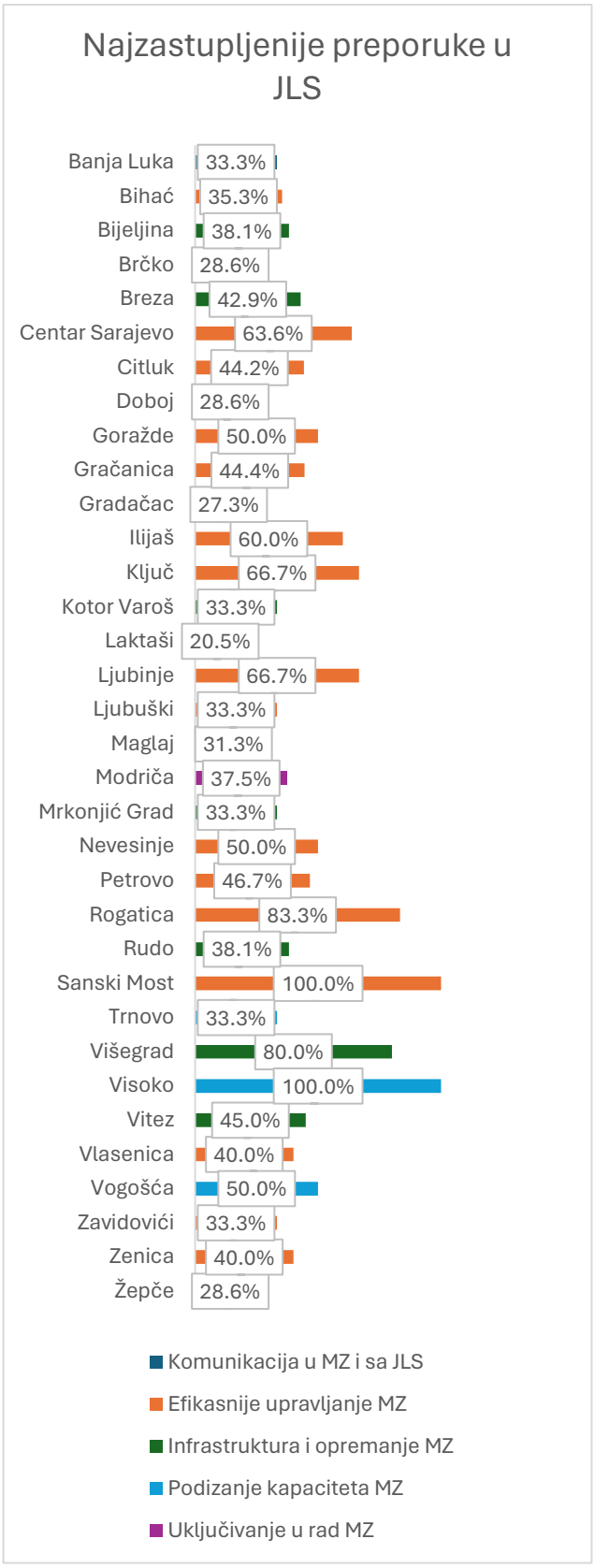

Aktivnosti proistekle iz MZ projekta
20.3%
20.7%
58.9%
Postoje aktivnosti
Nema aktivnosti
Ne znam


Faktori koji ugrožavaju razvoj MZ
Nedostatak finansijskih sredstava
69.1%
Nezainteresovanost građana/ki da se uključe u rad MZ
45.7%
Neodstatak poilitičke podrške na lokalnom nivou (JLS)
37.0%
Nedostatak stimulativnog okurženja za razvoj MZ
34.6%
Nepovoljna socio-ekonomska situacija
23.1%
Nedovoljna angažovanost lidera i rukovodilaca MZ
18.1%
Nedovoljno transparentan rad MZ
4.5%
Drugo
2.1%

PREPORUKE



PREPORUKE	
Efikasnije upravljanje MZ (obezbeđivanje fin. sredstava za projekte MZ i OCD u MZ, nabavke, realizacija projekata, dostupnost kvalitetnih ljudi, manje birokratije, izdavanje građevinskih dozvola, itd.)	34.5%
Infrastruktura i opremanje MZ (putevi, vodovod, javna rasveta, sportski tereni i staze, igrališta, kontejneri, domovi, itd.)	22.0%
Uključivanje u rad MZ (aktiviranje građana, mladih, žena, animiranje za rad u savetima, itd.)	12.9%
Podizanje kapaciteta MZ (edukacije Saveta MZ, koordinatora MZ u JLS - upravljanje projektima, volonterizam, pokretanje akcija, razmena iskustava, među-opštinska saradnja, posete drugim MZ, itd.)	10.2%
Kultura (biblioteke, radionice jezika, sekcije pri MZ, murali, itd.)	4.8%
Podrška marginalnim grupama (stari, mladi, žene, deca, socijalne usluge)	3.6%
Transparentnost i vidljivost rada MZ (projekti, lične karte MZ, itd.)	3.4%
Poljoprivreda i ekologija (solarni pogoni, uređenje životne sredine, napuštene životinje, bašte, org proizvodnja, seoski turizam, stočarstvo, itd.)	3.2%
Zdravlje (ambulante, rendgeni, vozila, pregledi, fitness, rekreacija)	2.7%
Komunikacija u MZ i sa JLS (forumi, sastanci, izleti, informisanje, budžetsko zagovaranje, itd.)	2.7%



DOMINANTNE PREPORUKE U JLS

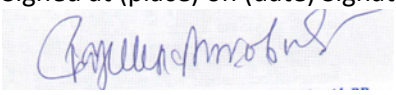
Banja Luka	Komunikacija u MZ i sa JLS	33.3%
Bihać	Efikasnije upravljanje MZ	35.3%
Bijeljina	Infrastruktura i opremanje MZ	38.1%
Brčko	Efikasnije upravljanje MZ	28.6%
Breza	Infrastruktura i opremanje MZ	42.9%
Centar Sarajevo	Efikasnije upravljanje MZ	63.6%
Citluk	Efikasnije upravljanje MZ	44.2%
Doboj	Infrastruktura i opremanje MZ	28.6%
Goražde	Efikasnije upravljanje MZ	50.0%
Gračanica	Efikasnije upravljanje MZ	44.4%
Gradačac	Efikasnije upravljanje MZ	27.3%
Ilijaš	Efikasnije upravljanje MZ	60.0%
Ključ	Efikasnije upravljanje MZ	66.7%
Kotor Varoš	Infrastruktura i opremanje MZ	33.3%
Laktaši	Podizanje kapaciteta MZ	20.5%
Ljubinje	Efikasnije upravljanje MZ	66.7%
Ljubuški	Efikasnije upravljanje MZ	33.3%
Maglaj	Efikasnije upravljanje MZ	31.3%
Modriča	Uključivanje u rad MZ	37.5%
Mrkonjić Grad	Infrastruktura i opremanje MZ	33.3%
Nevesinje	Efikasnije upravljanje MZ	50.0%
Petrovo	Efikasnije upravljanje MZ	46.7%
Rogatica	Efikasnije upravljanje MZ	83.3%
Rudo	Infrastruktura i opremanje MZ	38.1%
Sanski Most	Efikasnije upravljanje MZ	100.0%
Trnovo	Podizanje kapaciteta MZ	33.3%
Višegrad	Infrastruktura i opremanje MZ	80.0%
Visoko	Podizanje kapaciteta MZ	100.0%
Vitez	Infrastruktura i opremanje MZ	45.0%
Vlasenica	Efikasnije upravljanje MZ	40.0%
Vogošća	Podizanje kapaciteta MZ	50.0%
Zavidovići	Efikasnije upravljanje MZ	33.3%
Zenica	Efikasnije upravljanje MZ	40.0%
Žepče	Efikasnije upravljanje MZ	28.6%

Annex 9 - Code of Conduct

United Nations Evaluation Group Code of Conduct for Evaluation in the UN System Evaluation Consultants Agreement

Form to be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

Agreement to abide by the Code of Conduct for Evaluation in the UN System Name of Consultant: Radmila Miković. PhD

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at (place) on (date) Signature: Kragujevac, 12th March, 2024