

# Bosnia and Herzegovina: MDG-F Case Study Evaluation



# Prologue

The [MDG Achievement Fund](#) was established in 2007 through a landmark agreement signed between the Government of Spain and the UN system. With a total contribution of approximately USD 900 million, the MDG-Fund has financed 130 joint programmes in eight Thematic Windows, in 50 countries around the world.

Nine countries were selected in 2009 to receive additional financial support for the implementation of Communication and Advocacy (C&A) and Monitoring and Evaluation (M&E) strategies at national level. The rationale behind allocating this support is to stimulate creative and innovative interventions related to both C&A and M&E that can be highlighted as exemplary cases of collective action on poverty and the MDGs. The nine countries initially selected are Bosnia & Herzegovina, Colombia, Ecuador, Ethiopia, Honduras, Mauritania, Morocco, Philippines, and Timor-Leste; El Salvador was added in 2012 as a tenth country.

The case study evaluations are knowledge-generating exercises and their main goals are to: a) assess the Fund's contribution, at national level, to the achievement of the MDGs, the principles of the Paris Declaration, and the UN reform initiative to "Deliver as One" through an in-depth explanatory analysis of cause and effect. b) To inform future joint programming for development through the identification of best practices and lessons learned from the experiences of the Fund. c) To connect local level programme interventions with national level policy-making processes by highlighting successful pilot initiatives with potential for replication and scale-up.

Each country study evaluation has been commissioned by the UN Resident Coordinator's Office (RCO) in the respective country. The MDG-F Secretariat has provided guidance and quality assurance to the country team in the evaluation process, including through the review of the TORs and the evaluation reports. All country study evaluations are expected to be conducted in line with the OECD Development Assistant Committee (DAC) Evaluation Network "Quality Standards for Development Evaluation", and the United Nations Evaluation Group (UNEG) "Standards for Evaluation in the UN System". The Evaluation Reference Group (ERG), depending on the country, include representatives of the National Steering Committee (NSC), Programme Management Committees (PMCs), government counterparts, and civil society organizations

We thank our national partners, the UN Resident Coordinator and their respective coordination office, as well as the joint programme team for their efforts in undertaking this evaluation.

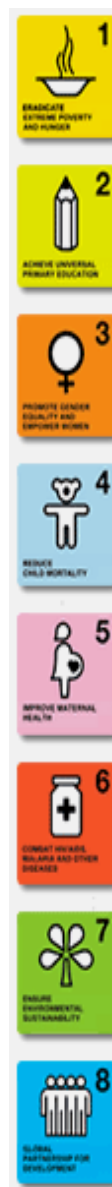
MDG-F Secretariat

# MDG-F PARTICIPATORY EVALUATION IN BOSNIA AND HERZEGOVINA

United Nations Resident Coordinator's Office in Bosnia and Herzegovina

## PARTICIPATORY EVALUATION FINAL REPORT 2011

November 2011



---

Supervision and guidance: Envesa Hodzic-Kovac, Development, Research and M&E Specialist,  
Office of the UN Resident Coordinator in BiH

Facilitation and moderation: Samir Sosevic, Independent Expert

Administration and logistics: Emina Durmo, M&E Assistant, Office of the UN Resident Coordinator in BiH

" The actors involved in the Participatory Evaluation exercise are responsible for the choice and the presentation of the facts contained in this report and for the opinions expressed therein, which are not necessarily those of UNCT in Bosnia and Herzegovina and do not commit any of the UN system entities. The designations employed and the presentation of material throughout this report do not imply the expression of any opinion whatsoever on the part of UNCT in Bosnia and Herzegovina concerning the topic and findings of the report"

---

---

## TABLE OF CONTENTS

<b>MDG-F Participatory Evaluation in BiH – Main Report</b>	<b>1</b>
Acronyms and abbreviations	2
Introduction	3
Methodology and operational arrangements	4
Questionnaire analysis – an aggregated overview	11
Conclusions and recommendations	19
 <b>Annexes</b>	
Annex 1 - Participatory Evaluation Guidebook	21
Annex 2 - Participatory Evaluation Questionnaire	42
Annex 3 - PE Presentations and Training Materials	46
Annex 4 - Workshop Agendas and Lists of Participants	80
Annex 5 - PE Questionnaire Responses Analysis - Summary	87
Annex 6 - Selected Photographs	99

---

---

## MDG-F Participatory Evaluation in BiH – Main Report

## Acronyms and abbreviations

<i>BiH</i>	<i>Bosnia and Herzegovina</i>
<i>FAO</i>	<i>United Nations Food and Agriculture Organization</i>
<i>IOM</i>	<i>International Migrations Organization</i>
<i>MDG</i>	<i>Millennium Development Goal</i>
<i>MDG-F</i>	<i>Millennium Development Goals Fund</i>
<i>PCM</i>	<i>Project Cycle Management</i>
<i>PE</i>	<i>Participatory evaluation</i>
<i>RCO</i>	<i>Resident Coordinator's Office</i>
<i>ToR</i>	<i>Terms of References</i>
<i>UN</i>	<i>United Nations</i>
<i>UNDP</i>	<i>United Nations Development Programme</i>
<i>UNESCO</i>	<i>United Nations Organization for Education, Science and Culture</i>
<i>UNEP</i>	<i>United Nations Environment Programme</i>
<i>UNFPA</i>	<i>United Nations Population Fund</i>
<i>UNICEF</i>	<i>United Nations Children's Fund</i>
<i>UNV</i>	<i>United Nations Volunteers</i>

---

## Introduction

*This report has been developed as a part of mandatory activities of the UN Resident Coordinator's Office in BiH with regard to the Participatory Evaluation of four MDG-F programmes currently implemented in Bosnia and Herzegovina.*

*Participatory Evaluation (PE) is a process involving all relevant stakeholders that the program or the project refers to: implementers, partners (counterparts), beneficiaries and other stakeholders. Participation is present in all stages of evaluation – preparation and planning, data collection and analysis, identifying of conclusions and recommendations deriving from evaluation, dissemination of results and the preparation of action plans in order to improve programmes/projects.*

*This report is intended for the representatives of local, entity and state level authorities, NGOs, public utility companies, statistics institutes, schools and other national counterparts and stakeholders within the MDG-F programmes implementation in BiH as well as UN agencies and others that might find this kind of material useful in their future work and improvement of their own activities and their effectiveness.*

*The Participatory Evaluation Guide used for the implementation of the first Participatory Evaluation of four MDG-F programmes in BiH served as a theoretical base for drafting of this report while the implementation of field visits conducted by the Participatory Evaluation Reference Group served as its practical base.*

*Conclusions and recommendations adopted at the Second Reference Group Workshop held in Teslić on October 11-12 this year were finalized and agreed by the Reference Group during the second half of October – this activity was coordinated by the UN Resident Coordinator's Office in BiH.*

*This report should serve as a mechanism to be used in order to improve the activities of UN MDG-F programmes currently being implemented in BiH and as a set of lessons learned to be used in future activities of such or similar kind. In the meantime, it would be necessary to deal, more precisely, with all of the aspects addressed in this document in order to enhance this process further and to develop it in terms of its efficiency.*

*Views and facts stated in this report do not necessarily reflect the views of the Office of the UN Resident Coordinator in BiH nor any UN agency and/or national counterpart stated.*

*This report was made in the second half of October 2011.*



## Methodology and operational arrangements

### Background

In 2009, nine countries were selected as the so called countries in focus. These countries were allocated additional assistance at the national level by the MDG-Fund (MDG-F). Bosnia and Herzegovina was one of these countries. Additional assistance was allocated for extra UN communication and advocating activities regarding relevant development issues and the promotion of MDG-F programmes, as well as for the monitoring and evaluation activities (M&E). The intention to stimulate creative and innovative activities related to campaign management and promotion, monitoring and evaluation that would be promoted as examples of collective action and the impact it has on poverty and activities focused on the achievement of Millennium Development Goals was at heart of such kind of assistance. These cases (concrete examples) were to be introduced and presented at the MDG-F level worldwide and shared with the upper level governments and countries participating in this process and aiming to improve and inspire various other future activities.

One of the conditions set forth by MDG-F Secretariat in order for a country to obtain a status of the 'country in focus' was the implementation of the Participatory Evaluation (PE) using 'case study' methodology/approach. As already stated in a chapter dealing with Participatory Evaluation, this process foresees (and this is clear from its very name) the involvement of the largest number of stakeholders possible. These stakeholders are expected to participate in all of the PE stages, i.e. starting from designing, implementation and all the way to finalizing of recommendations and drafting of the final report.

A decision that was made in BiH was to conduct a single PE of four different MDG-F programmes. In order to conduct the PE, it was necessary to establish the so called **Participatory Evaluation Reference Group**. The Reference Group consisted of 29 members (see Annex 4). Representative of a donor – the Kingdom of Spain Government participated throughout its work, as a permanent member of this Group. In order to provide for the most efficient implementation of the Participatory Evaluation, the UN Resident Coordinator's Office to BiH provided technical and logistical support during the entire process. A PE Expert was recruited within the Office and this PE expert acted as a moderator of the entire process and was working directly with the Reference Group.

### MDG-F programmes in BiH

Millennium Development Goals (MDG)<sup>1</sup> represent eight international development goals that all 192 UN member states and 23 international organizations committed to reach by year 2015. (1. Eradicate extreme poverty and hunger; 2. Achieve universal primary education; 3. Promote gender equality and empower women; 4. Reduce child mortality rates; 5. Improve maternal health; 6. Combat HIV/AIDS, malaria, and other diseases; 7. Ensure environmental sustainability; 8. Develop a global partnership for development). The adoption of the Millennium Declaration by 189 UN member states in 2000 was an important moment in terms of global cooperation in 21<sup>st</sup> century. The Declaration set forth key challenges mankind is facing at the beginning of the new millennium, provided solutions for these challenges and established specific measurements to be used to measure progress in interlinked goals and tasks related to development, governance, peace, security and human rights. In such a context, the Millennium Development Goals are of great importance to BiH, having in mind that they are providing a global context establishing those aspects of the globalization process that were underestimated so far. This especially refers to eradication of poverty, humanization of growth and development assistance improvement. The MDG Achievement Fund (MDG-F) is an international cooperation mechanism whose aim is to accelerate progress on the Millennium Development Goals (MDGs) worldwide. MDG-F supports national governments, local authorities and citizen organizations in their efforts to tackle poverty and inequality.

---

<sup>1</sup> The Millennium Development Goals (MDGs)

---

In order to improve the effectiveness of assistance provided via this Fund, all of the MDG-F programmes work jointly, dealing with specific, concrete situations and problems in the field, surpassing boundaries of their individual mandates (as UN agencies), thus creating synergies and promoting partnerships.

There are four ongoing projects currently in BiH, funded via MDG Achievement Fund by Kingdom of Spain:

1. Mainstreaming Environmental Governance: Linking Local and National Action in Bosnia and Herzegovina (Environment and Climate Change);
2. Democratic Economic Governance: Securing Access to Water through Institutional Development and Infrastructure (Democratic Economic Governance);
3. Culture for Development: Improving Cultural Understanding In Bosnia and Herzegovina (Culture for Development);
4. Youth employability and retention programme (YERP) (Youth, Education, Employment and Migration).

The Kingdom of Spain established the fund called Millennium Development Goals Achievement Fund (MDGF) in 2007. BiH was one of 57 selected countries that had the opportunity to apply for funds from this source. In total, 24 million dollars were provided for the implementation of programmes in four, so called thematic windows: 1. Culture and Development, 2. Economic Governance, 3. Environment and Climate Change and 4. Youth, Employment and Migrations.

For more information on four MDG-F programmes in BiH, see the Participatory Evaluation Guide for four UN MDG-F programmes in BiH (Annex 1).

### **Participatory evaluation**

The participatory evaluation (PE) is the process involving all those concerned for or addressed by programmes/projects: implementers, partners, beneficiaries and all those in(directly) affected by programmes. Participation takes place in all of the evaluation stages – preparation and planning, data collection and analysis, identifying of evaluation conclusions and recommendations, presentation of results and preparation of action plans in order to improve programmes/projects.

Participatory evaluation foundations consist of: development of participants' capacities to reflect on, analyze and act; contribution in terms of the lessons learned leading to corrective measures and improvement; and assuring the accountability of participants in the process of achievement of programme goals.

Its basic features can be summarized as: it is based on local resources and capacities; it recognizes tacit and inherent wisdom, skills and knowledge of end beneficiaries; it demonstrates creativity and knowledge of end beneficiaries on the environment they are operating within; it provides for the participants to become part of the decision-making process; it uses moderators as catalysts assisting participants to ask 'key' questions. The emphasis is being put on participants and beneficiaries not as mere sources of information, but as active participants in an overall evaluation process. They are expected to participate in a very drafting of the process, defining of ToRs and questions, data collection and analysis, conducting of interviews as well as formulation of recommendations and implementation of changes agreed.

The experience has shown that the PE enhances the implementation of programmes/projects. By listening to and learning from program beneficiaries, counterparts from the field and other actors knowing why a certain program is functioning or not, it was concluded that the PE is a crucial foundation for its improvement. In addition, the more the programme stakeholders are involved into identification of evaluation questionnaires, data collection and analysis, the more likely it is that they will use the information gained to improve the overall process. Thus, the PE assists to both the programme/project holders and beneficiaries to act based on knowledge gained within the implementation of this process.

One of the elements for the implementation of Participatory Evaluation were 'case studies', in this case, these were the initiatives implemented at the territory of four selected municipalities.

Four (4) municipalities, out of total of 70 municipalities in BiH the four UN MDG-F programmes are being implemented in have been selected in the process of implementation of this PE - Bihac, Istocno Sarajevo, Banja Luka and Mostar. The criteria for their selection were:

- the number of programmes being implemented at the territory of a certain municipality;
- number of local stakeholders – partners directly participating in programmes;
- adequate geographical and administrative (entity) representation;
- positive/negative experiences UN agencies had while working with municipalities (direct proposals).

## Framework

As we already stated in a document called *Programme Participatory Evaluation Guide for the implementation of evaluation of four UN MDG-F programmes in BiH* (Annex 1), the overall process of PE implementation is conducted in three stages.

All necessary documents related to four MDG-F programmes currently being implemented in BiH was analyzed during the **first (preparatory) phase**. Based on data and information collected, a Participatory Evaluation Guide was prepared in cooperation with the UN Resident Coordinator's Office in BiH. Initial meetings were held with each of the programme managers and managers of UN agencies involved, in order to establish potential PE Reference Group members. The localities (municipalities) that were to be visited have also been selected. In addition, all the necessary documents for the implementation of the first PE Reference Group workshop were prepared (Annex 1 and 3).

**Second phase (implementation)** started by organizing and implementation of the **first PE Reference Group workshop** (Annex 4 and 5), attended by all of the selected Reference Group members. In addition to an educational part of this workshop used to explain the principles of work and the Participatory Evaluation concept, as well as some basic info on programmes and UN agencies (Annex 3), the participants were expected to jointly (in collaboration) define relevant questions and to agree upon a final version of a survey questionnaire used during field visits in four municipalities - Istocno Sarajevo, Mostar, Bihac and Banja Luka (Annex 2).

Conclusions from the first Participatory Evaluation Reference Group workshop held in Teslić on September 5-6 of the current year (Annex 4) – in terms of topics participants selected as crucial for the survey questionnaire – that were actually used to finalize the questionnaire (Annex 2) can be summarized in a following way:

1. Cooperation (all levels, sectors, UN agencies, municipalities...) – coordination (partners, UN agencies) – partnerships (selection, establishment, functioning);
2. Contribution to development at the local level – the effective benefits of implementation – problem solving – effects on future development trends;
3. Transfer of 'modus operandi' – sustainability – exit strategies – future activities;
4. Participation in decision-making processes – target groups (selection, participation, effectiveness) – citizens' participation and their understanding of projects – the ownership issue (the feeling of having control over the projects);
5. Problems – suggestions – satisfaction;
6. Capacity development – application of knowledge gained – quality of information available – activity promotion (visibility) – lessons learned.

Upon the completion of the first workshop and agreeing on a final version of a questionnaire (Annex 2) that was used as a starting point for an interview and discussions among the Reference Group participants and Local Counterparts Group, a pilot visit to selected locations was organized and conducted (Annex 6). One-day visits to each of four municipalities were conducted. The purpose of this activity was to prepare the stakeholders and partners in the field for a group visit by the Reference Group that was to follow several weeks later. The pilot visit conducted in the third quarter of September created the necessary requirements for the field implementation of the PE.

### Participatory Evaluation – field implementation

The field visits to all selected locations were conducted in the last week of September, in accordance with the following schedule:

East Sarajevo	September 26, 2011
Mostar	September 27, 2011
Bihac	September 29, 2011
Banja Luka	September 30, 2011

The Participatory Evaluation implementation process consisted of the plenary part (two hours of interviews and discussions between PE Reference Group and Local Interlocutors Group) and field visits to following destinations: three Information, Counselling and Training Centres, three elementary schools, Social Services Centre, Red Cross, one gallery, one Cultural Centre and an ethno village.

The total of 70 persons participated in PE implementation, 29 out of which were evaluators, 26 local interlocutors and 15 representatives from UN agencies. No problems occurred from the logistics perspective and, even being demanding, this group operating principle turned out to be feasible after all.

Initial reactions coming from representatives of both groups were very positive and favourable to the implementation of such and similar future initiatives.

Regarding the scope and quality of information collected and the ways they were presented and ranked by evaluators, a remarkable level of interest was achieved, as well as conclusions and recommendations. In certain cases, the ranking of perceptions of the level of satisfaction of respondents regarding the topic dealing with certain issues was not in line with the comments that followed, but most of the evaluation was quite in line (this particularly refers to ranking C - low). In many cases ranks A (excellent – very high level) and B (good – high level) dominated, while the rank D (not satisfied at all) was not recorded at all. Rank C is present in several cases.

WEB (*on-line*) questionnaire was available to all participants as an additional ranking mechanism. By using this questionnaire they were able to rank the entire Participatory Evaluation implementation, and also to give suggestions, comments and recommendations for potential improvements that may be applicable to future projects.

**III (finalization)** and the last **phase** have started by organizing and implementing **second PE Implementation Reference Group workshop** (Annex 5), where summary/aggregate questionnaire analysis was presented. 2<sup>nd</sup> Reference Group Workshop was held in Teslić, on October 11 -12, 2011 (Annex 6). All participants were expected to align and agree on the list of conclusions and recommendations for the improvement of the implementation process, based on information presented, (see the chapter titled **Conclusions and recommendations**).

Presentation of the analysis of 29 questionnaires gathered during the field visits (see chapter titled - **Aggregated questionnaire analysis overview** and Annex 5). A served as basis for the second workshop activities, i.e. conclusions and recommendations as well as the basis for this report. This part provides summarized observations made by evaluators as well as appropriate ranking with regard to quality (from A to D). Taking into account that the questionnaire was identical for all locations, respondents and programs, only the summary analysis was presented without being divided into programs or locations, since the essence of the evaluation was to get an insight into joint conclusions and recommendations regarding all of the programs together.

The summary of conclusions of the second workshop, referring to topics selected by participants as crucial in order to provide conclusions and recommendations, based on the questions contained in questionnaires, is presented below:

### **1. MDG-F as a model of cooperation and the contribution of the program in terms of local development**

- Participatory Evaluation participants estimated that the good level of synergy was achieved;
- Willingness of all parties to cooperate in order to achieve the common goal of contributing to local development was evident;
- Although the ratings with regard to synergies achieved were relatively high, it is evident that there is room for improvement of future cooperation of all participants;
- Model of cooperation among all of the MDG-F programme participants could be better in terms of exchange of experience (meetings, seminars, workshops, etc.);

- *The recommendation of all participants in evaluation was to include all parties even in the very early planning and project implementation phases;*
- *It was concluded that it is necessary to set up the municipal coordinators and project teams that would continuously monitor the project implementation;*
- *Better coordination planning in necessary for all of the local level actors, and more coordination meetings for all parties, including ministry representatives from all government levels are needed;*
- *If possible, the coordinators should be present at the respective internal municipal meetings and collegiate body meetings;*
- *PE conclusions should be made available to new/future project evaluators;*

### **2. MDG-F programs and their links to development strategies**

- Contribution of programmes to local development is evident. One cannot, however, from the answers given by participants/respondents, identify links with the existing cantonal, entity and state development strategies;
- It is necessary to share positive results achieved by projects funded through MDG-F with other local communities that were not involved in projects;

- *To involve municipal mayors into project implementation to a greater degree.*

### **3. Ownership**

- The answers to this evaluation question leads to a conclusion that majority of participants involved in evaluation, do not fully understand the meaning of the concept of project **ownership**. Therefore, the answers were differing;

- *Ensure the ownership at the project implementation level;*
- *During preparatory discussions with local community, it is necessary to immediately emphasize what benefits that municipality would have due to project implementation and what is the final project goal. This relates directly to the issue of project sustainability;*
- *It is necessary to promote project results (via local media) in order to improve the accountability of municipal officials involved in project.*

#### 4. MDG-F programs and the effective benefit achieved

- According to statements from evaluation participants, the effective benefit of the implementation is absolute;
  - Many specific problems the beneficiaries were facing have been resolved by implemented activities;
  - It was concluded that it was important that the effect to entire population was recognized, as well as the fact that there was a change in minds, thus the approach to problem solving started to change – into an analytical one (to recognize, define, analyze and provide a concrete solution);
  - The effective benefits achieved by implementation of all programmes were evident.
- *Promotion of less tangible activities should be emphasized (policy, mechanisms, problem solving approaches, etc.).*

#### 5. Exit strategies and the sustainability of initiatives upon the project completion

- Additional clarifications when it comes to the concept of exit strategy and ownership is needed in order to get better responses;
- *To provide for the transfer of mechanisms using sustainability plans from the very beginning of the project planning;*
  - *To introduce additional annual reports that would be used to monitor the progress made when it comes to project implementation and the reports to follow upon its completion;*
  - *To introduce specific conditionality mechanisms for the project implementation based on the quality of this implementation in the field;*
  - *To promote the mechanisms established at the local level in order for the activities to be taken over by local NGOs.*

#### 6. Inter-sectoral cooperation and the promotion of global UN issues

- The analysis of answers provided has shown that MDG-F uses a systematic approach when it comes to tackling of UN priorities;
  - Although not related to the inter-sectoral cooperation and global UN priority issues, the answers have shown an evident willingness in terms of co-financing of project initiatives;
  - Significant inter-sectoral cooperation and increased awareness in the context of global issues was established, while the special emphasis was given to participation of youth;
  - Better information flows would improve the quality when it comes to tackling of UN priorities;
- *To increase the number of coordination meetings at the sectoral level;*
  - *To additionally increase the relevance for future projects using internal (UN-partners) and external communication in order to improve the quality of information and awareness;*
  - *To start publishing the MGD-F newsletter.*

#### 7. Decision-making

- Assessment made by evaluators was that all the participants were fully involved in the decision-making process;
  - The program provided transparent decision making at all the levels of project implementation;
- *To continue to apply the participatory model in the future, since it has proven to be excellent in practice and able to deliver maximum results.*

#### 8. Citizens' awareness

- The answers received have shown that the evaluation participants did not answer to a question asked, but instead, in their answers, they equated the concept of media coverage with the level of awareness of citizens on project activities;



- In the future, additional efforts need to be invested in order to disseminate the information not only via media channels but also to find other methods that could be used to inform the public;

- *To increase, at the local level, promotion by local community and local partners/counterparts (UN already has state of the art promotion);*
- *A project team at the local level is necessary, i.e. one person from the team that would be in charge for communication and project activities promotion in each local community;*
- *It is necessary to adjust the communication modalities to target groups (Facebook for young people, Twitter, MDG-F newsletters).*

## 9. Target groups

- Answers provided have shown that the target groups that were selected were adequate and that they participated in the implementation of activities. There are, however, certain answers that are indicating the insufficient participation of target groups. Further analysis is needed in order to establish the reasons;

- *To select partners who are in direct contact with target groups.*

## 10. Satisfaction with work mode and recommendations

- To conduct a detailed analysis of reasons causing a certain number of adverse answers to a question referring to 'satisfaction with the work mode and recommendations';
- There is an evident disparity in answers to this question and answers given within the context of questions asked earlier in a questionnaire;
- Quality coming from joint work was recognized; it is also necessary to find modalities to improve joint activities;

- *To provide opportunities to attend the training in Project Cycle Management;*
- *Coordination meetings of UN agencies should be organized more often;*
- *It is necessary to define questions for specific areas in a more precise way.*

## 11. Application of the knowledge gained and benefits to citizens

- Answers provided lead to a conclusion that the capacities that would improve provision of services to citizens were strengthened;

- *It is necessary to continuously work in order to strengthen capacities and apply the knowledge acquired in practice;*
- *It is necessary to create prerequisites in order to apply the knowledge acquired by organizing a short questionnaire to be filled out on regular basis.*

## 12. Lessons learned

- Overall assessment of evaluation and results is positive;
- Answers to questions regarding lessons learned confirm the conclusion that was already made – the need to intensify work with partners at the local community level in order to provide for understanding of the overall project design concept (PCM):

- *A more active participation of local partners in such initiatives is required;*
- *It is necessary to continue efforts regarding the flow and exchange of information and enhancement of cooperation among the programmes' stakeholders.*

## Questionnaire analysis – an aggregated overview

Following results and findings were reached based on the analysis of the questionnaires collected during the field visits of the Participatory Evaluation Reference Group in charge of implementing the PE activity of four UN MDG-F programmes in BiH:

### Aggregated results derived from the analysis of 29 questionnaires

1. To what degree the MDG-F **model of cooperation**, requiring joint implementation by several UN agencies results in synergies, better implementation of activities and high quality approach to problem resolution as well as meeting of needs at the local level? What are your views and experience – as national counterparts within this process?

A	B	C	D
<ul style="list-style-type: none"><li>- The synergy is obvious as well as the saving of resources that were made.</li><li>- The readiness of all of the stakeholders in terms of cooperation is obvious, resulting in joint project implementation.</li><li>- It is good that something concrete started developing when it comes to engagement of young people.</li><li>- Such way of work gives full importance to local development, and the importance is in the fact that the small organizations were given the opportunity to pull out their full potential.</li><li>- An increased effect is felt due to joint actions by several UN agencies.</li><li>- All of the UN agencies are equally important for the implementation of projects.</li><li>- Similar meeting (PE type) was needed even earlier.</li><li>- Greater cooperation of local partners is necessary, especially cooperation between NGO and government sector.</li><li>- Cooperation model was assessed as good.</li><li>- The overall cooperation model could have been used even better.</li><li>- Large scope of projects implemented contributes to better understanding of different problems.</li><li>- Such approach provides for support to projects' permanence.</li><li>- This is the first time that any of participants are meeting with such a model of implementation.</li><li>- There was scepticism that was felt in the beginning, in terms of the implementation modality. This scepticism disappeared later on, enabling the projects to be implemented without any problems.</li><li>- It would be impossible to implement all these activities without the MDG-F support.</li><li>- We haven't even noted that the several UN agencies were involved in project implementation – they all acted as a single team – all in all 'the high five'.</li><li>- Such kind of implementation is great, since it enables for the cooperation of several sectors.</li><li>- Each UN agency led their part of activities; there was no overlapping, i.e. additional burden for local counterparts.</li><li>- The communication established between all the participants in the process was excellent.</li><li>- Great level of support as well as guidance from UN agencies towards local partners in terms of project implementation was evident.</li></ul>			



2. To what a degree your activities, funded through MDG-F programme, contribute to **local development**, and have these activities been aligned with the existing strategies (local, cantonal, entity, state level)?

A	B	C	D
<ul style="list-style-type: none"> <li>- To a maximum degree.</li> <li>- Communication between local partners improved.</li> <li>- Much more compared to initiatives conducted by local community itself.</li> <li>- Projects do not receive considerable support from local authorities.</li> <li>- Progress in local development was made, but there is a need for a higher level of assistance from governing structures.</li> <li>- Project activities are in line with local development strategies.</li> <li>- Involvement and youth activism in the implementation of 'mini' action plans is significant.</li> <li>- All activities funded through MDG-F have significantly and precisely contributed to local development and involvement of local population into project implementation.</li> <li>- Projects fit into local communities' development plans.</li> <li>- Contribution to local community is unquestionable.</li> <li>- Very good results were achieved.</li> </ul>			

3. What was the **ownership** (*active participation in planning, management, decision-making and the application of national (local) procedures and resources, etc.*) of local partners over project activities implemented with the MDG-F support (administration, non-governmental sector, communities, schools, etc.) like?

A	B	C	D
<ul style="list-style-type: none"> <li>- At a high level.</li> <li>- We feel as absolute owners of the project.</li> <li>- The sense of ownership is present; unfortunately, the difficulties were faced in terms of relations with representatives of local authorities.</li> <li>- Participants were not involved from the beginning in the selection of localities/schools and partners to work with.</li> <li>- Participants feel themselves as project activity owners.</li> <li>- In majority of cases, local partners did not have influence with regard to selection of target groups.</li> <li>- All projects had high quality implementation teams, good coordinators and all of them are sustainable.</li> <li>- None of the partners stated that they felt or noted some sort of imposition by MDG-F teams.</li> <li>- Beneficiaries of projects supported by MDG-F have the sense of 'ownership' over project activities.</li> <li>- Domestic resources were used at all of the implementation process levels.</li> <li>- Decisions are taken on their own.</li> <li>- It is important that the project implementation provides for the use of own human resources and finds additional ones.</li> <li>- The sense of ownership is uneven (there is no extended ownership).</li> <li>- Schools felt these programmes as their own.</li> <li>- There were certain initial problems due to local interests.</li> <li>- DevInfo indicators – to improve the way institutions are collecting data (the methodology foreseen is not being observed).</li> <li>- There is a problem with the motivation of members in charge of implementation.</li> <li>- Many are part of the process because they were told to 'be there' and they don't feel the project as their own.</li> <li>- The human factor is the most important one.</li> </ul>			

4. In your opinion, what were the **effective benefits** from the implementation of project activities funded through MDG-F programmes at the local level; what **concrete problems** were solved?

A	B	C	D
<ul style="list-style-type: none"> <li>- Projects had resulted in great effective benefits to citizens.</li> <li>- Special benefits are evident among youth, who acquired new skills and became motivated to stay in BiH.</li> <li>- The employment of young people increased.</li> <li>- All the projects that were reviewed had very concrete goals as results.</li> <li>- Multi-purpose improvements through use of new problem-solving approaches.</li> <li>- Great benefits for young people in all aspects – development of life skills and abilities.</li> <li>- Concrete problems faced by different target groups in local communities have been recognized.</li> <li>- Exchange of experiences was assured.</li> <li>- Project implementers solved numerous problems, from education to funding, from research and outreach to planning modalities, etc.</li> <li>- Striving to achieve benefits for the community at large by expansion of knowledge and initiatives of young people is evident.</li> <li>- Benefits for organizations (NGOs), project activities' holders in terms of a more professional attitude towards obligations deriving from activities are evident.</li> <li>- Communication with the media was elevated to a higher level.</li> <li>- The projects had positive impact in terms of change of people's awareness.</li> <li>- Additional values have been created in terms of human capital – people are becoming more interested to engage in such and similar activities even after the project ends.</li> <li>- Human capacities within and around the project were developed.</li> <li>- All of the projects that were implemented resulted in concrete effective benefits for the local community.</li> <li>- Joint action and cooperation of a large number of partners was assured, resulting in greater synergies.</li> <li>- Inclusion of different social categories was increased.</li> <li>- New initiatives were created.</li> <li>- Experience and trainings were listed – that cannot be classified as effective benefits.</li> </ul>			

5. Has the **transfer of mechanisms and procedures (*modus operandi*)** to the local level upon the completion of project activities been designed and to what degree, and what steps do you intend to take in terms of **exit strategies** regarding the **sustainability** of initiatives (according to mandate, roles and decision-making levels)?

A	B	C	D
<ul style="list-style-type: none"> <li>- Yes, to a sufficient degree.</li> <li>- The focus is on training for all generations.</li> <li>- The MDG-F program provided conditions for project sustainability.</li> <li>- Prerequisites for the sustainability of project and ideas were provided via MDG-F.</li> <li>- It is not apparent how the project beneficiaries will provide for its sustainability.</li> <li>- Sustainability will be assured by implementation of local development strategies.</li> <li>- Sustainability will be assured, provided that the local authorities support the continuance of these or similar activities.</li> <li>- The idea/methodology should be expanded to new groups and localities.</li> <li>- Cross-border initiatives have been initiated.</li> <li>- National institutions will take the part of these activities over.</li> </ul>			

- Projects have high quality start and finish aligned with strategies, needs, etc., therefore the continuation or replication would be a logical follow-up of such a process.
- Spontaneous initiatives and products are being pointed out as results of high quality of project implementation.
- Project beneficiaries have devised exit strategies in terms of project sustainability.
- Internal guidelines within organizations were made regarding this issue.
- Thanks to MDG-F programme, capacities for project development within the organization were developed.
- We already actively use all the instruments and tools adopted during the project.
- Project holders and their partners have a clear vision regarding the implementation modality and the continuation of activities upon the projects' completion.
- It is necessary to provide new sources of funding for further operations.
- Lack of funds is a huge problem.
- The municipality has already taken concrete steps in order to make the project sustainable.
- Plans for the continuation of activities even upon the completion of the project exist.
- There is a need for greater cooperation between the sectors that would enable for the easier operations at the local level.

6. Has the **inter-sectoral cooperation** within the projects funded by MDG-F programme at the local level been established and in which way? What impact such a cooperation had in terms of promotion of the **global UN priority issues** (gender equality, environment protection, youth, etc.)?

A	B	C	D
<ul style="list-style-type: none"> <li>- Awareness on global UN issues was raised.</li> <li>- Cooperation with different population categories (persons with special needs) was established.</li> <li>- Cooperation with NGO sector and schools was developed.</li> <li>- Operations were improved by introducing 'the young personnel'.</li> <li>- Inter-sectoral cooperation was partially achieved.</li> <li>- Significant engagement of young people in order to find additional financial resources.</li> <li>- More could have been done if only the information flow have been better.</li> <li>- Intersectoral cooperation led to easier problems identification and resolving.</li> <li>- All of the project activities have been directed towards the establishment and development of inter-sectoral cooperation and joint resolving of problems while underlining global issues.</li> <li>- Relations between local partners and government institutions improved during the project implementation.</li> <li>- In certain areas, even the international cooperation was established.</li> <li>- Cooperation had great impact when it comes to the promotion of global UN issues.</li> <li>- Project activities had indirect impact in terms of promotion of global problems.</li> <li>- The involvement and engagement of young people was of special importance to promotion of global issues.</li> <li>- This case has shown that the systemic approach demonstrated in the form of MDG-F programmes resulted in (un)intentional coverage of almost all of the UN global priority issues.</li> <li>- Cooperation aiming to address the real needs of citizens was established.</li> <li>- Everything done so far improved the intersectoral cooperation.</li> <li>- It is important to continue cooperation in order to get new projects.</li> <li>- There is an evident facility of communication established.</li> <li>- There is an evident involvement of representatives of different institutions in working groups.</li> </ul>			

- There is a need for more openness and cooperation between institutions.
- An increased number of enquiries related to co-funding of project activities are evident.

7. How would you evaluate **the decision making process** in terms of the implementation of projects at the local level? In which way you participated in selecting of activities, resolving of specific problems, suggestions to change something, etc. (at the level of administration, non-governmental sector, communities, schools, etc.)?

A	B	C	D
<ul style="list-style-type: none"> <li>- Work in the spirit of complementing via joint decision making.</li> <li>- Complete freedom was given in terms of decision making, naturally, providing for the compliance with the legal framework.</li> <li>- Local partners were constantly consulted when it comes to the implementation of project activities.</li> <li>- Participants were involved into decision making processes to a maximum degree.</li> <li>- Everything that was done was planned and according to procedures.</li> <li>- There is a very concrete and direct involvement with possibility to create and give suggestions.</li> <li>- All structures participated in decision development and adoption.</li> <li>- Decisions were made in an interactive way among all the relevant stakeholders without significant influence from MDG-F teams.</li> <li>- The local ownership over the ideas, projects, etc. was respected in all cases.</li> <li>- Project beneficiaries were fully involved into decision-making process (with the exception of the part referring to financial management, which is natural...).</li> <li>- Beneficiaries were very independent in the decision-making process.</li> <li>- Decisions were made by project manager in cooperation with local partners.</li> <li>- Very positive experience in this regard.</li> <li>- Participatory process is present – in the beginning it was not fully understood, but in the meantime it became fully accepted.</li> </ul>			

8. To what degree are you satisfied with the **quality** of project activities funded via MDG-F programmes that were implemented or are being implemented at the local level? Are the **citizens** aware, to a sufficient degree, of these initiatives and in which way?

A	B	C	D
<ul style="list-style-type: none"> <li>- Very satisfied.</li> <li>- Herzegovina is 'dead' without the presence of UN agencies.</li> <li>- There is lack of staff needed in order to include more citizens into such and similar initiatives.</li> <li>- Good media coverage.</li> <li>- Citizens are well informed about project activities.</li> <li>- Involvement of citizens was weak as well as the media coverage.</li> <li>- Quality of project activities was good.</li> <li>- The level of awareness among citizens, when it comes to implemented MDG-F projects, is insufficient.</li> <li>- There is still lot to do in terms of availability of information to citizens at large about projects but a lot has already been done within these initiatives.</li> <li>- All the events had adequate media coverage.</li> <li>- Activities were well planned and had adequate media coverage.</li> <li>- Very satisfied.</li> <li>- We are extremely satisfied – beyond expectations when it comes to activities implemented, innovative ideas and cooperation with partners.</li> </ul>			

- Insufficient number of initiatives from local community.
- It is necessary to promote such and similar ideas within the local community via media.
- This part was well covered, but there is still place for improvement.
- Citizens could start initiatives, but they are unaware of their capacities and opportunities.
- Citizens were fully involved in project activities.
- Media provided adequate media coverage of project activities.
- Lesson learned – it is necessary to move the focus from direct beneficiaries to local communities.
- There were no problems when it comes to inclusion of citizens into project activities.

9. To what a degree have the **target groups** that the programs funded via MDG-F programmes refer to been **selected** in an adequate way and to what degree they effectively **participated** in such initiatives and the selection of activities?

A	B	C	D
<ul style="list-style-type: none"> <li>- Target groups were selected and included into project implementation process in an adequate way.</li> <li>- Target groups have been selected, but we are still to see if there will be nay effects.</li> <li>- It is commendable that no kind of ‘elitist concept’ was used in selecting schools.</li> <li>- The active participation in making proposals and including certain categories that were, at the beginning, not being included enough is evident.</li> <li>- The participants had the opportunity to influence the selection and profiling of target groups according to needs.</li> <li>- Perhaps a bit more space should have been given to citizens at large, but in terms of time, this was not feasible.</li> <li>- Target groups have not been changed, but the groups of participants that would directly benefit from it once the project becomes sustainable have.</li> <li>- Target groups were selected in a high quality way.</li> <li>- Lack of participation of target groups in activity selection process is evident.</li> <li>- Target groups were not consulted when the activities have been selected.</li> <li>- Target groups have been selected in an adequate way and they always had the opportunity to give their opinion, make their proposals, etc.</li> <li>- Extreme satisfaction in this regard.</li> <li>- An open approach used lead to new initiatives.</li> <li>- Municipal priorities were taken into consideration.</li> <li>- The need to extend the initial groups of beneficiaries in accordance with the possibilities was recognized.</li> <li>- The children were given the opportunity to express what they want to change in their community on their own as well as the way of how to do it.</li> </ul>			

10. To what degree are you **satisfied** with such an **approach** – the work of several UN agencies and national counterparts in the implementation of such and similar initiatives and what **suggestions** would you give in order to **improve** the overall **process** of implementation of projects funded via MDG-F programmes at the local level?

A	B	C	D
<ul style="list-style-type: none"> <li>- To increase the pressure towards the representatives of local governments in terms of their greater engagement.</li> <li>- Satisfaction with the work of UN agencies.</li> <li>- To increase the level of awareness/information of young people about the work of UN agencies.</li> <li>- Local partners do not have counterparts among the representatives of local authorities.</li> </ul>			

- Everyone should invest the maximum of efforts in order to change things (the way the students do – a ‘door to door’ approach).
- Better involvement of all partners into project coordination itself is needed.
- Greater level of awareness/information and coordination among different MDG-F projects is necessary.
- There was no insight in terms of financial capacities, thus the initiatives were split into smaller components.
- Introductory meeting at the level of all MDG-F projects were missing.
- It would be good to have MDG-F representatives more in the field.
- A question needs to be asked when it comes to MDG-F’s approach in terms whether the local partners should be left to work on their own, thus developing their capacities while receiving guidance and instructions from UN partners or to work together all the time.
- We are very satisfied and we have no suggestions.
- Successful communication with the MDG-F programme.
- The issue of monitoring has been raised – although everything was done well, it is not clear how much monitoring is needed by MDG-F.
- Change of report forms at the beginning of the project implementation used to confuse partners and make the task more difficult. Simplification in that regard would be of great help.
- Communication between local partners engaged in projects improved.
- More joint meetings are necessary – ‘everyone in one place’.
- Cooperation with UN agencies is very good.
- In terms of importance, quality of projects is critical.
- UN agencies are very determined in their intent to develop local capacities.
- More alignment among domestic partners is necessary.
- All partners should plan their activities jointly.

11. To what a degree the **knowledge acquired and capacity development** can be applied concretely in **daily** work? Is there a way for **citizens** to benefit from it in terms of improvement of **services** provided to them at the local level?

A	B	C	D
<ul style="list-style-type: none"> <li>- To the greatest extent possible.</li> <li>- I have learned how to manage one UN project and now I am ready to do it again.</li> <li>- To use the knowledge gained while working in UN projects in order to move into larger ventures.</li> <li>- The knowledge gained is applicable in daily work, which leads to better provision of services to citizens.</li> <li>- Knowledge and capacities have been strengthened significantly.</li> <li>- Conditions need to be created – by constant work and engagement in order to apply the knowledge gained.</li> <li>- The benefits will be most evident in the rural part.</li> <li>- Knowledge, skills and results are being used on daily basis.</li> <li>- Knowledge gained and capacities developed can be applied, in a concrete way, in everyday activities.</li> <li>- The implementation of projects significantly changed the way of thinking of the local population in terms of attendance at education activities and application of the knowledge gained in their work.</li> <li>- Knowledge gained is already being implemented in daily practice leading to provision of better services to citizens.</li> <li>- Trainings have been well designed and concrete.</li> <li>- The young people – future creators of new projects were provided the opportunity to gain extensive experience.</li> </ul>			

- It is obvious that beforehand certain services weren't able to provide the set of services they are able to provide now.
- It is necessary to continue with trainings.

12. What are the **lessons** you have **learned** from the process of implementation of projects funded via MDG-F projects compared to your role in these projects? If it was possible to start over, what would you change in terms of defining of the purpose of project, its priorities, selection of partners, target groups, etc?

- There is nothing that needs to be changed.
- Rigid systems can be changed by persistence and work.
- I would be more frank when working with people.
- All of this was beneficial to us in several ways – we learned how to manage a project, how to manage human resources in order to identify and resolve specific problems.
- Enrolment policies at high schools and universities should be changed and other types of professions promoted.
- It is necessary to be 'more aggressive' regarding the planning phase.
- Efforts should be made to develop capacities of people within the local community so that they could work on implementation of projects.
- Better financial planning (projections) would improve the implementation significantly.
- It is necessary to reduce the influence of politics to implementation.
- UN procedures were not an obstacle to a successful project implementation.
- The local partners could play more active role in such initiatives.
- Implementation of these and similar projects is changing the way people think for the better.
- Positive practice of extra-curricular activities that did not exist before was introduced.
- Positive practice was recognized by local community.
- It is necessary to design a long-term continuation of activities.
- It is important to find the right people from the beginning and to place them to right positions (places).
- The most important thing is the team.
- It became evident that the children would invest more of their efforts into initiatives they selected themselves.
- Schools are not prepared for children with special needs.
- When planning programmes, the UN agencies should include national partners to a greater degree in order to avoid overlapping of activities.
- The importance of the joint work and the acceptance of the 'ownership' principle were pointed out.

#### **Additional comments**

- I like this type of evaluation since it is more humane in nature – it is not simple drafting of narrative reports just to meet the requirements.
- Media campaign in order to inform the citizens is necessary.
- Lack of coordination between different projects is evident.
- Project managers should provide conditions that would prevent overlapping of certain activities within other initiatives.
- Satisfaction with all of the project components is evident.
- The exchange of experiences is important as well as meetings with everyone 'at the same place'.
- Considering that the project activities were implemented in three municipalities within the City of Istocno Sarajevo (I.N.Sarajevo, I.Ilidza and Trnovo), participation of representatives of all three localities



should have been provided for.

- The programmes opened the space for joint action and opened opportunities for new initiatives.
- Several institutions benefit from a single programme.
- Number of enquiries regarding the co-funding possibilities was increased – transition from the passive to proactive way of thinking.
- It is important to include all the stakeholders from the very beginning.
- *During presentations, the participants pointed out plans and strategic documents as positive experience but did not show sufficient alignment with these when it comes to practical examples.*
- An interesting situation of reviewing all four components.
- Intersectoral cooperation was improved.
- It seems that all the stakeholders are aware and ready to take over their roles and responsibilities.
- Participants are aware of the importance of the team work and information flow.

## Conclusions and recommendations

Based on the facts stated, general conclusions can be made:

- The Participatory Evaluation of the implementation of four UN MDG-F programmes in BiH is an innovative and very positive experience serving as good exercise to all of the stakeholders involved, enabling them to get a more realistic overview of the situation when it comes to implementation of MDG-F programmes in BiH, their roles and views of local partners in comparison to realization of the Millennium Development Goals in BiH.
- The methodology itself for the implementation of Participatory Evaluation, in regard to baseline and real situation within the context of space and time is assessed as being good, noting that there is space for improvement of the concept itself and the quality of questions used in a questionnaire (in terms of avoiding repetition of parts or even entire questions, tackling several different topics within a single question, simplification of questions and explanation of certain terms and concepts, the set up of the system used to rank answers, etc.);
- The concept of cooperation applied by MDG-F has created and continues to create new synergies between all partners involved in the process of realization of activities of programmes currently being implemented in BiH, and leads to resolution of concrete problems within local communities, supports intersectoral cooperation, promotes global UN issues, achieves effective results and contributes to the overall development of local communities and the society in general;
- More attention should be paid to the overall promotion of MDG-F activities in terms of presenting of positive results and success stories as well as to better/greater information flow and more purposeful overall coordination with all the stakeholders involved in the process and especially among the UN agencies themselves and the MDG-F programmes;
- Local partners are aware of their engagement, sometimes insufficient, in the implementation of project activities as well as insufficient support that the representatives of the local authorities are providing in that regard. This directly affects the sustainability of project initiatives upon the completion of MDG-F programmes;
- The participatory model of implementation of programme and project activities, in terms of involvement of several UN agencies and intersectoral selection of national counterparts



---

(governmental, non-governmental) has proven to be an excellent one – offering concrete results, and the biggest benefits from it should be enjoyed by young population in times to come.

Based on general conclusions listed, following recommendations are being proposed to UN agencies:

- To involve the future process participants (partners, stakeholders, target groups, etc.), and especially the municipal mayors into entire process, from the very beginning, i.e. from the programme activities and goals programming phase, by organizing extended coordination meetings (representatives of several programmes according to ‘all in one place’ principle). These meetings should be used to directly explain to local partners what they are gaining by implementation of specific activities and to inform them of their roles and responsibilities as well as of a wider context of action (this is of special importance for such or similar future programmes);
- When it comes to promotion of greater/better commitment/engagement of local partners, it would be recommendable to introduce the mechanisms by which the project implementation would be conditioned, in order to obtain a continuous support from UN agencies – if a satisfactory quality of activities’ implementation in the field is achieved.
- To keep on working continuously in order to strengthen capacities and to apply the knowledge acquired within local communities by providing additional trainings (such as PCMs etc.) and progress monitoring mechanisms (in terms of different questionnaires, reports, studies, etc.) even after the completion of project activities in order to provide for their sustainability;
- To increase the visibility of all activities related to MDG-F programmes in BiH in terms of promoting concrete results, less tangible activities, indirect benefits and raising of awareness of citizens in general. Additional pressure should be used in order to motivate local partners to contribute in that regard as well.

Following recommendations are proposed to representatives of local governments:

- There should be the project team and coordinator designated in each municipality where the programme/project activities are being implemented (adequate and competent persons should be appointed) that would, during the entire implementation process be in charge of monitoring and realization of activities, coordination with partners, target groups and other relevant stakeholders as well as for the promotion of project activities and the overall MDG-F idea and concept at the local level;
- Initiatives contributing to sustainability of project activities should be considered from the very start of cooperation with UN agencies. It would be advisable, in that regard, to provide for the transfer of mechanisms and tools acquired during the project implementation by developing sustainability plans and exit strategies even as early as during the future activities planning stage;
- More efforts should be invested in terms of overall visibility/promotion of the MDG-F cooperation concept, UN agencies’ joint actions, benefits and results as well as the increase of general awareness of citizens on these issues in order for them to become more interested and involved in an overall process.

---

## **Annex 1**

# **Participatory Evaluation Guidebook**

---

## Participatory Evaluation

### What do we mean by participatory evaluation?

The participatory evaluation (PE) is the process involving all those concerned for or addressed by programmes/projects: implementers, partners, beneficiaries and others. Participation takes place in all of the evaluation stages – preparation and planning, data collection and analysis, identifying of evaluation conclusions and recommendations, presentation of results and preparation of action plans in order to improve programmes/projects.

### What are the PE functions?

1. Development of participants' capacities to deliberate, analyze and act;
2. To contribute to lessons learned leading to corrective measures and improvements;
3. To provide for the accountability and ownership of participants within the achievement of programme goals.

### What are the basic features of PE?

- It is based on local resources and capacities;
- It recognizes tacit and inherent wisdom, skills and knowledge of end beneficiaries;
- It demonstrates creativity and knowledge of end beneficiaries on the environment they are operating within;
- It provides for the participants to become part of the decision-making process;
- It uses moderators as catalysts assisting participants to ask 'key' questions.

The emphasis is being put on participants and beneficiaries not as mere sources of information, but as active participants in an overall evaluation process. They are expected to participate in a very drafting of the process, defining of ToRs and questions, data collection and analysis, conducting of interviews as well as formulation of recommendations and implementation of changes agreed.

Challenge: Depending of the context in which the PE is being implemented, one should primarily check to what degree the final beneficiaries can be actually involved into the evaluation process.

*PE is typically marked by several elements that are making it different that the standard, conventional evaluation*

**The process is owned by its participants.** PE is focusing on information primarily needed by programme participants themselves and not the donors as usual. In this case, the donor just assists participants (stakeholders) to implement their own evaluation, thus giving them the ownership over the process at the same time increasing their commitment to effective achievement of results of the process and providing their engagement in activities that are to follow.

**Participation framework varies.** Framework for participation of those participating in evaluation varies, in terms of scope and role from case to case. For example, while some evaluations include only those closely linked to programmes/projects, other may be more extensive and cover a whole range of participants indirectly linked to them.

**Negotiations among the evaluation participant.** The PE process implies communication and participation within the group of participants in terms of reaching of consensus on evaluation conclusions, problem solving and development of improvement plans.

---

**Differing standpoints.** Standpoints of all PE implementation participants are being heard and considered. PE implies that the 'stronger' participants would allow the 'weaker' ones to speak and present their attitudes, opinions and priorities.

**The PE implementation process is a learning process.** The very process of PE implementation gives the participants the opportunity to develop their own capacities and acquire new knowledge and skills. The focus is being put on identifying of the lessons learned helping participants to improve the programme/project implementation and to assess to what degree the goals that were set have actually been achieved.

**Flexibility of the overall process.** Despite the fact that certain activities are necessary during the preparatory stage, i.e. development of the preliminary PE implementation plan, majority of decisions are, to the highest degree possible, being adopted jointly and in participation. Evaluation questionnaires, data collection and methods of analysis are set by participants themselves and not the external evaluators.

**Empiric orientation.** A good PE is based on empirical data and it usually uses the *quick evaluation techniques* in order to establish what is going on and why.

**Use of moderators.** In case of PE, the participants (stakeholders) themselves are implementing evaluation and not the external evaluators as in 'standard' evaluations. However, one or several external experts are being used as moderators, i.e. assisting as mentors and trainers.

### **Genesis – how was PE developed?**

Experimenting with PE in different parts of the world started in early 70-ies. In the beginning, this type of evaluation was only used by social researchers and those directly involved in certain development programmes primarily in areas of adult education, rural development and sociology.

PE derived from something that was initially called participatory development – an approach that was trying to give voice to those groups that did not have the opportunity to 'express' themselves – poor, deprived, etc. Assessments (evaluations) that were conducted were reduced mainly to mere quantification of results in the field, without direct processing of the ways in which certain development activities were implemented not the opinion of direct beneficiaries whose conditions were to be improved by these actions. Dissatisfaction by 'classic' evaluation by external evaluators, without direct involvement of local partners and process participants led to search for new approaches and techniques that would resolve the problem of insufficient involvement of all stakeholders within the process.

Activities mentioned resulted in development and experimenting with a line of new methods of evaluation implementation, RRA (*Rapid Rural Appraisal*) being one of them. By time, the RRA turned into PLA (*Participatory Learning and Action*)<sup>2</sup> and FSR (*Farming Systems Research*)<sup>3</sup>.

---

<sup>2</sup> RRA (*Rapid Rural Appraisal*); PLA (*Participatory Learning and Action*). The idea was developed at the University of Sussex (Engl.) as a response to slow implementation of different methods of evaluation of development programmes in the field of rural development. This led to transfer to the participatory approach to information collection involving local participants into information collection and analysis processes by using popular learning methods such as mapping, field visits, scoring and ranking (using seed, stones or branches), development of institutional graphs, etc. (standard M&E methods). RRA is, more and more, using the inclusion of different stakeholders into this process and it allows them to learn more from their own experience, thus this approach was transformed into PLA that is being used today as well in more than 130 countries worldwide.

<sup>3</sup> *Farming Systems Research*

---

PE is concentrated on people (and not the mere statistics and data) – the project participants and final beneficiaries are thus becoming the key stakeholders of the evaluation process and are directly involved into its implementation, thus, they are losing the status of the mere subject of evaluation.

The PE is reflective, action oriented and aiming to develop capacities by:

- Providing opportunities to participants and beneficiaries to deliberate on project's progress and obstacles;
- Generating the knowledge that would lead to implementation of lessons learned which, again, leads to corrective measures/actions and the improvement of the overall process;
- By providing participants and beneficiaries with a tool to transform their own environment.

### **Why should we implement the PE?**

The experience has shown that the PE enhances the implementation of programmes/projects. Listening to and learning from program beneficiaries, counterparts from the field and other actors knowing why a certain program is functioning or not, is a crucial foundation for its improvement. In addition, the more the programme stakeholders are involved into identification of evaluation questionnaires, data collection and analysis, the more likely it is that they will use the information gained to improve the overall process. Thus, the PE assists to both the programme/project holders and beneficiaries to act based on knowledge gained within the implementation of this process.

#### *The PE has following benefits:*

- It examines relevant questions by including key stakeholders starting from the very evaluation drafting stage;
- It promotes the process of learning of its participants about the programme and its performance and increases their understanding of standpoints of other participants within the same process;
- It improves participants' evaluation skills;
- It mobilizes participants, focuses on team work and develops joint commitments in terms of actions based on recommendations deriving from the evaluation itself;
- It increases the opportunities for the information deriving from the evaluation process to be used as factors for the improvement of program/projects' performance.

#### *However, certain shortcomings may appear. Thus the PE for example:*

- May be considered as less objective since it presumes the participation of (non)directly interested stakeholders that have their specific interests to participate and thus to affect that process in directions they wish for;
- May be less useful when it comes to indicating highly technical aspects of the project/programme;
- It requires significant amount of time and resources in order to involve a wide range of stakeholders that would participate in it;
- It diverges the staff involved from their daily tasks and duties;
- It may be misused by certain participants in terms of using it to achieve their own interests and goals.

---

## The framework for action consists of four stages:

1. Pre-planning and preparation (defining the conceptual framework, parameters – what can (not) be achieved by PE, assessment of resources and mitigating / aggravating elements, determining of facilitators and PE team members as well as evaluation purpose and goal(s);
2. Development of questionnaires (encouraging team members to participate in development of key questions – via interactive workshops, joint defining of the evaluation focus);
3. Data collection and analysis (training of team members in field data collection methods, joint collection of the field data, joint analysis of this data);
4. Conclusions and actions (ranking of problems/issues, coordination of resources needed for these issues to be resolved, undertaking joint activities).

## Seven steps of the PE implementation

**Step 1 – Decision regarding the adequacy of use of the participatory evaluation approach.** PE is especially useful in cases when there are certain issues related to problems in the implementation of programmes/projects or their impact to beneficiaries themselves or when it comes to information related to knowledge of participants about programme goals or their views on the implementation progress. Traditional evaluation approaches are more appropriate in cases when there is need for an independent evaluation, when there is a specific technical, specialized issue to be resolved, when a standpoint of an independent expert is sought and when participants lack skills or time to participate in evaluation as well as when it is evident that there is no common approach to problem solving among participants and when the group work is not feasible.

**Step 2 – Decision on the level/degree of participation.** Which groups (participants) would participate and what would be their role? The participation can be extensive, with a wide range of participants or, as an alternative; it may be reduced to one or two interest groups. For example, if the goal of evaluation is to establish what is preventing the implementation of a certain program, the field staff should be involved. Alternatively, if it refers to the impact the programme is having on local community, final beneficiaries should be included. If the purpose of evaluation is to find to what degree the programme participants understand programme goals and what is the stage of implementation, it would be better to have a wide ranging auditorium and that involves the inclusion of the larger number of people. Roles of participants may vary – from pure information providers, i.e. sources of information to full participation in certain or all stages of this process.

**Step 3 – Preparation of the framework for activities.** Analysis of approach – basic methods, timeframe, logistical support and funding. Special attention should be paid to defining of roles of external moderators and evaluation participants themselves. Issues related to set-up and elaboration of evaluation questionnaires as well as the selection of methods in terms of data collection and analysis should, to a degree possible, be left to group – participatory activities and should be derived as a result of common actions.

**Step 4 – Implementation of an initial workshop with the PE team.** The PE process starts by a workshop involving process participants and the members of the future PE Reference Group as well as moderators in charge of the facilitation of the overall process. The purpose of this workshop is to establish consensus on the objectives of evaluation, to clarify the framework of action, roles and responsibilities, review the timeframe, logistical support, general work plan and to train the participants on how to apply basic data collection and analysis tools. With the facilitation by a moderator, participants should develop and identify the evaluation questionnaire with questions they want to be answered and consequently the instruments

for data collection and analysis. These activities are used to establish foundations for the start of implementation of evaluation in the field.

**Step 5 – Implementation of evaluation.** PE strives to achieve the maximal involvement of participants into its implementation in order to provide for learning and acquisition of new knowledge and skills. The participants should define what they want to do, when and how on their own. Accordingly they will define questions, methodology, instruments, necessary resources and time. PE usually uses some of the so called *quick evaluation methods* that are much simpler, faster and cheaper than standard, conventional research methods. The moderators are usually experts in these methods and are teaching other participants and the process stakeholders how to use them and how to get the maximum of results from them.

**Step 6 – Data analysis and establishing of the consensus on results.** Upon the collection of desired data, these data are, in a participatory way, being analyzed and interpreted in order to develop a common block of (newly acquired) knowledge. When such an analysis is conducted, the moderator will assist participants to reach consensus in terms of results, conclusions and recommendations. In cases of disagreement among participants, the moderators often resort to negotiations with groups with conflicting opinions in order to reach final agreement. Development of common understanding of the results gained, based on empirical data thus becomes the basis of common work.

**Step 7 – Preparation of an action plan.** The final moderator's task is to assist the participants to develop the action plan and recommendations to improve the programme performance. Knowledge acquired in terms of strengths and weaknesses of the programme are translated into actions. Strengthened by their new knowledge and skills, the participants become the factors of change and, by applying the lessons learned, they improve programme performance.

#### What is the difference between the participatory and standard evaluation?

<i><b>Participatory evaluation</b></i>	<i><b>Standard evaluation</b></i>
- Focus and ownership over the process is at the hands of beneficiaries	- Focus and ownership over the process is at the hands of donors
- A wide range of participants is taking part	- Programme participants often don't even participate
- The focus is on learning	- The focus is on accountability
- The concept is flexible	- The concept is known and established in advance
- Quick evaluation methods are being used	- Formal methods are being used
- Outsiders are being used as facilitators	- Outsiders are being used as evaluators

Standard evaluation is donor-focused (the donor is the key client, defining ToRs). It is based on external experts. It is focused on a final result – report, while the PE focuses on process(es) of the project/programme implementation. The aim is to develop participants' capacities, to assess the environment they are working in and to undertake activities in that regard. Participants and beneficiaries are deciding on ToRs, conducting research and analyses and providing recommendations. The evaluator(s) in a conventional sense become more of the *moderators* of the overall process.

#### Quick evaluation methods

**Interviews with key stakeholders.** These are interviews with 15 to 35 persons (specially) selected based on their knowledge and experience in areas of relevance for evaluation. Interviews are semi-structured, detailed and qualitative. They are based on an instruction containing the list of topics and open questions. The interviewers/evaluators are trying to get as detailed information and opinions on certain questions from the respondents as possible.

**Focus group interviews.** These are being conducted in groups consisting of 8 to 12 selected persons, but this number may vary and imply open discussions on ideas and questions in an exchange of ideas. The moderator introduces the topic to a group, keeps the discussion alive and is trying to prevent domination of some participants over others or the few over the group.

**Group interviews in the community.** These interviews are being held in public places or open meetings with (potentially) all members of a certain community. Interviews are also being implemented based on questions prepared in advance and the evaluators are guiding the participants through interview by asking questions.

**Direct observations.** By using a detailed observation form, the researchers are recording things they see or hear in the field while visiting certain location. Information can refer to different things, such as a visit to a construction site, monitoring of actual activities, presence at meetings, discussions, etc.

**Mini researches.** They are based on structured questionnaires with a limited number of questions, mainly closed ones. The respondents can be selected based on random or based on purposeful sampling or the method of the selection of a 'corresponding' sample (where interviews are being conducted with respondents who have the highest chances of being at the locations being visited – i.e. medical staff in hospitals). The biggest advantage this method has is that the data can be collected in a short period of time and later on analyzed in a short time (in few days). This is the only one of the methods listed that generates quantitative data.

**Case studies.** Case studies are used to record anecdotes illustrating programme achievements or shortcomings. These are stories that are often recording personal experiences and perceptions of a certain event that happened and their reflections on positive or negative impact on the programme/project.

## Millennium Development Goals and MDG-F programmes being implemented in BiH

**The Millennium Development Goals (MDG)<sup>4</sup>** represent eight international development goals that all 192 UN member states and 23 international organizations pledged to reach by year 2015.

### Global Millennium Development Goals (MDGs):

- I. Eradicate extreme poverty and hunger
- II. Achieve universal primary education
- III. Promote gender equality and empower women
- IV. Reduce child mortality
- V. Improve maternal health
- VI. Combat HIV/AIDS, malaria and other diseases
- VII. Ensure environmental sustainability
- VIII. Develop a global partnership for development

The adoption of the Millennium Declaration by 189 UN member states in 2000 was an important moment in terms of global cooperation in 21<sup>st</sup> century. The Declaration set forth key challenges mankind is facing at the beginning of the new millennium, provided solutions for these challenges and established specific measurements to be used to measure progress in interlinked goals and tasks related to development, governance, peace, security and human rights. In such a context, the Millennium Development Goals are of

---

<sup>4</sup> The Millennium Development Goals (MDGs)



great importance to BiH, having in mind that they are providing a global context establishing those aspects of the globalization process that were underestimated so far. This especially refers to eradication of poverty, humanization of growth and development assistance improvement..

The MDG Achievement Fund (MDG-F) is an international cooperation mechanism whose aim is to accelerate progress on the Millennium Development Goals (MDGs) worldwide. MDG-F supports national governments, local authorities and citizen organizations in their efforts to tackle poverty and inequality. In order to improve the effectiveness of assistance provided via this Fund, all of the MDG-F programmes work jointly, dealing with specific, concrete situations and problems in the field, surpassing boundaries of their individual mandates (as UN agencies), thus creating synergies and promoting partnerships.

There are four ongoing projects currently in BiH, funded via MDG Achievement Fund by Kingdom of Spain<sup>5</sup>:

5. Mainstreaming Environmental Governance: Linking Local and National Action in Bosnia and Herzegovina (Environment and Climate Change);
6. Democratic Economic Governance: Securing Access to Water through Institutional Development and Infrastructure (Democratic Economic Governance);
7. Culture for Development: Improving Cultural Understanding In Bosnia and Herzegovina (Culture for Development);
8. Youth employability and retention programme (YERP) (Youth, Education, Employment and Migration).

### **Mainstreaming Environmental Governance: Linking Local and National Action in Bosnia and Herzegovina**

The environment and climate change programme titled **Mainstreaming Environmental Governance: Linking Local and National Action in Bosnia and Herzegovina** is supported by Millennium Development Goals Achievement Fund funded by Government of Spain. It is a three-year programme and its budget is about 5,500,000 USD. The programme is jointly implemented by UNDP/UNV, UNEP, FAO and UNESCO, in partnership with the BiH Ministry of Foreign Trade and Economic Relations, RS Ministry of Agriculture, Forestry and Water Management and FBiH Ministry of Agriculture, Forestry and Water Management, municipalities and civil society organizations. It aims to promote local environment protection planning in BiH by developing effective participatory methods and to improve environment management by enhanced environmental service provision. The programme is being implemented in 30 municipalities across BiH (Ljubinje, Bos. Krupa, Derventa, Istocno Novo Sarajevo, Glamoc, Kostajnica, Kupres, Modrica, Neum, Odzak, Pale, Petrovo, Ribnik, Srebrenica, Stolac, Sipovo, Teslic, Foca – Ustikolina, Berkovici, Bos. Petrovac, Breza, Cazin, Celinac, Kladanj, Lukavac, Han Pijesak, Bihac, Zavidovici, Zvornik and Zepce), with Local Environmental Action Plans developed.

Its objectives contribute to:

- Improve local level environmental planning;
- Enhance management of environmental resources and delivery of environmental services;
- Increase national environmental awareness and action at the national level and achieving the MDG at the local level.

The Programme aims to underline some of the major shortcomings in terms of environment management: poor economic governance, inadequate environment protection and to overcome the significant barriers faced in effectively delivering environmental services at the local level in BiH. Interventions aim to provide capacity and support when it comes to development of Local Environment Action Plans in partner municipalities and to create conditions to implement priorities in the area of local environment management and service, to raise awareness and strengthen state level support to environment activities by funding

---

<sup>5</sup> In 2007, the Kingdom of Spain established a fund titled the Millennium Development Goals Achievement Fund (MDGF). BiH was one of 57 selected countries that were given the opportunity to apply for these funds. The total of 24 million USD was provided for the implementation of programmes in four thematic windows – 1. Culture and Development, 2. Economic Governance, 3. Environment and Climate Change and 4. Youth, Employment and Migrations.

environmental innovations and by development of effective environmental data collection systems. In addition, the programme supports and improves local environment resources management and services by improving local environment management and development of applicable local environment protection planning models<sup>6</sup>. It is a three-year programme.

#### List of expected outputs and outcomes (with costs listed in US\$)

<b>O 1</b>	<b>Improved local level environmental planning</b>	<b>1,562,629</b>
O 1.1	Effective local level participatory environmental planning mechanisms strengthened.	643,507
O 1.2	Cross-cutting environmental governance methodology integrated into local participatory planning processes (multi-agency approach led by UNDP)	532,283
O 1.3	Strengthened capacity of 30 municipalities for environmental programming and planning (UNDP).	213,778
O1.4	Thirty (30) Local Environmental Action Plans defined and agreed by municipal stakeholders (UNDP).	173,061
<b>O 2</b>	<b>Enhanced management of environmental resources and delivery of environmental services</b>	<b>1,706,411</b>
O 2.1	Improved management of environmental resources in 30 municipalities.	289,448
O 2.2	Priority actions identified in LEAPs addressed in 30 municipalities.	1,154,710
O 2.3	Improved environmental, energy, water and sanitation services in 30 municipalities for the poor.	262,253
<b>O 3</b>	<b>Increased national environmental awareness and action, localizing and achieving Millennium Development Goals</b>	<b>1,733,243</b>
O 3.1	Documentation of the legal and institutional background for environmental governance at entity and state level.	100,212
O 3.2	Reliable environmental indicators (linked with poverty reduction) to inform entity and state policy development.	80,720
O 3.3	Increased access to environmental information.	243,349
O 3.4	Expanded access to environmental finance.	1,102,695
O3.5	Greater implementation of environmental governance actions demonstrating innovation, poverty reduction and social inclusion approaches and addressing the achievement of MDG 6, 7 and 8 through improved service delivery.	71,518
O 3.6	Lessons and best practices from effective delivery documented and used to inform policy development.	134,749

#### Securing Access to Water through Institutional Development and Infrastructure

The programme titled *Democratic Economic Governance: Securing Access to Water through Institutional Development and Infrastructure* is supported by Millennium Development Goals Achievement Fund funded by Government of Spain. It is a three-year programme and its budget is about 4,450.000 USD. The programme is jointly implemented by UNDP and UNICEF, in partnership with the BiH Ministry of Foreign Trade and Economic Relations, BiH Ministry of Civil Affairs, RS Ministry of Agriculture, Forestry and Water Management and FBiH Ministry of Agriculture, Forestry and Water Management, municipalities and their utility companies as well as the civil society organizations. Its goal is to enable increased participation of citizens in municipal governance in the area of water services, improve the governance in water service and utility companies and strengthen government institutions in the area of policy development.

<sup>6</sup> Another similar environmental protection initiative is taking place in BiH - BiH Biomass energy for employment and energy security, implemented directly by United Nations Development Programme in BiH (UNDP BiH). Project will last for 48 months, and its budget is about 2.600.000 USD, and is funded by (Global Environment Facility). It is not directly related to MDGs. The key goal of this project is to reduce the carbon dioxide equivalent emission for the total of 80.000 tons during 15 years, by instalment and reconstruction of biomass boilers. These activities aim to establish a sustainable biomass energy market in BiH.

Objectives of this programme will contribute to strengthening inclusion of citizens in the participative municipal governance of water access; improved economic governance in water utility companies for better services to citizens in targeted municipalities; strengthening of capacity of government for evidence-based policy making and resource planning for equitable water related service provision. UN agencies implementing this programme are providing the expertise necessary to reach appropriate EU standards in this area. The water services are closely linked to society's, since without water and quality infrastructure there can be no development of agriculture not other industries.

The programme is implemented in 13 municipalities and involves 240,000 inhabitants.



Federation of BiH	Republika Srpska
1. Bihac	1. Istocno Novo Sarajevo
2. Bosanski Petrovac	2. Istocna Ilidza
3. Gracanica	3. Trnovo
4. Kladanj	4. Petrovac-Drinic
5. Neum	5. Petrovo
6. Stolac	6. Rudo
	7. Visegrad

#### List of expected outputs and outcomes (with costs listed in US\$)

<b>O 1</b>	<b>Strengthened inclusion of citizens in the participative municipal governance of water access</b>	<b>683,751</b>
O 1.1	<i>Municipal governance mechanisms improved to ensure quality participation of citizens and inclusion of vulnerable groups in issues effecting access to water.</i>	580,552
O 1.2	<i>Increased capacities of vulnerable groups to influence municipal decision making on water access issues.</i>	103,199
<b>O 2</b>	<b>Improved economic governance in public water utility companies for better services to citizens in targeted municipalities.</b>	<b>3,054,648</b>
O 2.1	<i>Improved capacities of public utilities for financial sustainability.</i>	986,044
O 2.2	<i>Improved infrastructure capacities for water supply services in underdeveloped municipalities.</i>	1,731,025
O 2.3	<i>Improved capacities at municipal level for service delivery control.</i>	187,579
O 2.4	<i>GoAL WaSH</i>	150,000
<b>I 3</b>	<b>Strengthened capacity of governments for evidence-based policy making and resource planning for equitable water related service provision.</b>	<b>726,514</b>
O 3.1	<i>Improved capacity of municipal decision makers to assess and analyse the status of vulnerable groups and plan social mitigation measures/policies.</i>	122,664
O 3.2	<i>Improved capacity of national and sub-national policy makers to collect and analyse data to ensure socially equitable water service protection policies.</i>	603,850

### Improvement of Cultural Understanding in BiH

The programme titled **Improvement of Cultural Understanding in BiH** is a three-year programme being implemented in partnership by three UN agencies in BiH: UNDP, UNICEF and UNESCO, in cooperation with the state level Ministry of Civil Affairs, FBiH Ministry of Culture and Sports, RS Ministry of Education and

Culture, as well as other relevant institution in the area of education and culture within BiH. It is funded from the Spanish Millennium Development Goals Achievement Fund (MDG-F) within the thematic window referring to culture and development. The co-funding by government institutions at the level of Bosnia and Herzegovina is foreseen.

Project will be implemented in the period from January 1, 2009 to December 31, 2011, and its total budget is 8,000,000 USD. It is being implemented in ten municipalities with about 600,000 inhabitants (Gradiska, Prijedor, Bihac, Jajce, Tesanj, Bijeljina, Srebrenik, Sokolac, Rudo and Novo Sarajevo).

Major goal of this programme is to provide assistance in terms of social cohesion development, increase in level of respect for multi-culturalism and the level of awareness on cultural similarities in BiH using activities focused on strengthening of inter-cultural understanding. The key programme goals are:

- Improved policies and legal frameworks in culture
- Improved cross-cultural understanding
- Strengthened cultural industries, and
- Improved tolerance levels towards diversity

#### **List of expected outputs and outcomes (with costs listed in US\$)**

<b>O 1</b>	<b>Improved policies and legal frameworks in culture and education sectors.</b>	<b>2,119,238</b>
<i>O 1.1</i>	<i>Improved policies &amp; legal frameworks in culture and education sectors.</i>	<i>1,978,041</i>
<i>O 1.2</i>	<i>Strengthened capacities of State and Entity-level Governments in monitoring and evaluation of cultural development.</i>	<i>141,197</i>
<b>O 2</b>	<b>Improved cross-cultural understanding at the community level.</b>	<b>1,965,725</b>
<i>O 2.1</i>	<i>Promoted models of social inclusion.</i>	<i>777,074</i>
<i>O 2.2</i>	<i>Enhanced local initiatives delivering positive cross-cultural messages.</i>	<i>1,188,650</i>
<b>O 3</b>	<b>Strengthened cultural industries.</b>	<b>1,716,600</b>
<i>O 3</i>	<i>Increased employment and profitability levels within the cultural industries.</i>	<i>1,716,600</i>
<b>O 4</b>	<b>Improved tolerance levels towards diversity.</b>	<b>1,973,442</b>
<i>O 4</i>	<i>Increased number of positive public discourses on interculturalism.</i>	<i>1,973,442</i>

### **Youth Employability and Retention Programme**

**Youth Employability and Retention Programme** is supported by Millennium Development Goals Achievement Fund funded by Government of Spain. The programme is implemented jointly by UNDP, UNICEF, UNFPA, IOM and UNV in partnership with BiH Ministry of Civil Affairs, BiH Ministry for Human Rights and Refugees, entity level ministries in charge of labour and education, BiH Statistics Agency, entity level statistics agencies, employment services across the country, primary and general secondary schools, municipalities and rural communities, individual companies and private sector associations, as well as with civil society organizations from those community based to Diaspora. It is a three-year programme, with the 6 million USD budget.

Programme objectives:

1. Increased education system and local communities capacities for the improvement of youth employment;
2. Increased employment services and civil society capacities for development and implementation of an integrated youth employment package of measures;
3. Maximizing of the impact of youth migrations and minimizing of the impact of irregular migrations.

Rationale: The system of education in Bosnia and Herzegovina is not fully adjusted to the labour market needs. After they complete their education, young people become aware that they cannot find employment, which leads to discouragement, apathy and social exclusion. Youth Employability and Retention Programme

aims to provide a response to a high level of unemployment among young people and to prevent the 'drain' of valuable resources from the county.

Programme is implemented in following municipalities: Sarajevo, Vitez, Tuzla, Zenica, Livno, Grude, Mostar, Odzak, Bihac, Gorazde, Istocno Sarajevo, Trebinje, Bijeljina, Prijedor, Banja Luka, Doboje and Brcko.

**List of expected outputs and outcomes (with costs listed in US\$)**

<b>O1</b>	<b>Increased capacities of the education system and local communities to improve youth employability</b>	<b>1,506,328</b>
O 1.1	<i>Capacities of 50 primary and 50 secondary schools to deliver gender sensitive life skills-based education, professional orientation and career development programmes in consultation with private sector increased</i>	700,861
O 1.2	<i>Capacities of 100 local communities in 17 municipalities to develop preschool databases and retention plans for early school leavers enhanced to keep pupils in school and improve their employability, with specific focus on monitoring the involvement and participation of girls and other excluded children</i>	551,406
O 1.3	<i>Gender responsive policies and operational guidelines related to facilitating school enrolment and retention, inclusion of disabled youth, Roma children and girls from rural areas in education developed</i>	254,061
<b>O 2</b>	<b>Enhanced capacities of the Public Employment Services and Civil Society to develop and deliver an integrated package of youth employability measures</b>	<b>3,210,803</b>
O 2.1	<i>Youth Employment Resource Centres (YERCs) established, equipped, staffed and operational</i>	1,190,620
O 2.2	<i>8,500 young people, male and female, provided with job counselling assistance, trainings and access to up to date labour market information</i>	299,600
O 2.3	<i>Work experience provided for 550 young people, male and female, through different work experience schemes</i>	1,455,538
O 2.4	<i>850 unemployed young women received direct, one-on-one job counselling assistance (individual employment plans), training to improve employability, and direct, one-on-one job-search assistance</i>	366,475
O 2.6	<i>Awareness and understanding among citizens and civil servants regarding the value of volunteering and citizens and community engagement compared to role and value of volunteering in terms of increasing employment opportunities raised</i>	61,000
<b>O3</b>	<b>Positive impact of youth migration maximized whilst impact of irregular migrations minimized</b>	<b>1,127,185</b>
O 3.1	<i>Capacities of Statistical Agencies to gather, process, interpret and disseminate sex and age, boys and girls disaggregated data on youth migration increased</i>	339,431
O 3.2	<i>Capacities of BiH institutions to manage, follow up and coordinate youth migration increased</i>	99,279
O 3.3	<i>Irregular migration reduced and circular migration schemes introduced through 5 operational YERC.</i>	484,340
O 3.4	<i>Awareness of general public, youth, and public and private employment services on migration issues raised.</i>	204,135

## Methodology

### Methodology of work/implementation of the participatory evaluation of four MDG-F programmes in BiH

#### Background

In 2009, nine countries were selected as the so called countries in focus. These countries were allocated additional assistance at the national level by the MDG-Fund (MDG-F). Bosnia and Herzegovina was one of these countries. Additional assistance was allocated for extra UN communication and advocating activities regarding relevant development issues and the promotion of MDG-F programmes, as well as for the monitoring and evaluation activities (M&E). The intention to stimulate creative and innovative activities related to campaign management and promotion, monitoring and evaluation that would be promoted as examples of collective action and the impact it has on poverty and activities focused on the achievement of Millennium Development Goals was at heart of such kind of assistance. These cases (concrete examples) were to be introduced and presented at the MDG-F level worldwide and shared with the upper level governments and countries participating in this process and aiming to improve and inspire various other future activities.

One of the conditions set forth by MDG-F Secretariat in order for a country to obtain a status of the 'country in focus' was the implementation of the Participatory Evaluation (PE) using 'case study' methodology/approach. As already stated in a part dealing with Participatory Evaluation, this process foresees (and this is clear from its very name) the involvement of the largest number of stakeholders possible. These stakeholders are expected to participate in all of the PE stages, i.e. starting from designing, implementation and all the way to finalizing of recommendations and drafting of the final report.

A decision that was made in BiH was to conduct a single PE of four different MDG-F programmes. In order to conduct the PE, it is necessary to establish the so called **Participatory Evaluation Reference Group**. The Reference Group will consist of 35 to 40 members. PE Expert will be recruited within the Office and this PE expert will act as a moderator of the entire process and will be working directly with the Reference Group.

#### Goal

The goal of the PE implementation in BiH is to collect information, facts and opinions on four MDG-F programmes being implemented in BiH in a participatory process and to evaluate MDG-F programmes by involvement and participation of the PE Reference Group in all stages of this process (starting from designing, implementation and all the way to finalizing of recommendations and drafting of the final report and recommendations).

#### Expectations

When implementing such initiatives, it is almost impossible to know in advance what results it may yield. Specific results depend highly of the quality and scope of involvement of the process participants in activities planned. This goes for any participatory evaluation that was either implemented or is being implemented with regard to any of the programmes/projects worldwide. It is therefore important to have realistic expectations and to perceive the overall process as a sort of a pioneering undertaking that would be modified and improved in times to come.

#### Implementation

PE will be implemented in three phases:

- 1) **Preparation** – including:
  - a. desk review of programme documents (four MDG-F programmes) and reference materials related to participatory evaluation;
  - b. elaboration of the proposal of the work modality;
  - c. compiling of the PE Implementation Guide for four MDG-F programmes in BiH;
  - d. initial meetings with MDG-F programme managers and involved UN agencies in BiH – to be used to determine locations/municipalities where the PE will be conducted;



- e. preparation of materials for the first PE Reference Group workshop;
  - f. providing logistical support (accommodation, transport, preparation of materials, correspondence, etc.);
  - g. pilot visit to four municipalities selected for evaluation;
- 2) **Implementation** – including:
- a. organizing and implementing the PE Reference Group workshop;
  - b. organizing and implementing the field visit by an entire PE Reference Group to four selected municipalities; and
  - c. development of the final report draft.
- 3) **Finalization** – including:
- a. organizing and implementing second PE Reference Group workshop;
  - b. preparation and completion of the final report.

## Description of activities and timeframe

During **phase I** (*preparation*) all the necessary documents pertaining to four UN MDG programmes currently being implemented in BiH and the participatory evaluation that are available are to be reviewed. Based on this knowledge and moderators' personal experience, a PE Implementation Guide is being prepared for the evaluation of programmes in BiH. This Guide consists of: basic information on programmes and UN agencies that are implementing them, elaboration of the PE topics and the PR work methodology and implementation. Initial meetings with each of the programme managers and involved UN agencies are also being held in order to identify potential PE Reference Group members and the locations (municipalities) where the PE is going to be implemented. In addition, all the necessary documents for the implementation of the first PE Reference Group workshop (presentations, PE Implementation Guide, survey questionnaire drafts, etc.). A pilot visit to selected locations will be organized after all of the stated elements are agreed upon and a precisely defined number of evaluation subjects will be visited in each of the municipalities selected. Each visit to municipalities will take a full day (meaning four days in total). The visit will be lead by PE expert recruited by UN RCO to BiH. This activity aims to prepare the stakeholders and the partners in the field for the group visit to be made by PE Reference Group several weeks later. This phase should be completed by the end of August 2011.

**Phase II** (*implementation*) starts by organizing and implementation of the **first PE Reference Group workshop** (Annex 4), to be attended by all interested stakeholders and all of the selected Reference Group members. In addition to an educational part of this workshop that will be used to explain the principles of work and the Participatory Evaluation concept, as well as some basic info on programmes and UN agencies, the participants are expected to jointly (in collaboration) define relevant questions and to agree upon a final version of a survey questionnaire to be used during the field visits.

An individual approach is to be used as a method of work in terms of designing of solutions to problems stated as well as joint decisions – in groups and in plenary. Upon the implementation of the group field visit (i.e. upon the implementation of the most important part of evaluation), compilation of conclusions and the preparation of the initial draft of the final report with recommendations should follow. Upon a completion of the first workshop, a field visit to selected locations and subjects should follow in the last quarter of September. The visit will consist of two parts – plenary discussion with selected stakeholders and the visit to selected location (school, cultural monument, construction site, etc.). This stage should be finished by the end of September 2011.

**The third** and last phase (*finalization*) starts by organizing and implementing of the second PE Reference Group workshop (two-day workshop), when a draft of the final report should be presented and its contents aligned with conclusions and recommendations for improvement. After that, the report should be finalized,

printed and distributed which would formally complete this process. Completion of this phase is expected in the second half of October 2011.

### **Criteria for the selection of locations/municipalities**

Four (4) municipalities out of the total number of municipalities in which the four UN MDG programmes are being implemented (70) were selected based on the criteria stated below: Bihac, Istocno Sarajevo, Banja Luka and Mostar. The criteria were:

- Number of programmes being implemented at the territory of municipality;
- Number of local subjects – partners directly participating in programmes;
- Adequate geographic and administrative (entity) representation;
- Positive/negative experiences of UN agencies in their work with municipalities (direct proposals).

### **Criteria for the selection of the PE Reference Group members**

PE Reference Group members were selected at the meeting of the representatives of UN agencies and MDG-F programme managers being implemented in BiH, based on direct participation in one of the programmes and own capacities (and wish) to be the part of this interactive and innovative approach.

The number of group members should not be more than 40 (this is justified by the fact that it would be too complicated in terms of logistics to handle a group of more than 40 during a joint field visit). The group members are coming from:

- eight UN agencies participating in the implementation of programmes (UNDP, UNICEF, UNESCO, UNV, UNFPA, UNEP, IOM, FAO);
- national partners in each of the programmes (state, entity and cantonal level governments, agencies, etc.);
- local government level (municipalities in which the programmes are being implemented);
- non-governmental organizations cooperating in the implementation of programmes;
- UN Coordinator's Office for BiH (1 representative);
- Embassy of the Kingdom of Spain as a representative of the Government of the Kingdom of Spain (Millennium Development Goals Fund (MDGF) primary donor) (1 representative).

The number of group members per each programme is proportional to the number of UN agencies implementing it, number of domestic partners participating in it and a number of locations (municipalities) the programmes are being implemented in. The number of reference group members reflects, in general, the following structure: 6-8 members from each of the four MDG-F programmes; 1-2 UN RCO representatives; 1 representative of the Embassy of the Kingdom of Spain. The group will be divided into four subgroups (of 8 members) going to the field visit separately according to the work plan established earlier.

### **Criteria for the selection of local stakeholders to be subject of evaluation**

A certain number of persons/entities which will be the subjects of evaluation will be selected in each of the four municipalities. These entities will receive a visit agreed earlier, and they will be subject of interviews based on a previously determined questionnaire.

The number of stakeholders subject to evaluation in each municipality will be established later on depending of:

- Number of programmes being implemented on its territory;
- Number of partners working at its territory;



- Number of UN agencies implementing programme(s);<sup>7</sup>
- Proposals made by representatives of UN agencies that were working at the territory of that municipality.

In any case, subjects of evaluation should be direct programme users as well as the representatives of marginalized groups depending of the programme (elderly, youth, women, poor, rural population, etc.). The field visit, meaning the very act of implementation of participatory evaluation is done in two parts – 1) plenary part when the Reference Group meets with the stakeholders that are subjects to evaluation, and after that the field visit (a visit to the scene) to some of initiatives implemented in the field. The pilot visit that will precede these activities will be used to agree on visits that will be made during evaluation.

### **Criteria for the selection of questions, i.e. the contents of the survey questionnaire**

The questionnaire will be common. It will be used during the field visit. Upon the visit, the data collected (responses and comments) will be analyzed, compiled and presented in a form of a final report with conclusions and recommendations for possible improvements. The contents and the conceptual set-up of the questionnaire will be defined during the first PE Reference Group workshop. It won't exceed two pages and it will contain open questions providing possibility to comment each of its sections. During the visit, the participants will be completing questionnaires that will be collected afterwards for their subsequent analysis.

Questions within the questionnaire should cover seven different areas:

1. They should address specific programmes being implemented at the territory of a certain municipality in terms of their: performance, achievement of short/long-term results, efficiency, effectiveness, impact and sustainability of its results;
2. They should reflect the level of contribution of the programme to capacity development of national stakeholders and partners these programmes have been implemented will, by all levels;
3. They should clarify direct benefits to citizens the programmes have left in terms of improvement of living conditions, change in the way of thinking, resolving of specific problems within the community, etc.
4. They should address the overall programme coordination among UN agencies but among national stakeholders and partners as well;
5. They should provide for the analysis of lessons learned both in positive and negative sense and should yield recommendations for possible improvements;
6. They should also touch upon global (*cross-cutting*) issues – impact the programmes are having on environment, gender equality issues, etc;

They should perceive programmes(s) from the perspective of direct participants of the implementation process (beneficiaries, partners, citizens...).

---

<sup>7</sup> I.e. if the programme was implemented and UNICEF was one of the implementers, then one of the stakeholders to visit could be an elementary or secondary school, etc.

---

## Summary

- Participatory evaluation is evaluation conducted by participants of a certain programme or project themselves;
- The participants are defining what, how, where and when evaluation should be conducted and the resources necessary on their own;
- There are four MDG-F programmes currently being implemented in BiH;
- This is the **first time** that such type of evaluation is being conducted in BiH, furthermore, it is the first time this type of evaluation is being done with regard to four different UN programmes;
- Methodology consists of three phases – **preparatory**, including a workshop in order to define the work modality and its purpose, as well as the survey questionnaire set-up; **implementation** phase – group field visit and interviews with selected stakeholders; and the **phase of finalization** of results and the adoption of conclusions and recommendations in order to improve the implementation of programmes in the field (at the second workshop);
- The process of Participatory Evaluation is, as its name implies, based on participation of interested stakeholders in all of its stages, leading to ownership over the entire process from the beginning (defining of questionnaire) till the very end (compiling of the report and implementation of evaluation recommendations and conclusions);
- The participatory evaluation is not an end in itself and is not being conducted for the purpose of pre-defined elements (indicators, ToRs, etc.). It is being conducted so that the process participants themselves could establish the 'actual state of affairs in the field', increase their knowledge and self-consciousness in that regard and so that they would become direct stakeholders of improvement of the overall programme implementation process in a self-critical insight into their own roles and responsibilities;
- The focus of PE is on qualitative and not quantitative indicators;
- PE uses the so called **quick evaluation methods**, that are far more faster and cheaper than the standard data collection and processing methods;
- PE is a continuous process of learning and development of capacities of those participating in it.

<p><b><i>The participatory evaluation is all about reviewing the past in order to improve the future!</i></b></p>
---

## About UN agencies – MDG-F programmes implementers

### UNDP – United Nations Development Programme



UNDP is the United Nations' development network, an organization advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of international and local partners, at the same time developing national capacities. World leaders have pledged to achieve the Millennium Development Goals, including the overarching goal of cutting poverty in half by 2015. UNDP's network links and coordinates global and national efforts to reach these Goals.

The overall goal of the UNDP office in BiH reflects the key mission of UNDP's mandate in general – eradication of poverty. In line with the Millennium Declaration, UNDP, in addition to eradicating poverty in terms of revenues by economic growth directed towards the improvement of the conditions of the poor, focuses its work on measures to fight other types of poverty. Therefore, it will also work in order to improve democratic governance, enhance security and improve the sustainable environment protection. UNDP in Bosnia and Herzegovina works in four different areas with defined sub-sectors:

Democratic Governance - 1. Local governance (in close connection to local economic development); 2. Public administration reform, including the development assistance management and e-administration; 3. Justice and human rights.

Economic Development and Support to Poor - 1. Pro-poor strategies; 2. Local economic development (in close connection to local governance).

Security - 1. Light weapons demilitarization and destruction; 2. Demining

Environment Protection

In addition to areas mentioned, specific programmes are tackling issues of Youth and Gender Equality.

### UNESCO – United Nations Education, Science and Culture Organization



UNESCO Office to BiH was established in October 1994. It was closed in 2003, and replaced by a Project Office. This project office acts as a 'satellite' office of the Cultural Sector of the UNESCO's Office in Venice. During nine years of its existence, the Office implemented reconstruction, capacity building and reconciliation projects within its mandate – mainly in areas of education, cultural heritage and media.

#### Scope of work

- Technical assistance to the Member State, in this specific case to Bosnia and Herzegovina in the area of culture;
- Promotion of Bosnia and Herzegovina's cultural heritage;
- Promotion of the cultural heritage of the countries of South East Europe;
- Technical Assistance to Member State from SEE with regard to promotion and protection of cultural heritage;
- Implementation of training programmes for persons who will be developing scientific foundations in Bosnia and Herzegovina under the leadership of UNESCO's International Bureau for Education (Geneve).

## UNICEF – United Nations Children’s Fund



UNICEF was given a mandate, by United Nations General Assembly, to advocate the protection of children’s rights, to assist in realization of their basic needs and to expand their opportunities to reach their full potentials. UNICEF is governed by the Convention of Protection of the Rights of a Child and is trying to establish children’s rights as permanent ethical principles and international standards of behaviour towards children.

UNICEF insists that the survival and protection of children and their development are the universal development imperatives and are constituent parts of human progress. UNICEF mobilizes political will and material resources in order to assist countries, and especially to developing countries to provide that the children are ‘the first priority’ and to strengthen their capacities and establish appropriate policies and services for children and their families. UNICEF is dedicated to providing special protection to the most vulnerable among children – victims of wars, disasters, extreme poverty, all forms of violence and abuse and children with difficulties. UNICEF aims to, via national programmes, support equal rights of women and girls and to support their full participation in political, social and economic development of their communities. UNICEF works with all of its partners in order to achieve sustainable human development goals adopted by international community and to achieve the vision of peace and social progress guaranteed by United Nations Charter.

### Scope of work

The goal of UNICEF Programme in BiH is to support BiH in order for it to meet its obligations in accordance with the international conventions concerning children’s rights and to directly support BiH’s priorities as stated in national action plans and within the United Nations Development Assistance Framework (UNDAF). UNICEF, in cooperation with other UN agencies, government and civil society aims to provide that the basic services such as education, health care and child protection are available to all children, along with their active participation in decision-making.

## UNV – United Nations Volunteers



The United Nations Volunteers (UNV) programme was established in Bosnia and Herzegovina (BiH) in 1996. Since 1996, the UNV programme in BiH has posted over 970 international and 570 national volunteers.

The United Nations Volunteers programme is the United Nations agency which seconds international volunteers providing direct support to UN partners in the field. UNV is an organization under the auspices of United Nations Development Programme (UNDP) and is based in **Bonn**. It operates via UNDP offices in each country. It was created by the UN General Assembly in 1970. From 1997 to 1999, this was among the largest UNV programmes in the world. Past projects and initiatives include: ‘Multisectoral Assistance to War-affected Populations in Bosnia and Herzegovina’, ‘Community Confidence and Capacity Building’ and ‘Riversee: Regional Integration through Volunteer Exchange for Reconciliation in South Eastern Europe’. UN Volunteers have been placed in various international and national organizations, institutions and CSOs. UNV in Bosnia and Herzegovina seeks to promote the beneficial effects of volunteerism - increased trust, solidarity and reciprocity among citizens – to stimulate positive social change within the framework of the country’s EU agenda and the current UN development framework.

## UNFPA – United Nations Population Fund



United Nations Population Fund (UNFPA) is an international development agency that promotes the right of every woman, man and child to enjoy a life of health and equal opportunity. UNFPA supports countries in using population data for policies and programmes to reduce poverty and to ensure that every pregnancy is wanted, every birth is safe, every young person is free of HIV, and every girl and woman is treated with dignity and respect.

UNFPA has been providing support to Bosnia and Herzegovina (BiH) since 1995. UNFPA funded a number of projects as support to development efforts in the areas of reproductive health, gender based violence and population and development strategies in BiH.

Within 2010-2014 CPAP, UNFPA will continue to focus on three strategic goals: sexual and reproductive health, gender equality and population and development strategies. The sexual and reproductive health programme component will support providing of equal access of adolescents and youth to sexual and reproductive health services and prevention programmes in the area of reproductive health of women. The programme component of population and development strategies will focus on support to government in the implementation of the population and household census in 2011, development of social policies for elderly and strengthening of data collection mechanisms in order to provide for evidence based policy development. The gender equality programme component will focus on prevention and fight against gender based violence, including, among other ways, the establishment of referral mechanisms in BiH.

## IOM – International Organization for Migrations



Established in 1951, (IOM) is an international organization working with migrants and governments worldwide, providing human responses to migration challenges. IOM members are 122 countries and 92 observers. IOM has offices in more than 100 countries worldwide. IOM is closely cooperating with UN bodies and operational agencies as well as international and non-governmental organizations.

IOM established its mission in BiH in 1992 in Sarajevo. In cooperation with the United Nations High Committee for Refugees, IOM started the MEDEVAC Programme, evacuating wounded that could not be treated locally. After the war ended, the IOM extended its activities to assistance in return of refugees and to assistance to BiH citizens in their migrations to third countries. Today the migrations in terms of return of displaced persons and the increase in illegal migrations such as trafficking in human beings and smuggling, reintegration of dismissed military personnel and migration management represents a major challenge for BiH's post war recovery and development. IOM programmes focus on these new challenges and aim to prevent irregular migrations, stop trafficking in human beings, contribute to development of the state and provide support to BiH Government in managing of migration flows.

## FAO - Food and Agriculture Organization of the United Nations



*Food and Agriculture Organization* (FAO) is a specialized United Nations organization. FAO was established in Quebec, Canada, in 1945. The date when FAO was founded (October 16) is celebrated today as the World Food Day.

Its headquarters were, in 1951, relocated to Rome, Italy and have been there ever since. FAO currently has 190 members (189 states and the European Union as a special member). Bosnia and Herzegovina became FAO member on November 8, 1993. FAO's motto is: *'For a world without hunger'*. Its task is to increase the production and provide for a more equitable distribution of agricultural products and food in general at the world level, as a means to provide for the appropriate nutrition and increase in standard of living of the

---

entire world population. In that regard, FAO developed and made available, free of charge the so called *Codex Alimentarius* defining international standards for the food products safety.

FAO's basic mandate includes:

- Providing of assistance to developing countries,
- Providing information on nutrition, food products, agriculture, forestry and fishery,
- Counselling for governmental organizations,
- Organizing of meetings between countries in order to discuss basic nutrition related problems in today's world.

## UNEP – United Nations Environment Programme



UNEP is a specialized department within UN in charge of issues of environment protection at global and regional level. UNEP's mandate is to coordinate activities in that area in order to achieve a general consensus on environmental approaches and legal solutions in countries worldwide, aiming to resolve the problems of pollution and protection of the planet against pollution. UNEP was founded in September 1972, when the world organization issued a special resolution establishing this body.

UNEP is the programme within United Nations working with numerous partners (UN bodies, international organizations, business sector, industry, media and civil society) in the area of environment protection and development and implementation of environmental policies. It was established in 1972, as a result of the UN Conference on Human Environment in Stockholm. The Conference adopted an action plan for the protection of environment as well as a declaration containing 26 principles on human environment. It also established the Global Environment Facility. The mandate of UNEP, as a leading environment programme within UN, was confirmed in 1992, at the Conference on Environment and Development held in Rio, when the Agenda 21 areas for UNEP priority actions were defined.

UNEP's Governing Council meets regularly, every two years, and its purpose is to promote international cooperation in the area of environment protection and to recommend ways to establish and develop such cooperation, guide and coordinate environmental programmes within the UN system, to monitor global state of environment and encourage scientific knowledge and exchange of knowledge on environment.

---

## **Annex 2**

# **Participatory Evaluation Questionnaire**

## Annex 2 – Participatory evaluation of four UN MDG-F programmes in BiH

### Questionnaire

Date: \_\_\_\_\_

Location: \_\_\_\_\_

Respondents: **1** – municipality, **2** – NGO, **3** – school, **4** – CISO, **5** – PUC, **6** – other -

(Legend: **A** – excellent; **B** – good; **C** – pore; **D** – none)

13. To what degree the MDG-F model of cooperation, requiring joint implementation by several UN agencies results in synergies, better implementation of activities and high quality approach to problem resolution as well as meeting of needs at the local level? What are your views and experience – as national counterparts within this process?

A	B	C	D
<u><b>Comment:</b></u>			

14. To what a degree your activities, funded through MDG-F programme, contribute to local **development**, and have these activities been aligned with the existing strategies (local, cantonal, entity, state level)?

A	B	C	D
<u><b>Comment:</b></u>			

15. What was the **ownership** (*active participation in planning, management, decision-making and the application of national (local) procedures and resources, etc.*) of local partners over project activities implemented with the MDG-F support (administration, non-governmental sector, communities, schools, etc.) like?

A	B	C	D
<u><b>Comment:</b></u>			

16. In your opinion, what were the **effective benefits** from the implementation of project activities funded through MDG-F programmes at the local level; what **concrete problems** were solved?

A	B	C	D
<u><b>Comment:</b></u>			



17. Has the transfer of mechanisms and procedures (***modus operandi***) to the local level upon the completion of project activities been designed and to what degree, and what steps do you intend to take in terms of exit strategies regarding the sustainability of initiatives (according to mandate, roles and decision-making levels)?

A	B	C	D
<p><u><b>Comment:</b></u></p>			

18. Has the **inter-sectoral cooperation** within the projects funded by MDG-F programme at the local level been established and in which way? What impact such a cooperation had in terms of promotion of the **global UN priority issues** (gender equality, environment protection, youth, etc.)?

A	B	C	D
<p><u><b>Comment:</b></u></p>			

19. How would you evaluate **the decision making process** in terms of the implementation of projects at the local level? In which way you participated in selecting of activities, resolving of specific problems, suggestions to change something, etc. (at the level of administration, non-governmental sector, communities, schools, etc.)?

A	B	C	D
<p><u><b>Comment:</b></u></p>			

20. To what degree are you satisfied with the **quality** of project activities funded via MDG-F programmes that were implemented or are being implemented at the local level? Are the **citizens** aware, to a sufficient degree, of these initiatives and in which way?

A	B	C	D
<p><u><b>Comment:</b></u></p>			

21. To what a degree have the **target groups** that the programs funded via MDG-F programmes refer to been **selected** in an adequate way and to what degree they effectively **participated** in such initiatives and the selection of activities?

A	B	C	D
<p><u>Comment:</u></p>			

22. To what degree are you **satisfied** with such an **approach** – the work of several UN agencies and national counterparts in the implementation of such and similar initiatives and what **suggestions** would you give in order to **improve** the overall **process** of implementation of projects funded via MDG-F programmes at the local level?

A	B	C	D
<p><u>Comment:</u></p>			

23. To what a degree the **knowledge acquired and capacity development** can be applied concretely in **daily** work? Is there a way for **citizens** to benefit from it in terms of improvement of **services** provided to them at the local level?

A	B	C	D
<p><u>Comment:</u></p>			

24. What are the **lessons** you have **learned** from the process of implementation of projects funded via MDG-F projects compared to your role in these projects? If it was possible to start over, what would you change in terms of defining of the purpose of project, its priorities, selection of partners, target groups, etc?

<p><u>Comment:</u></p>
------------------------

**Additional comments**

<p>Comment:</p>
-----------------

---

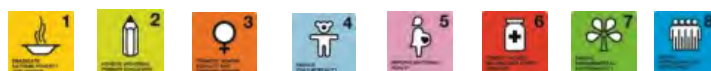
## **Annex 3**

### **PE Presentations and Training Materials**



## Millennium Development Goals

- Significance for BiH -

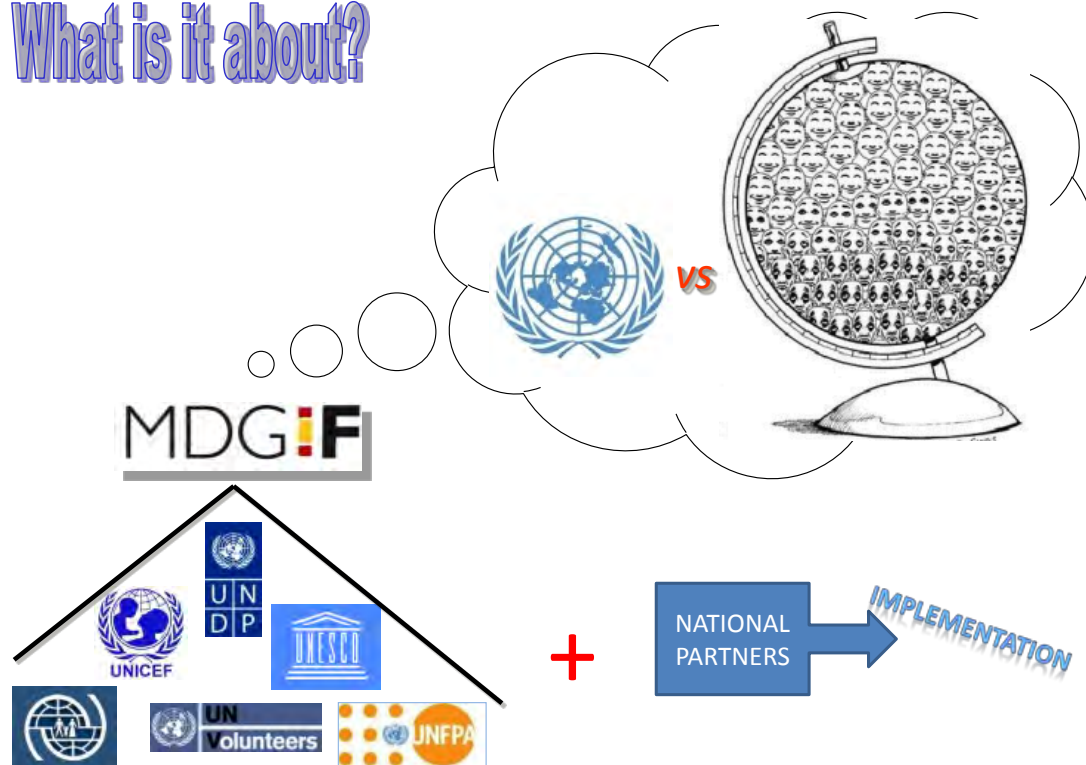


### Global Millennium Development Goals (MDGs):

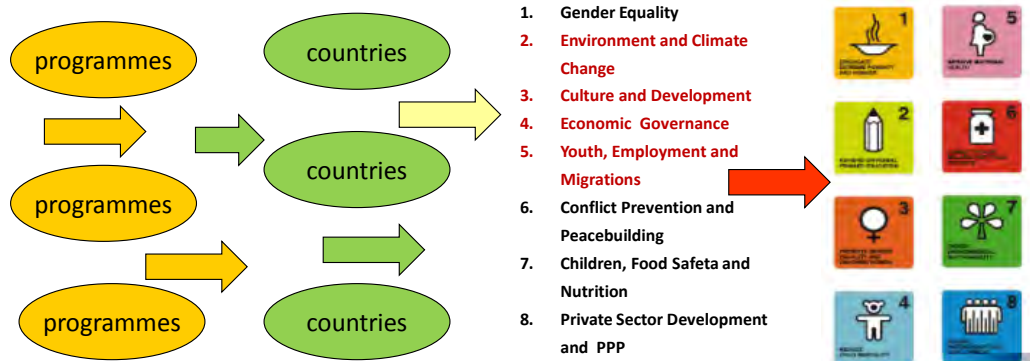
- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development



# What is it about?



I M&E level JPs	II M&E level Countries	III M&E level 'Windows'	IV M&E level MDGF
<b>MONIT</b>	<b>MONIT</b>	<b>MONIT</b>	<b>MONIT</b>
Resources– Outputs (Results) – Outcomes– Process	Results– UNDAF + PRS Processes– Coordination	Aggregated results rof all prog. HR/gender/environment..	Global results
<b>EVALC</b>	<b>EVALC</b>	<b>EVALC</b>	<b>EVALC</b>
Quality of prog. def. Achievement of prog. goals Contrib. to MDG + other aspects Innovation Coord. within the UN system Impact to citizens	MDGs at the country level Other development indic. Innovation Coord. within the UN system Impact to citizens	MDGs at the country level Peace, culture... Innovation Coord. within the UN system Impact to citizens	Quality SPA and UN Added value to ach. of MDGs Links between windows and MDGs Coord. within the UN system Impact to citizens



# DEVINFO

- DevInfo – database system (UNICEF) used to measure the progress in achieving MDGs;
- Starting from 2002, it is used by the entire UN system;
- **Software package** used to store data (based on an actual situation in the field), identify gaps when it comes to MDG indicators and more extensive information in a simple and useful way
- September 2000 – 189 countries – UN Millennium Declaration – eliminating extreme poverty worldwide by 2015
- **8 MDGs – 21 targets – 60 indicators** for measuring of progress from 1990 till 2015



## Expectations

### 1. BIH in the light of Millennium Development Goals

- What is the significance of MDGs for BIH? What does this topic cover?

### 2. Participatory evaluation as a process

- Common understanding of goals, expectations,...

### 3. Roles and responsibilities within the evaluation process

- Agreement on roles and responsibilities of each of the process stakeholders (participants)



## What is the country level evaluation?

A thorough and detailed evaluation using the **case study methodology**, focusing on UN coordination, especially in terms of implementation of the Paris Declaration principles at the country level, promoting **participation** via the evaluation process itself.

### Main features

- **Participation** – **extensive and deep in terms of purpose**. It requires the presence of an inclusive evaluation reference group reflecting the reality of programme participants. Participatory activities related to evaluation are reflected in: focus groups, detailed interviews, research, workshops, etc...
- **Case study analysis methodology** – methodology used to underline the initial hypothesis in a form of theory of change – whether it is finally accepted or rejected via field data collection and analysis.
- **Evaluation** – it assesses the value of the programme within the context of the state and in terms of priorities of participants on one and the Secretariat on the other hand.



IX 2000; **UN Millennium Declaration** – global partnership – eradication of *extreme poverty and hunger* and provision of *satisfactory living conditions by 2015*, via MDGs.

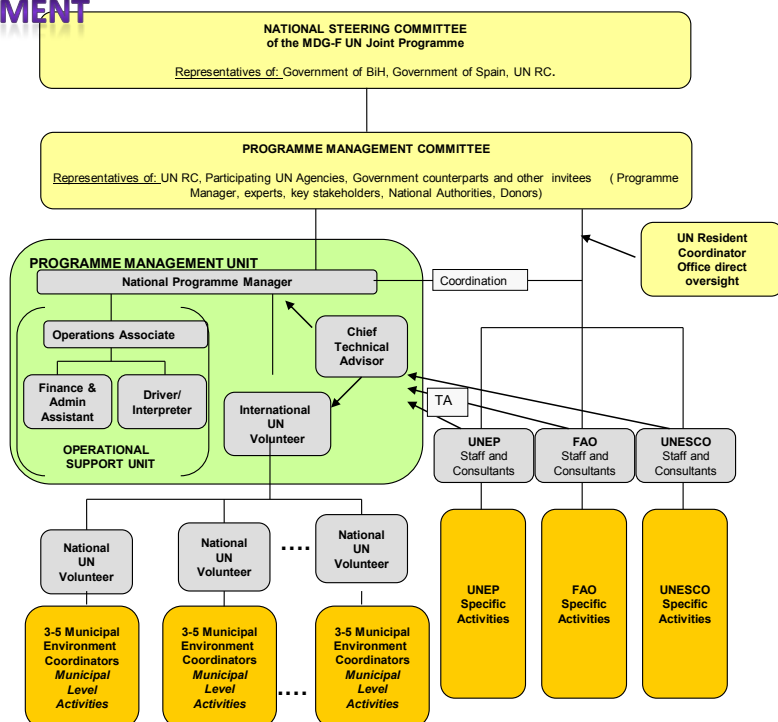
2007; 530 mil €; 57 countries

### Windows

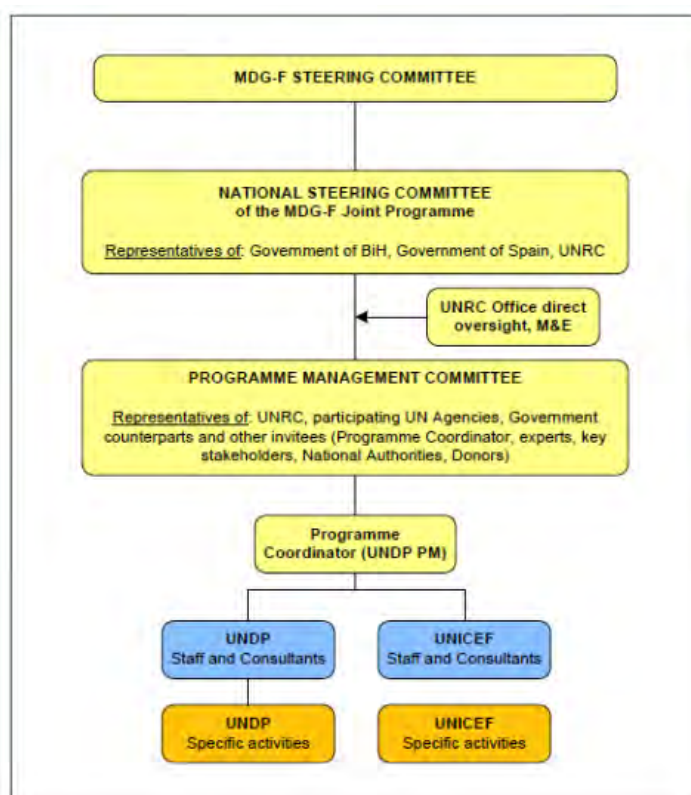
1. Gender Equality
2. Environment and Climate Change
3. Culture and Development
4. Economic Governance
5. Youth, Employment and Migrations
6. Conflict Prevention and Peacebuilding
7. Children, Food Safeta and Nutrition
8. Private Sector Development and PPP



## ENVIRONMENT

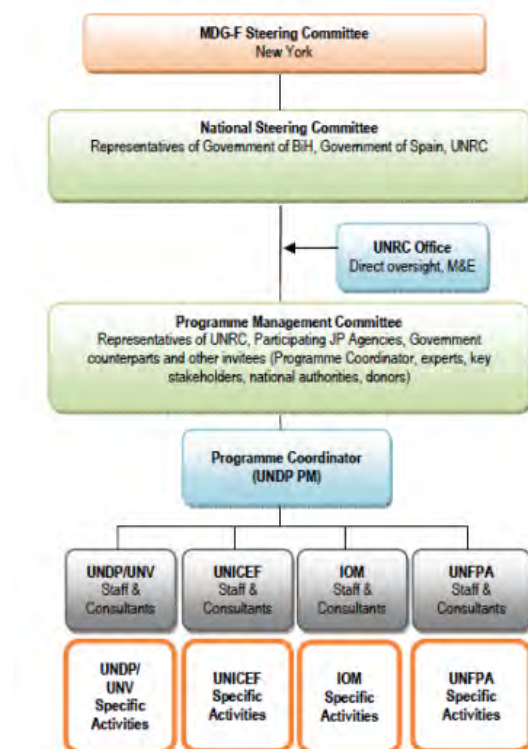


## WATER

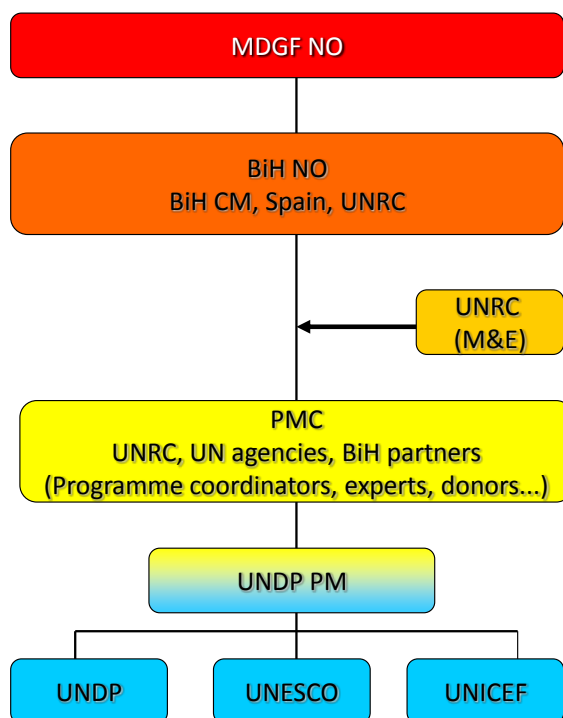




## YOUTH



## CULTURE



## CULTURE– SOME OF THE MTE CONCLUSIONS

### General recommendations

- SC should consider the possibility for UNESCO to take over the practical management of the programme;
- Relation between the **key objectives** of the improvement of intercultural dynamics and cultural industries should be additionally pointed out to all of the programme participants;
- It is of key importance for the programme to reflect the mechanisms providing for the support to commitment both at the **technical level** and in terms of **institutional support** via activities of senior officials;



### Outcome 1

- Work on WG **web portal** should be a priority even if it requires more resources (t & \$).

### Outcome 2

- In order to increase and strengthen the relevance of the educational component and the ownership over the programme by line ministries, it would be advisable for a chair or any other significant group member to be included into programme **SC**;
- The work of the **Education WG** in terms of implementation of recommendations from the Report on the **Analysis of Curricula** should become a priority;
- The programme should promote **the national experts framework** dedicated to intercultural education that would be used within the WG work frame. **UNICEF and MCA** should have a bigger share when it comes to management of this process;
- An 'external' **workshop** is proposed for the Education WG in order to eliminate second thoughts with regard to the engagement of this group in terms of its involvement in education activities led by CIVITAS as well as in working with schools in selected municipalities;
- The concept of '**inclusion**' should be promoted through all education programmes at the local level, in order to avoid the misinterpretation of this concept and used only when referring to Roma or persons with special needs;
- In order to continue the **behavioural change study** with monitoring and measuring conducted in equal intervals, **KAP** study should be **institutionalized**;
- **The three religious symbols** that were reconstructed should be presented to headmasters of schools in 23 municipalities involved in programme in order to be incorporated as examples in intercultural teaching in schools.

### **Outcome3**

- The team should seek assistance of specialized UN departments on the ways used to establish **PPPs** all over the world in order to provide the best possible solution for BiH;
- Accordingly, the programme should set a **development of the PPP implementation** study as a priority;
- When designing the tourism strategy and its products, the programme must take into consideration the fact that the **intercultural diversity is considered** as a cornerstone of the tourism prosperity in BiH;
- Local projects in the area of tourism should be promoted that are based and designed based on **three religious symbols** should be supported and encouraged.

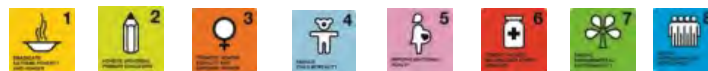
### **And the last thought**

*A number of respondents were unable to recall a specific recommendation they would give in order to improve the programme and their proposal was – continue doing what you are doing now since already doing so, you are making a difference!*



## UN MDG-F Regional Workshop for Africa, Arab States, Asia and Eastern Europe

- Conclusions-



**June 20-22, 2011 (200 participants)**

### Goals:

- Exchange of knowledge and practical experience
- Networking and cooperation
- Focus on C&A and M&E
- The issue of ownership over JPs, UN reforms and the level of results achievement

### Organization:

- Plenary sessions (4 levels – UN resident coordinators, UN coordination officers, JP coordinators, government representatives) + 2 separate sessions (C&A and M&E) + working groups

### Topics:

- Ownership over the process
- UN reform
- Level of results achievement

Working Session for UN Resident Coordinators	
Topic	
Ownership	<ul style="list-style-type: none"> <li>• Governments exercise 'double ownership' over JPs in terms of general overview and management</li> <li>• MDG-F is rarely imposed to already existing administrative mechanisms</li> <li>• In certain cases duties are being duplicated – the proposal is merging into a single Governing Board at the national level</li> <li>• JPs have to be integrated into national development policies</li> <li>• Social, political and institutional context have to be observed</li> <li>• Ownership should be more promoted at all levels</li> <li>• measuring of the ownership over the process (co-funding)</li> <li>• JPs are stronger when complemented with already existing policies</li> <li>• MDG-F belongs to UN RC, but all agencies don't 'feel it' in a same way – there is a need for stronger joint UN identity in that regard</li> </ul>
UN reform	<ul style="list-style-type: none"> <li>• MDG-F is a first integrative financial initiative focused on MDGs achievement</li> <li>• MDG-F does not lead the UN reform process but helps RCs to a great level especially in countries in focus – A&amp;C and M&amp;E)</li> <li>• MDG-F <i>modus operandi</i> should be better integrated into existing UN mechanisms of action – MDG-F institutionalization</li> <li>• It is important to underline the role of governments in the UN reform process and its promotion (JPs can serve as a good starting point)</li> <li>• Overall responsibility for the implementation of JPs falls within the mandate of Agencies. In certain cases however, Agencies don't manage to forgo their own mandates and identities</li> </ul>

Working Session for UN Resident Coordinators	
Topic	
Outputs	<ul style="list-style-type: none"> <li>• JPs should serve as catalysts of new ideas and development of new skills</li> <li>• JPs have contributed to better coordination at all of the decision-making levels (especially in less developed countries)</li> <li>• JPs have been promoting the rights based development;</li> <li>• Short duration of programmes does not provide the opportunity to get an insight into actual results that were achieved</li> <li>• Indirect results measuring issue</li> <li>• It is necessary to improve the monitoring and evaluation system and link it to future planning processes, national statistics and other initiatives</li> </ul>
Classification	<ul style="list-style-type: none"> <li>• It is based on macroeconomic indicators</li> <li>• It is a multidimensional issue</li> <li>• The issue of integration of MDG Agenda into national strategy and policy priorities</li> <li>• Short duration of JPs does not enable for the assessment of their actual impact to the situation in a certain country</li> </ul>







Working Session for UN Coordinating Officers	
Topic	
Ownership	<ul style="list-style-type: none"> <li>• The ownership concept varied greatly from country/JP to country/JP</li> <li>• Leadership remained at the hand of UN agencies</li> <li>• In order to transfer the ownership to governments in a greater degree, the should be involved in all processes from the very beginning</li> <li>• Constant dialogue between process participants is important</li> <li>• National ownership should be regarded in a more extensive sense compared to government ownership (includes NGOs, local level, communities, citizens...)</li> <li>• Participation of NGOs in general, is limited</li> <li>• Decentralized implementation of JPs has positive impact with regard to local level involvement</li> <li>• A crisis period context has to be taken into account in many areas</li> </ul>

Working Session for UN Coordinating Officers	
Topic	
UN reform	<ul style="list-style-type: none"> <li>• MDG-F strengthened the role of RCs and their offices</li> <li>• MDG-F improved the awareness on global problems and encouraged joint action</li> <li>• There are still some challenges in terms of coordination and joint actions, administrative and reporting procedures, different mandates.... which may cause confusion among the governments of countries in which these initiatives are being implemented</li> <li>• The issue of sustainability of initiatives upon the completion of JPs – will there be an effective transfer of modus operandi to national counterparts?</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• It is still difficult to establish a direct link between the implemented activities of JPs and national level MDG indicators – a huge number of variables affecting the statistics and the short period of time of implementation of JPs</li> <li>• MDG-F contribution can be measured by proxy indicators – increased awareness, established platform for dialogue; impact on national policies management; piloting of new initiatives; strengthening of capacities, involvement of vulnerable into decision-making process</li> <li>• Ability to analyze and assess what has been achieved is still limited</li> <li>• A lot of things still depend of personal involvement of individuals within institutions and not the institutions themselves – the short period of time of implementation of JPs in order to consolidate processes, frequent changes in political</li> <li>• Exit strategies for the transfer of process after the completion of JPs need to be clearly defines – national ownership is a key factor in that regard</li> </ul>

Working Session for JP Coordinators	
Topic	
Ownership	<ul style="list-style-type: none"> <li>• Different understanding of this concept and different interpretations</li> <li>• National governments are owners of JPs, but at the local level, JPs are being perceived as something belonging to UN</li> <li>• Civil society mainly participates in the implementation stage when it comes to the implementation of specific activities in the field, therefore they are not sufficiently involved when it comes to decision-making process itself</li> <li>• The level of involvement of governments is insufficient when it comes to financial management regarding JPs</li> <li>• The problem of language and understanding... Operational capacities of national counterparts</li> <li>• The issue of strategic action direction priority — MDG-F Agenda, EU accession – macroeconomic stabilization ...</li> </ul>
UN reform	<ul style="list-style-type: none"> <li>• MDG-F helped to pave the way to future UN reform processes, still, there is a long way to go – lot to be done</li> <li>• Communication is still reduced to JPs</li> <li>• Chairing over JPs should be alternating – between UN agencies and national governments</li> <li>• Governments should be more involved into the exchange of financial information on JPs</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• It is difficult to assess the actual impact since the majority of JPs is ongoing</li> <li>• Indirect impact – UN agenda positioning within the national dialogue, contribution to enhanced horizontal communication and access to public services at the local level</li> <li>• It is important for JPs to leave, upon their completion, a systematized experience – in form of information, methodologies, good practice examples, etc.</li> </ul>

Working Session for Government Representatives	
Topic	
Ownership	<ul style="list-style-type: none"> <li>• Different understanding – Paris Declaration (use of national/government structures and procedures)</li> <li>• Government M&amp;E capacities need to be strengthened</li> <li>• Civil society needs to be involved from the very beginning and should act as a ‘third monitor’</li> <li>• Government representatives should be chairing SCs while the UN agencies should act as observers having a counselling role</li> <li>• Local partners should be active partners that will also exercise ownership over the process and provide for the sustainability of initiatives by replicating them upon the completion of JPs</li> </ul>
UN reform	<ul style="list-style-type: none"> <li>• Joint work is very successful, but it is yet to be seen what kind of impact it will have to the overall UN system in each of the countries individually</li> <li>• UN procedures need to be simplified and the distribution of duties between UN agencies rationalized</li> <li>• UN should make a detailed assessment of the readiness of a certain country to implement a JP and to consider the possibility of direct transfer of funds into government budget</li> </ul>
Outputs	<ul style="list-style-type: none"> <li>• MDG-F JPs contribute to: poverty reduction, encourage income generation activities, preserve the cultural heritage values, develop national counterparts’ capacities and support initiatives aiming to empower women</li> <li>• The design of JPs needs to be improved – indicators need to be defined in a more clear way in order to be able to measure the outputs achieved; JPs should be aligned with national priorities</li> </ul>

### **C&A:**

- Unanimous and joint promotion
- Promotion of success stories
- Strengthening of promotion and campaigning capacities
- Civic participation
- Information **ON** development (positive experience) and **FOR** development (promotion of participation)
- JPs should be used more as a platform for greater involvement of citizens in decision-making processes



### **M&E:**

- **M&E as a tool to be used to measure achievement** (use of standard methods adjusted to specific context; creativity and innovation)
- **Establishment of M&E system** (adequate setup from the very beginning; clear division of duties among institutions; participation)
- **Quantifying of contribution of JPs to MDGs** (indirect contribution, measuring quality)
- **Elaboration of indicators, data collection and analysis**





## *Monitoring and Evaluation (basics)*



## **Principles**

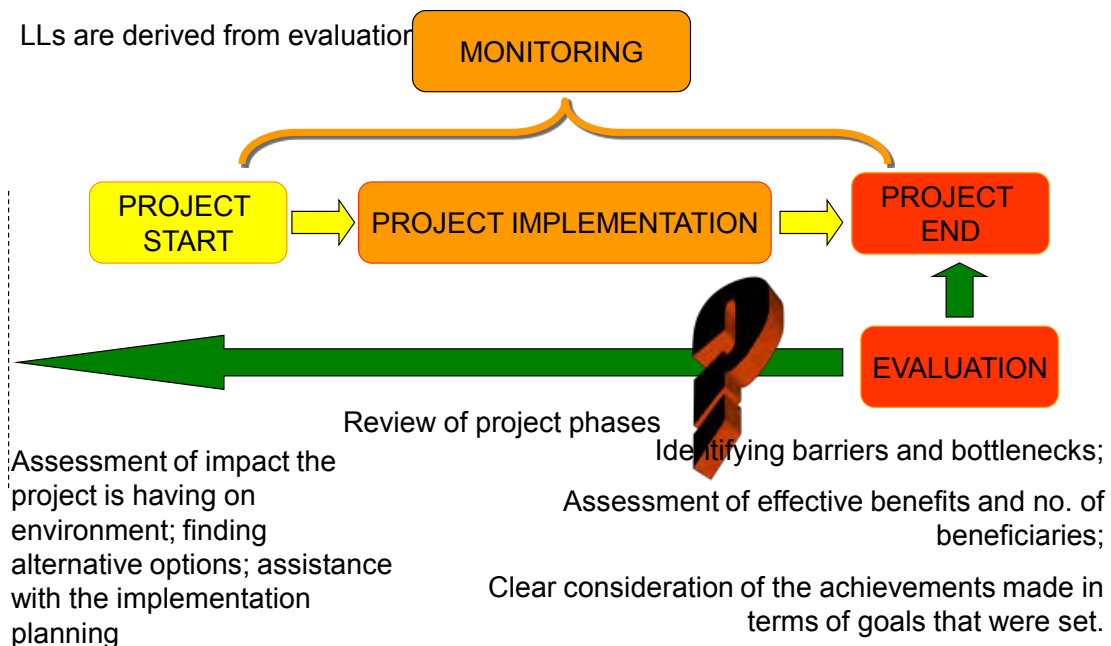
1. *Compliance with mandate*
2. *Knowledge of standards*
3. *Quality evaluation implementation*
4. *Consultations*
5. *Respect for institutions*
6. ***Credibility***
7. *Trust*
8. *Knowledge of the environment in which one is working*
9. ***Consistency, persistence and patience***
10. ***Accuracy and precision***
11. *Neutrality*
12. ***Objectivity***
13. *Integrity*
14. ***Professionalism***
15. *Visibility and transparency*



Evaluation identifies barriers and bottlenecks that prevented the project from achieving goals that were set;

It enables those in charge of planning and implementation to evaluate the ratio between the benefits and costs that the project beneficiaries had;

LLs are derived from evaluation



### What is monitoring?

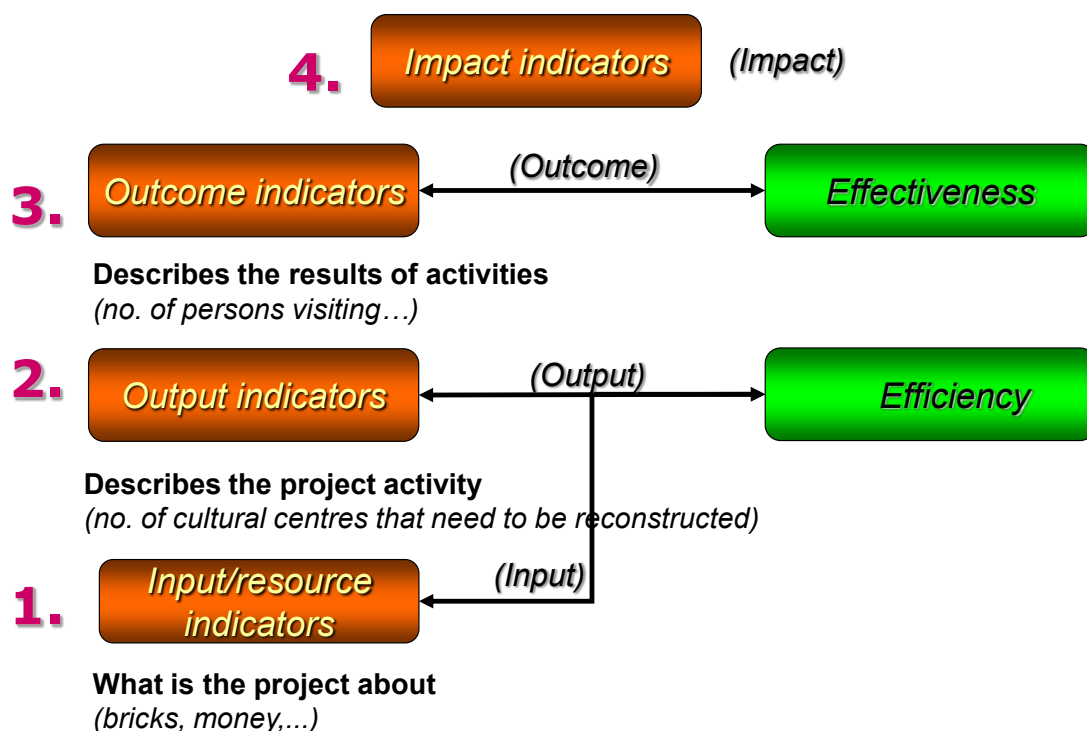
- ❖ It is the process of the routine collecting of information on all of the project aspects
- ❖ It provides *feedback* on the progress of the project (to donors, imp. agents and beneficiaries...)
- ❖ It is used to check the progress of project activities (a systematic and purposeful observing). Its reports enable us to use the information collected in *decision-making* in order to improve their performance.

### Purpose of monitoring

- ❖ To analyze the situation in the field;
- ❖ To check if the resources are being used in an adequate way?
- ❖ To identify problems and find solutions;
- ❖ To provide for adequate implementation of all activities by right people and in a timely manner;
- ❖ To use the lessons learned from one experience in another one;
- ❖ To check if the selected strategy is at the same time the best one to be used in order to resolve a specific problem.



**Measuring the change of conditions within the community**  
(improved access to culture within the community)



**Monitoring**

- Analysis of the project's progress (during the very project) in terms of realization of results planned in order to improve project management and decision-making.

**Evaluation**

- Assessment of effectiveness, efficiency, impact, relevance and sustainability of policies and activities

**Control**

- Assessment of legality and regularity of project expenditures and revenues (primarily with the financial focus)

**Comparison of the goals achieved vs. project goals planned!**

	MONITORING	EVALUATION
WHO	Internal management accountability	Inputs
WHEN	During the project, on regular basis	Periodical – mid-term, ex-post
WHY	To check the progress, to undertake measures, to update plans	Accountability
Links to LFA	Inputs, activities, results	Results, purpose, overall goal

Observation and reporting

Includes judgement (+/-)

## Evaluation criteria:

### ➤ **effectiveness**

Has the project reached the goals set?

What activities have been implemented successfully?

### ➤ **efficiency**

What are the links between costs and benefits (CBA)?

How will the achievement of results be measured?

### ➤ **sustainability**

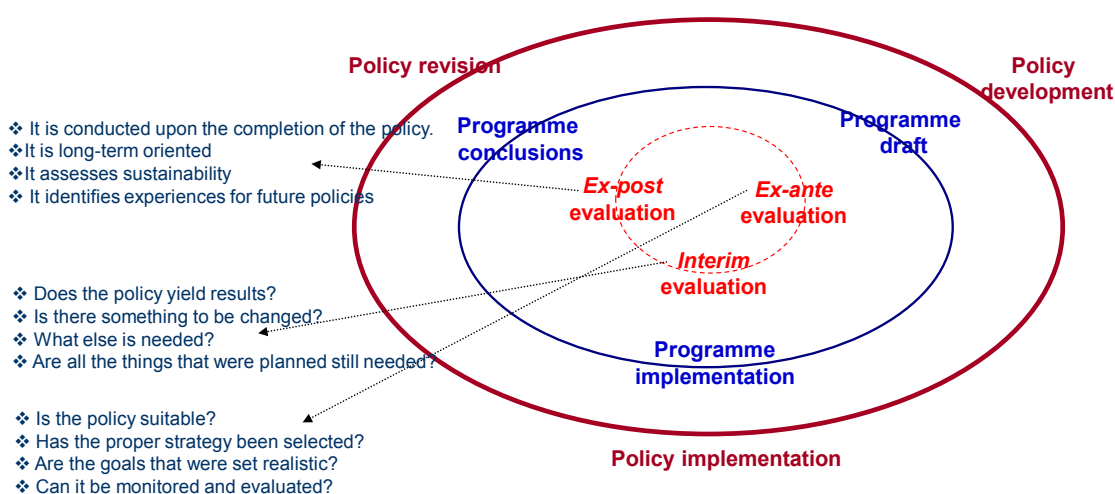
Are the project activities sustainable in technical, economic and social terms?

### ➤ **impact**

What impact the project results had in terms of needs, well being and general resources of the target population?



Financial control	Legality, regularity and financial accountability
Execution control	Economy, efficiency and effectiveness
Evaluation Long and short-term conclusions	Applicability, successfulness/effectiveness, efficiency, impact and sustainability



# Participation

- ❖ Joint action – understanding of the problem and solution finding
- ❖ Improved monitoring – involvement of beneficiaries – prevention of misuse
- ❖ Better/more adequate decision-making - providing for the INFO MNGM ...
- ❖ Improved action – solution finding and implementation
- ❖ Improved planning – information supporting possible project re-design
- ❖ More information – and more accurate information



## 4 monitoring and evaluation corner-stones

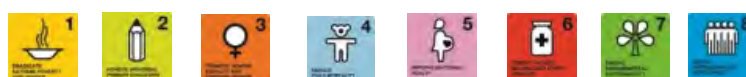
1. Monitoring and evaluation of project results and impact;
2. Providing foundations for decision-making in terms of changes and improvement of action strategy;
3. Promotion of accountability in terms of management of resources against goals set and community priorities;
4. Lessons learned (LL)







## Monitoring and evaluation methods



### M&E methods

1. Samples(2)
2. Basic methods (8)
3. Group discussions (6)
4. Spatial distribution(4)
5. Time base (4)
6. Links analysis (6)
7. Ranking(4)

Each method can be used in two ways:

- **Regular** – getting an insight into trends; *baseline* required
- **Retrospective** – monitoring of changes compared to *current* situation  
(-) if precise data are needed!

34

Research methods  
for business  
students  
fifth edition

## 1. Samples (2)

### Method selection criteria:

1. To establish the sample **framework**
2. To establish the appropriate sample size →
3. To select a **method**

Random

Purposeful

- Budget
- Resources
- Subgroups
- Time
- Variations
- Trust
- Admissible **sample error**

- QNT data

- QLT data

- It is easier to calculate error

- Higher risk of error

- Formality

- Less formal



<http://ebook.stat.ucla.edu/calculators/sampsize.phtml>

Random

- Phone books
- Census data...

1. Establishing the **framework** – defining units

Used in **large-scale** M&E analyses!

2. **Who** to select?

Simple selection  
(lotto ...)

Stratified selection  
(gender, age, ...)

Purposeful

- Broad range of error!

Conditioned selection  
(1 or more pre-criteria)

Quota selection  
(comparison of specific units defined by cat.)

- Phenomenon description
- Selection by **clusters**(var.)

- Precisely defined number of units
- Comparison with similar but ...

## 2. Basic methods (8)

1. Stakeholder analysis
2. Desk review
3. Biophysical measuring
4. Direct observations
5. CBA
6. Questionnaires and surveys
7. Semi-structured interviews
8. Case studies

M&E system set-up

Qlt. Sources - priorities

Skills – equipment –  
system of measures and  
procedures

The simplest skills -  
check

Economist – soc. & env. - IRR

Qlt. questionn.- analysis-  
who to ask- pre-test - skills

Several persons - skills

Humanizing data – selection of the  
right data – abundance of variables  
- check

## 3. Group discussions (6)

1. Brainstorming
2. Focus groups
3. Nominal group
4. SWOT
5. Visioning
6. Role play

With other methods - charts

Different groups – max. 2  
hours

Creating consensus – ranking-  
symbols – 15-60 minutes

One of the most used - flexible

Individual(15) + group (90) reflections on the  
ideal – to be repeated every 12 months

To take the cultural context in mind





## 4. Spatial distribution (4)

Physical vs social – updating-  
Data visualization

### 1. Mapping

Observation – measuring –  
recording – analysis– Qlt & Qnt

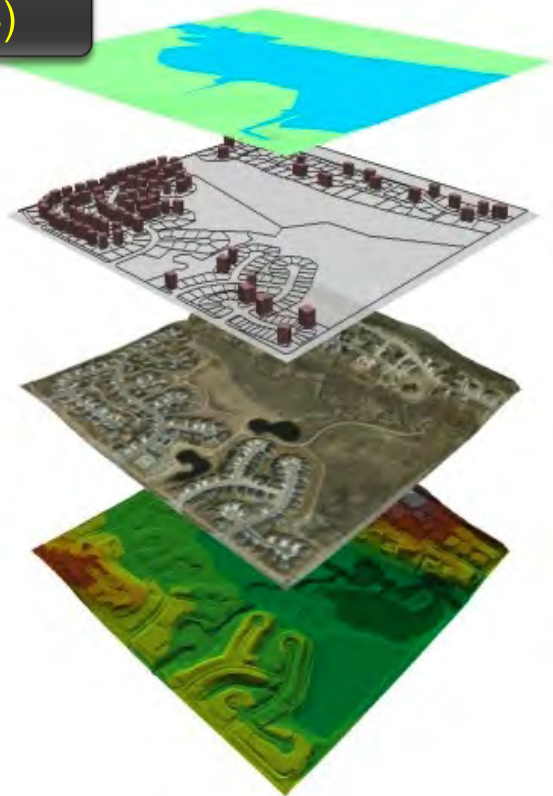
### 2. Visiting the field

Accuracy - very expensive –  
numeration – high -tech - training

### 3. GIS mapping

To be used combined with other  
methods

### 4. Video – Photo records



## 5. Time base (4)



Understanding the sample –  
details- discipline

### 1. Journals

Cyclic changes (seasonal, annual,  
monthly, weakly) - rural

### 3. Seasonal calendar

Understanding of trends – long term  
changes– general overview

### 2. Chronology

### 4. The most important changes

Qlt indicators (CD, gender...) –  
prioritizing -

## 6. Links analysis (6)

### 1. Brain maps

(4-8 persons- 0:30-2:00 – project start - discussion)

### 2. Causal diagram

Establishing of the key problem and further elaboration of its segments

### 3. Institutional connections diagram

Mutual interaction of persons, organizations, projects and/or services – decision-making process – roles, conflicts, tables(1-5)

### 4. Problems and goals tree

Brainstorming – charts – splitting problems into small elements - concreteness

### 5. M&E wheel (spider web)

Visual index compared to the ideal – indicators' ranking, larger the scale – higher the level of accuracy ...

### 6. Resources and results framework

Visual index compared to the ideal – indicators' ranking, larger the scale – higher the level of accuracy ...

## 7. Ranking (4)

*Weighing of strength, relevance and/or other pre-defined criteria*

(4-8 persons - 0:30-2:00 – project start - discussion)

### 1. Social mapping (WBM)

Establishing of the key problem and further elaboration of its segments

### 2. Ranking according to the matrix

Mutual interaction of persons, organizations, projects and/or services – decision-making process – roles, conflicts, tables(1-5)

### 3. Ladder

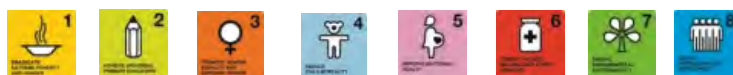
### 4. Pocket ranking

Brainstorming – charts – breakdown into small samples - concreteness



## Participatory Evaluation

Improving by Learning



**The participation enhances the quality, effectiveness and sustainability of development activities, leading to the transfer of ownership over the results to direct beneficiaries of development programmes.**

**PE was developed as a response to following questions:**

- How can evaluation be used as a mean of (further) development?
- How can evaluation develop local capacities and contribute to the culture of learning?
- How can evaluation contribute to the achievement of the sustainable human development in general?



*The UN system advocates the promotion of **decentralization**, transfer of ownership to local partners and the approach to '**bottom-up**' approach to initiatives, thus providing the voice not only to local governments but to representatives of civil society, local communities, municipalities, poor as well as the representatives of other vulnerable or groups at risk.*

### What is PE?

The participatory evaluation (PE) is the process involving all those concerned for or addressed by programmes/projects: implementers, partners, beneficiaries and all those in(directly) affected by programmes. Participation takes place in all of the evaluation stages – preparation and planning, data collection and analysis, identifying of evaluation conclusions and recommendations, presentation of results and preparation of action plans in order to improve programmes/projects.



### What are the PE functions?

- To develop participants' capacities to deliberate, analyze and act;
- To contribute to lessons learned leading to corrective measures; and
- To provide for the accountability of participants, managers and donors by providing information on the level of project goals achievement and the ways the resources are being used.

### What are the basic features of PE?

- It is based on national/local resources and capacities;
- It recognizes the tacit astuteness, skills and knowledge the final beneficiaries possess;
- It demonstrates final beneficiaries' creativity and knowledge about the environment they are working in;
- It enables participants to become part of the decision-making process;
- It uses moderators as catalysts assisting participants in asking 'key' questions.

#### PE – elements on which it differs from standard evaluation

- *The process is owned by its participants*
- *Participation framework varies*
- *Negotiation among the evaluation participants*
- *Differing opinions*
- *PE implementation process is a learning process*
- *Overall process flexibility*
- *Empirical orientation*
- *Use of facilitators/moderators*



### **PE benefits**

- It examines relevant questions by including key stakeholders from the very evaluation drafting stage;
- It promotes the process of learning of its participants about the programme and its performance and increases their understanding of standpoints of other participants within the same process;
- It improves participants' evaluation skills;
- It mobilizes participants, focuses on team work and develops joint commitments in terms of actions based on recommendations deriving from the evaluation itself;
- It increases the opportunities for the information deriving from the evaluation process to be used as factors for the improvement of program/projects' performance.

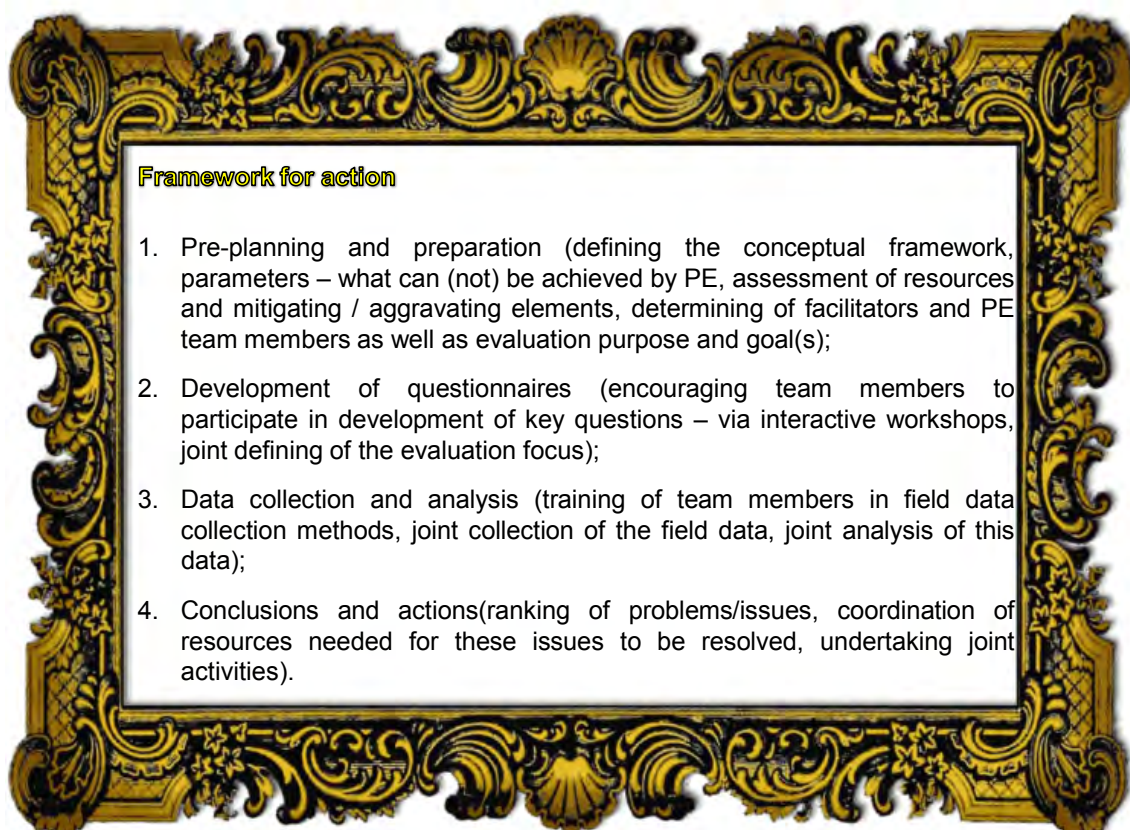


### **Shortcomings:**

- It is less objective since it presumes the participation of (non)directly interested stakeholders that have their specific interests to participate and thus to affect that process in directions they wish for;
- It is less useful when it comes to indicating highly technical aspects of the project/programme;
- It requires significant amount of time and resources in order to involve a wide range of stakeholders that would participate in it;
- It diverges the staff involved from their daily tasks and duties;
- It might be misused by certain participants in terms of using it to achieve their own interests and goals.







### In what ways does the participatory evaluation differ from the standard one?

Participatory evaluation	Standard evaluation
- <i>Focus and ownership over the process is at the hands of beneficiaries</i>	- Focus and ownership over the process is at the hands of donors
- <i>A wide range of participants is taking part</i>	- Programme participants often don't even participate
- <i>The focus is on learning</i>	- The focus is on accountability
- <i>The concept is flexible</i>	- The concept is known and established in advance
- <i>Quick evaluation methods are being used</i>	- Formal methods are being used
- <i>Outsiders are being used as facilitators</i>	- Outsiders are being used as evaluators



Level of participation	Low	Medium	High
Evaluation dimension			
<i>Initiator</i>	Mandatory part of the programme with an external evaluator being recruited in order to implement the entire process	External evaluator invites the final beneficiaries to assist in individual tasks.	Final beneficiaries, in cooperation with the facilitator or among themselves are evaluating, reviewing and thinking critically about the process
<i>Purpose</i>	To justify and/or continue funding	To observe the perceptions of final beneficiaries when it comes to development activities. To direct attention from institutional interests to needs of final beneficiaries.	To promote final beneficiaries' sustainability by connecting them with the evaluation planning cycle. To increase their ownership and accountability with the (lack of) success of activities
<i>Questionnaire designers</i>	Agencies, foreign (external) experts (distant from the location of activities)	Evaluator, in cooperation with final beneficiaries in different evaluation stages (set forth by an evaluator in advance)	Final beneficiaries, external facilitator and persons mostly affected by proposed activities
<i>Methods of operation</i>	Statistics, analyses, mathematical quantitative methods	Quantitative and qualitative methods. The focus is on 'open' questionnaires	Interactive qualitative (but quantitative as well) methods. The focus is on the process. Methods are adjusted to the context being evaluated
<i>Evaluators vs. facilitators</i>	evaluator is managing the entire process	Evaluator is cooperating with final beneficiaries	Evaluator becomes a facilitator. Final beneficiaries are taking over the lead.
<i>Impact/result(s)</i>	Report(s) and publications within an institution. Conclusions are rarely being shared with final beneficiaries.	Final beneficiaries are being involved occasionally, but their impact in terms of data analysis is limited	Final beneficiaries become evaluation 'owners'. They are involved in data analysis and conclusions development to the highest degree possible

## Seven steps of PE implementation

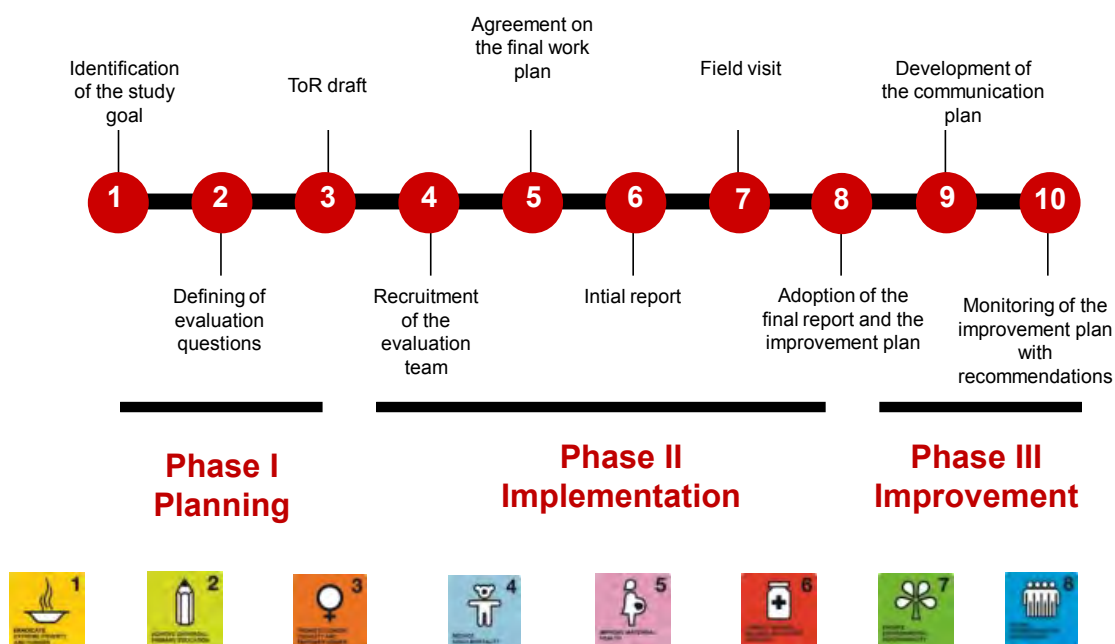
1. *Decision on the adequacy of the participatory evaluation approach*
2. *Decision on the degree/level of participation*
3. *Preparation of the framework of activities.*
4. *Initial workshop with the PE team.*
5. *Evaluation – implementation.*
6. *Data analysis and reaching of consensus on results.*
7. *Preparation of an action plan.*

## Quick evaluation methods

- Interviews with key stakeholders
- Focus group interviews
- Group interviews within the community
- Direct observations
- Mini surveys
- Case studies

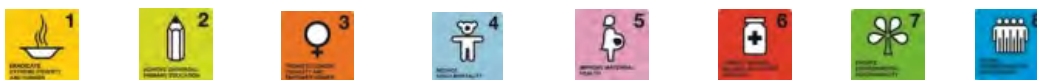
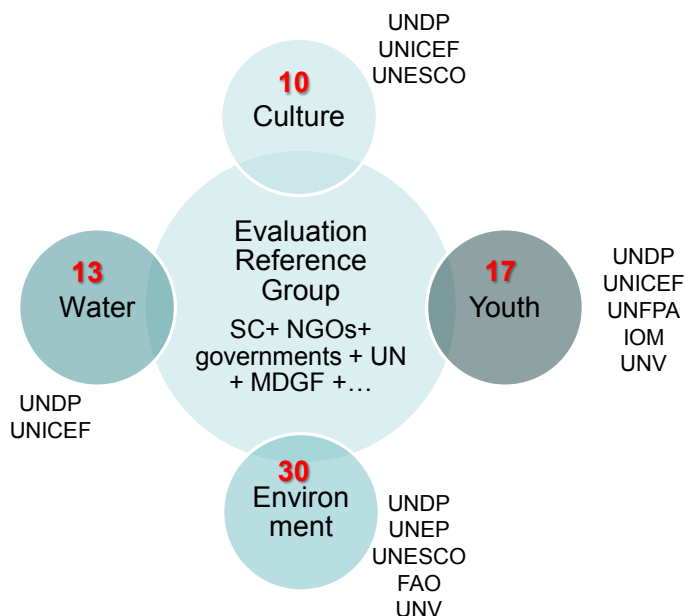


# Evaluation cycle



c

- **Bihac** **4**
  - **Istocno Sarajevo** **3**
  - **Banja Luka**
  - Odzak
  - Rudo
  - Prijedor
  - Bijeljina
  - Neum
  - **Tuzla**
  - **Mostar**
  - Petrovo
  - Bos. Petrovac
  - **Brcko**
  - **Sarajevo**
  - Stolac
  - Kladanj...
- 2**

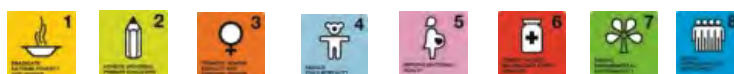






# Participatory Evaluation

## Methodology



**PA  
RT  
ICI  
PA  
TO  
RY**

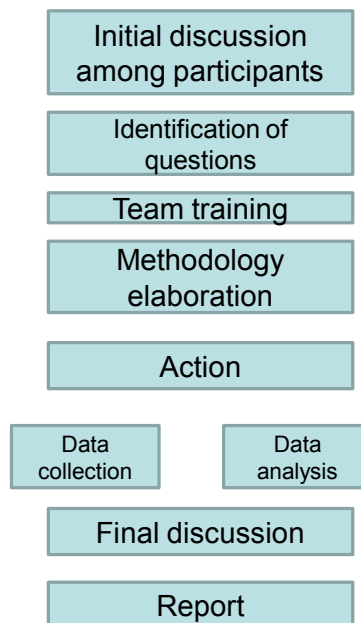


**E  
V  
A  
L  
U  
A  
T  
I  
O  
N**



#### Data collection:

- 1) Desk analysis
- 2) Survey
- 3) Interviews
- 4) Observations



#### Principles:

- Participation
- Negotiation
- Flexibility
- Learning

### Basics

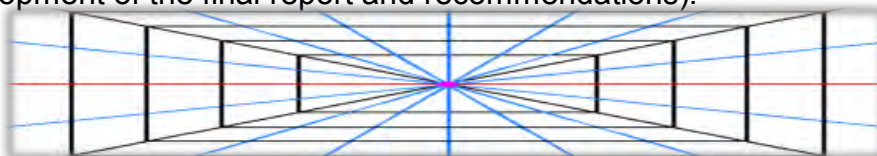
- 2009 – BiH – country in focus – additional MDG-F assistance
- Additional assistance – strict application of UN strategies in terms of application of UN strategies in terms of communications, campaigning and monitoring and evaluation (M&E). The intention was to stimulate creative and innovative actions related to campaigning, monitoring and evaluation in the light of the achievement of MDGs.
- One of the conditions set by the MDG-F Secretariat in order for a country to become 'the country in focus' was the implementation of the **Participatory Evaluation** using the 'case study' methodology/approach.
- A decision was made to implement a single PE for all four different MDG-F programmes.
- In order to implement the PE, it is necessary to establish the so called **Participatory Evaluation Reference Group**.



## Goal

The goal of the PE implementation is to collect information, facts and opinions about four MDG-F programmes being implemented in BiH, in a participatory process and to evaluate MDG-F programmes via engagement and participation of the PR Reference Group in all of the stages of this process (from design and elaboration of PE implementation to the final stage of development of the final report and recommendations).

## Expectations



While implementing such initiatives, it is almost impossible to estimate in advance what kind of results they may yield. Concrete results are highly dependant of quality and the scope of inclusion of the process participants in the activities planned. This refers to any participatory evaluation that is being implemented or was implemented at any of the projects/programmes around the world. Therefore, one should have realistic expectations and the overall process should be regarded as a sort of a pioneering venture to be modified and improved in times to come.

## Implementation

### Preparation

- Desk analysis of program documents;
- Elaboration of the work modality proposal;
- Compiling of the PE Guide for four MDG-F programmes in BiH;
- Initial meetings (MDG-F programmes and UN agencies);
- Preparation of materials for the first PE Reference Group workshop;
- Logistical support;
- Pilot visits to selected municipalities;



### Implementation

- Organization and implementation of the first PE Reference Group workshop;
- Organization and implementation of the field visits to four selected municipalities;
- Drafting of the final report.

### Finalization

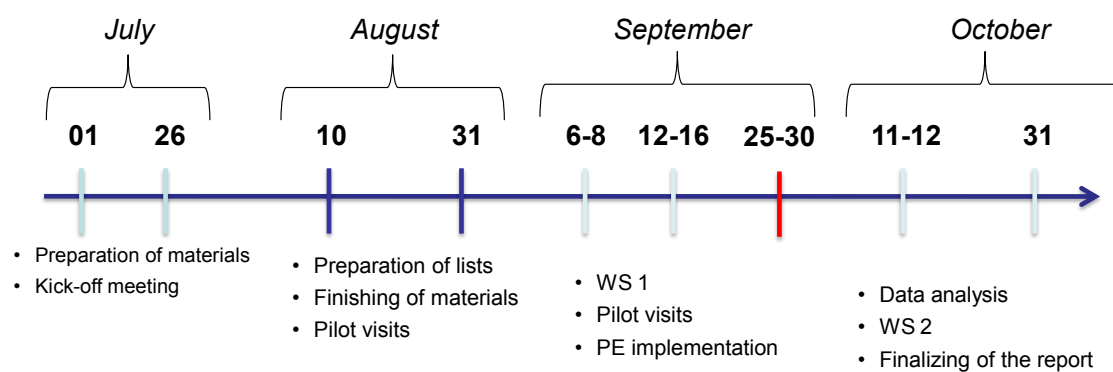
- Organization and implementation of the second PE Reference Group workshop;
- Preparation and finishing of the final report.

## Workshops - objectives

WS 1	WS 2
To define the questionnaire	To adopt conclusions and recommendations
To adopt the work methodology	To adopt the activity plan



## Vremenski okvir



---

## **Annex 4**

# **Workshop Agendas and Lists of Participants**

## Workshop I and II Agendas

### Participatory Evaluation Workshop I Hotel Kardial, Teslić, Bosnia and Herzegovina (5 – 6 September, 2011)

#### A G E N D A

##### MONDAY, September 5, 2011

11:00-12:00	Arrival at Hotel Kardial (organized transport from Sarajevo and Banja Luka)
12:00-13:00	Lunch
13:00-13:30	Introduction of participants Presentation of objectives and tasks of the exercise
13:30-14:30	Introduction to 4 MDG-F programs
14:30-14:45	Coffee Break
14:45-16:30	MDGs / Participatory Evaluation / Presentation of findings of two Mid-term Evaluations and the Morocco Workshop
16:30-17:00	Individual brainstorming session on questions and the focus of PE exercise
17:00-18:00	First groups brainstorming session on questions and the focus of PE exercise (groups divided by interest areas – UN, national counterparts, NGO sector)
19:30-21:00	Dinner

##### TUESDAY, September 6, 2011

Until 09:00	Breakfast
09:00-10:00	Second group brainstorming session on questions and the focus of PE exercise (groups divided based on 4 MDG-F programs)
10:00-10:15	Presentation of proposals of individual brainstorming sessions
10:15-11:45	3 presentations of the first group brainstorming session - discussion
11:45-12:00	Coffee Break
12:00-13:00	4 presentations of the second group brainstorming session - discussion
13:00-14:00	Lunch
14:00-16:00	Plenary discussion session – discussion on the content of the Questionnaire
16:45	Organized transport back to Sarajevo and Banja Luka

### Participatory Evaluation Workshop II Hotel Kardial, Teslić, Bosnia and Herzegovina (11 – 12 October, 2011)

#### A G E N D A

##### TUESDAY, October 11, 2011

11:00-12:00	Arrival at Hotel Kardial (organized transport from Sarajevo and Banja Luka)
12:00-13:00	Lunch
13:15-13:45	Presentation of field-visit comments/review of Questionnaire responses
13:45-15:15	Group work – analysis of comments and findings – conclusions and recommendations
15:15-15:30	Coffee Break
15:30-17:00	Group work – analysis of comments and findings – conclusions and recommendations
18:30-21:00	Dinner

##### WEDNESDAY, October 12, 2011

until 09:30	Breakfast
09:30-10:45	Sublimation and presentation of group conclusions and recommendations – plenary session and discussion
10:45-11:00	Coffee Break
11:00-13:00	Presentation of the PE process, discussion on conclusions and recommendations with the UN Resident Coordinator and UN agencies heads
13:00-14:00	Lunch
14:30	Organized transport to Sarajevo and Banja Luka

## Participants lists

**PARTICIPATORY EVALUATION**  
**05 - 06 September 2011, HOTEL KARDIAL, TESLIĆ**  
**LIST OF PARTICIPANTS**

#	NAME/LAST NAME	INSTITUTION	POSITION
1	EROL MUJANOVIĆ	UNDP/MDG-F YERP	PROGRAM MANAGER AND COORDINATOR
2	SINIŠA RODIĆ	UNDP/MDG-F ENVIRONMENT	PROGRAM MANAGER AND COORDINATOR
3	SLOBODAN TADIĆ	UNDP/MDG-F DEG	REGIONAL MANAGER
4	SAMIR ZUKO	BiH AGENCY FOR LABOUR AND EMPLOYMENT	ADVISOR
5	ŽELIMIR MIJIĆ	UNV/MDG-F YERP	NATIONAL UNV OFFICE ASSISTANT
6	VESNA BANOVIĆ	UNICEF/MDG-F YERP	PROJECT ASSISTANT
7	ŽELJKO SIKIMA	UNFPA/MDG-F YERP	PROJECT ASSISTANT
8	JASMIN PANJETA	UNFPA/MDG-F YERP	PROJECT ASSISTANT
9	AZRA DŽIGAL	SPANISH EMBASSY	MONITORING AND EVALUATION ANALYST
10	ADNANA M. ČAMDŽIĆ	UNICEF/MDG-F DEG	CONSULTANT
11	ALEN ZAIMOVIĆ	INITIATIVE FOR BETTER AND HUMANE INCLUSION	PROJECT COORDINATOR
12	DŽENAN ŠARIĆ	INITIATIVE FOR BETTER AND HUMANE INCLUSION	PROJECT ASSOCIATE
13	NEDŽADA FAGINOVIĆ	UNICEF/MDG-F CULTURE AND DEVELOPMENT	EDUCATION OFFICER
14	MIRA GRBIĆ	RS INSTITUTE OF PEDAGOGY	ASSISTENT TO THE DIRECTOR
15	VESNA KAPETINA	PUBLIC UTILITY COMPANY, ISTOČNO SARAJEVO	HEAD OF THE SECTOR FOR PROJECTS AND DEVELOPMENT
16	DINO HABIB	UNION FOR SUSTAINABLE RETURN AND INCLUSION IN BiH	FIELD COORDINATOR
17	ZEHRA SALMAN	NGO 'OUR CHILDREN'	DIRECTOR
18	ISMET KAPETINA	NGO 'LET'S BE ACTIVE'	EXECUTIVE DIRECTOR
19	SRĐAN NOGO	BiH AGENCY FOR IDENTIFICATION DOCUMENTS, REGISTRY, AND DATA EXCHANGE	HEAD OF DEPARTMENT
20	NENAD ĐUKIĆ	RS MINISTRY OF AGRICULTURE, WATER, AND FORESTRY	SENIOR ASSOCIATE FOR WATER
21	IRMA SADIKOVIĆ	IOM/MDG-F YERP	PROJECT ASSISTANT
22	EMINA DURMO	UNRCO/UNV	MONITORING AND EVALUATION ASSISTANT
23	ENVESA HODŽIĆ-KOVAČ	UNRCO	RESEARCH, MONITORING AND EVALUATION SPECIALIST
24	IRENA V. SOLDAT	RS MINISTRY OF EDUCATION AND CULTURE	ASSISTANT TO THE MINISTER
25	RENATA RADEKA	UNDP/MDG-F CULTURE AND DEVELOPMENT	PROJECT MANAGER AND COORDINATOR
26	IGOR PALANDŽIĆ	UNDP/DEG	PROGRAM MANAGER
27	ZORAN KIZA	UNFAO	PROJECT MANAGER
28	SABINA ŽUNIĆ	UNICEF	MONITORING AND EVALUATION SPECIALIST
29	SINIŠA ŠEŠUM	UNESCO	SENIOR PROGRAM ASSOCIATE
30	AMILA TERZIMEHIĆ	UNESCO	PROGRAM ASSISTANT
31	SAMIR ŠOŠEVIĆ	UNRCO	CONSULTANT



**PARTICIPATORY EVALUATION**  
**11 – 12 October 2011, HOTEL KARDIAL, TESLIĆ**  
**LIST OF PARTICIPANTS**

#	NAME/LAST NAME	INSTITUTION	POSITION
1	YURI AFANASIEV	UN	RESIDENT REPRESENTATIVE
2	FLORENCE BAUER	UNICEF	REPRESENTATIVE
3	SLOBODAN TADIĆ	UNDP/MDG-F DEG	REGIONAL MANAGER
4	SAMIR ZUKO	BiH AGENCY FOR LABOUR AND EMPLOYMENT	CONSULTANT
5	ŽELIMIR MIJIĆ	UNV/MDG-F YERP	NATIONAL UNV OFFICE ASSISTANT
6	VESAN BANOVIĆ	UNICEF/MDG-F YERP	PROJECT ASSISTANT
7	ŽELJKO SIKIMA	UNFPA/MDG-F YERP	PROJECT ASSISTANT
8	AZRA DŽIGAL	SPANISH EMBASSY	MONITORING AND EVALUATION ANALYST
9	ADNANA M. ČAMDŽIĆ	UNICEF/MDG-F DEG	CONSULTANT
10	ALEN ZAIMOVIĆ	INITIATIVE FOR BETTER AND HUMANE INCLUSION	PROJECT COORDINATOR
11	DŽENAN ŠARIĆ	INITIATIVE FOR BETTER AND HUMANE INCLUSION	PROJECT ASSOCIATE
12	NEDŽADA FAGINOVIĆ	UNICEF/MDG-F CULTURE AND DEVELOPMENT	EDUCATION OFFICER
13	SASHA BARNES	IOM	PROJECT COORDINATOR
14	ARIS SEFEROVIĆ	UNRCO	COORDINATION ANALYST
15	DINO HABIB	UNION FOR SUSTAINABLE RETURN AND INTEGRATIONS IN BiH	FIELD COORDINATOR
16	ISMET KAPETINA	NGO 'LET'S BE ACTIVE'	EXECUTIVE DIRECTOR
17	SRĐAN NOGO	BiH AGENCY FOR IDENTIFICATION DOCUMENTS, REGISTRY, AND DATA EXCHANGE	HEAD OF DEPARTMENT
18	NENAD ĐUKIĆ	RS MINISTRY OF AGRICULTURE, WATER MANAGEMENT, AND FORESTRY	SENIOR ASSOCIATE FOR WATER
19	VESNA GAJIĆ	RS MINISTRY OF EDUCATION AND CULTURE	FINANCE ASSOCIATE
20	EMINA DURMO	UNRCO/UNV	MONITORING AND EVALUATION ASSISTANT
21	MARIJA TOMIĆ	RS MINISTRY OF EDUCATION AND CULTURE	SENIOR ASSOCIATE FOR MUSIC
22	RENATA RADEKA	UNDP/MDG-F CULTURE AND DEVELOPMENT	PROJECT MANAGER AND COORDINATOR
23	IGOR PALANDŽIĆ	UNDP/DEG	PROGRAM MANAGER
23	ZORAN KIZA	UNFAO	PROJECT MANAGER
25	SABINA ŽUNIĆ	UNICEF	MONITORING AND EVALUATION SPECIALIST
26	FARIS HADROVIĆ	UNFPA	ASSISTANT REPRESENTATIVE
27	SLAĐANA BUNDALO	UNDP/MDG-F DEG	LEAP ASSOCIATE
28	SAMIR ŠOŠEVIĆ	UNRCO	CONSULTANT



LIST OF PARTICIPANTS

#	NAME/LAST NAME	INSTITUTION	POSITION
1	AZRA DŽIGAL	SPANISH EMBASSY	MONITORING AND EVALUATION ANALYST
2	ALEN ZAIMOVIĆ	INITIATIVE FOR BETTER AND HUMANE INCLUSION	PROJECT COORDINATOR
3	MAJA MAČAR	CISO ISTOČNO SARAJEVO	CISO COORDINATOR
4	SNEŽENA BOROVIČANIN	RS INSTITUTE FOR EMPLOYMENT	EXECUTIVE DIRECTOR
5	BOŠKO KENJIĆ	BiH MINISTRY OF FOREIGN TRADE AND ECONOMIC RELATIONS	HEAD OF DEPARTMENT
6	STOJAN BJELICA	MUNICIPALITY OF ISTOČNO NOVO SARAJEVO	INDEPENDENT TECHNICAL ASSOCIATE
7	ISMET KAPETINA	NGO 'LET'S BE ACTIVE'	EXECUTIVE DIRECTOR
8	NEBOJŠA DŽEBO	MUNICIPALITY OF ISTOČNO NOVO SARAJEVO	DEPARTMENT MAYOR
9	NENAD ĐUKIĆ	RS MINISTRY OF AGRICULTURE, WATER MANAGEMENT, AND FORESTRY	INDEPENDENT TECHNICAL ASSOCIATE FOR WATER
10	SAMIR MAHMIĆ	YOUTH INFORMATION AGENCY	PROGRAM COORDINATOR
11	EMINA DURMO	UNRCO/UNV	MONITORING AND EVALUATION ASSISTANT
12	VESNA KAPETINA	PUBLIC UTILITY COMPANY, ISTOČNO SARAJEVO	HEAD OF THE DEPARTMENT FOR PROJECTS AND DEVELOPMENT
13	RENATA RADEKA	UNDP/MDG-F CULTURE AND DEVELOPMENT	PROJECT MANAGER AND COORDINATOR
14	ENVESA HODŽIĆ-KOVAČ	UNRCO	RESEARCH, MONITORING AND EVALUATION SPECIALIST
15	ZEHRRA SALMAN	NGO 'OUR CHILDREN'	DIRECTOR
16	AMEL JAKUPOVIĆ	UNDP/MDG-F DEG	FINANCE AND CAPACITY BUILDING COORDINATOR
17	SAMIR ŠOŠEVIĆ	UNRCO	CONSULTANT

**PE PLENARY SESSION – MUNICIPALITY OF MOSTAR, 27 September 2011**

**LIST OF PARTICIPANTS**

#	NAME/LAST NAME	INSTITUTION	POSITION
1	AZRA DŽIGAL	SPANISH EMBASSY	MONITORING AND EVALUATION ANALYST
2	VESNA BANOVIĆ	UNICEF/MDG-F YERP	PROJECT ASSISTANT
3	EROL MUJANOVIĆ	UNDP/MDG-F YERP	PROGRAM MANAGER AND COORDINATOR
4	ALEKSANDRA SAVIČ	WORLD MUSIC CENTER	DIRECTOR
5	ŠERIF ALJIĆ	NATIONAL THEATER MOSTAR	ACTOR/DIRECTOR
6	DORIS ČULJAK	GYMNASIUM 'FRA GRGO MARTIĆ'	STUDENT
7	IVA MABIĆ	GYMNASIUM 'FRA GRGO MARTIĆ'	STUDENT/STUDENT COUNCIL REPRESENTATIVE
8	BOJANA NIKOLIĆ	CISO MOSTAR	INTERN
9	MINELA BAKAMOVIĆ	UNV/CISO MOSTAR	CAREER ADVISOR
10	SAMIR ZUKO	BiH AGENCY FOR LABOUR AND EMPLOYMENT	CONSULTANT
11	EMINA DURMO	UNRCO/UNV	MONITORING AND EVALUATION ASSISTANT
12	BOŽENA KALTAK	UNDP	REGIONAL MANAGER
13	KRISTINA ČORIĆ	YOUTH CULTURE CENTER ABRAŠEVIĆ	MANAGER
14	ENVESA HODŽIĆ-KOVAČ	UNRCO	RESEARCH, MONITORING AND EVALUATION SPECIALIST
15	IRMA SADIKOVIĆ	IOM/MDG-F YERP	PROGRAM ASSISTANT
16	AMILA TERZIMEHIĆ	UNESCO	PROGRAM ASSISTANT
17	SAMIR ŠOŠEVIĆ	UNRCO	CONSULTANT
18	THUY HA BUI	UNRCO	MONITORING AND EVALUATION ANALYST
19	MARZIYA BAYDULOVA	UNRCO AFGHANISTAN	COORDINATOR
20	ELENA SULEJMANAGIĆ	INTERPRETER	INTERPRETER

**PE PLENARY SESSION – MUNICIPALITY OF BIHAĆ, 29 September 2011**

**LIST OF PARTICIPANTS**

#	NAME/LAST NAME	INSTITUTION	POSITION
1	AZRA DŽIGAL	SPANISH EMBASSY	MONITORING AND EVALUATION ANALYST
2	ŽELIMIR MIJIĆ	UNV/MDG-F YERP	NATIONAL UNV OFFICE ASSISTANT
3	DINO HABIB	UNION FOR SUSTAINABLE RETURN AND INTEGRATIONS IN BiH	FIELD COORDINATOR
4	MIRA GRBIĆ	RS INSTITUTE OF PEDAGOGY	ASSISTANT TO THE DIRECTOR
5	ADNANA M. ČAMDŽIĆ	UNICEF/MDG-F DEG	CONSULTANT
6	DŽENAN ŠARIĆ	INITIATIVE FOR BETTER AND HUMANE INCLUSION	PROJECT ASSOCIATE
7	SLAĐANA BUNDALO	UNDP/MDG-F DEG	LEAP ASSOCIATE
8	AIDA KARTAL	INTERDISCIPLINARY HIGH SCHOOL BIHAĆ	DIRECTOR
9	AVDO KUDUZOVIĆ	EMPLOYMENT SERVICES OF UNSKO-SANSKI CANTON	COORDINATOR
10	ARIJANA BEHRIĆ	PRIMARY SCHOOL HARMANI I, BIHAĆ	PAR GROUP FACILITATOR
11	EMINA DURMO	UNRCO/UNV	MONITORING AND EVALUATION ASSISTANT
12	JOSIPA VUKOVIĆ	PRIMARY SCHOOL HARMANI I, BIHAĆ	PAR GROUP FACILITATOR
13	SELAM MIDŽIĆ	RED CROSS BIHAĆ	COORDINATOR
14	IZOLDA OSMANAGIĆ	MUNICIPALITY OF BIHAĆ	ASSISTANT TO THE MAYOR
15	SAŠA SMILJANIĆ	CENTER FOR CIVIL INITIATIVE	COORDINATOR
16	ALANA FAJKOVIĆ	INSTITUTE FOR SPATIAL PLANNING	TECHNICAL ASSOCIATE
17	SAMIR ŠOŠEVIĆ	UNRCO	CONSULTANT
18	VAHIDIN OGREŠEVIĆ	UNDP/MDG-F DEG	PROJECT ASSISTANT
19	NEDŽADA FAGINOVIĆ	UNICEF/MDG-F CULTURE AND DEVELOPMENT	EDUCATION OFFICER

**PE PLENARY SESSION – MUNICIPALITY OF BANJA LUKA, 30 September 2011**

**LIST OF PARTICIPANTS**

#	NAME/LAST NAME	INSTITUTION	POSITION
1	AZRA DŽIGAL	SPANISH EMBASSY	MONITORING AND EVALUATION ANALYST
2	ŽELJKO SIKIMA	UNFPA/MDG-F YERP	PROJECT ASSISTANT
3	ALISA GRABUS	UNDP/MDG-F DEG	PROJECT ASSOCIATE
4	VESNA GAJIĆ	RS MINISTRY OF EDUCATION AND CULTURE	FINANCE ASSOCIATE
5	BRANKO JUNGIĆ	RS MINISTRY OF EDUCATION AND CULTURE	SENIOR TECHNICAL ASSOCIATE FOR FINE ARTS
6	MILAN ŠIPKA	NGO 'GOOD BEAR'	ASSOCIATE
7	BORISLAV KARANOVIĆ	NGO 'GOOD BEAR'	ASSOCIATE
8	TATJANA KURUYOVIĆ	NGO 'GOOD BEAR'	EXECUTIVE DIRECTOR
9	MLADEN ŠUKALO	TOURIST ORGANIZATION OF THE CITY OF BANJA LUKA	PROGRAM COORDINATOR
10	MIRKO ARAMBAŠIĆ	CULTURE AND ARTS SOCIETY 'PISKAVICA'	SECRETARY/ARTS MANAGER
11	EMINA DURMO	UNRCO/UNV	MONITORING AND EVALUATION ASSISTANT
12	SRĐAN NOGO	BiH AGENCY FOR IDENTIFICATION DOCUMENTS, REGISTRY, AND DATA EXCHANGE	HEAD OF DEPARTMENT
13	NEDELJKO SREDIĆ	CITY OF BANJA LUKA	MAYOR OF GENERAL SERVICES
14	SAMIR ŠOŠEVIĆ	UNRCO	CONSULTANT

---

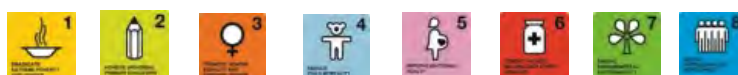
## **Annex 5**

### **PE Questionnaire Responses Analysis –Summary**



## Participatory Evaluation

### Questionnaire Analysis Summary



*Teslic, October 11-12, 2011*



## Istocno Sarajevo

TIME	LOCATION	ADDRESS
9:00 - 11:00	Plenary session: RS Employment Institute, Pale	Srpskih ratnika 30, Pale
11:15 - 11:45	Visit to CISO center	Srpskih ratnika 40, Pale
12:15 - 13:00	Visit to school '28. juni', Istocno Novo Sarajevo Municipality	Stefana Nemanje 10, Istocno Sarajevo
13:15 - 14:00	Visit to Social Services Center Istocno Novo Sarajevo	Stefana Nemanje 7, Istocno Sarajevo
14:15...	Lunch	Kula Restaurant, IS



## Mostar

TIME	LOCATION	ADDRESS
11:00 - 13:00	Plenary session at 'Aleksa' Club	Ljubica 7 (near Bristol Hotel), Mostar
13:15 - 13:45	Visit to a souvenir shop/gallery: 'Srce Hercegovine - The Heart of Herzegovina' Project	Ljubica 7 (near Bristol Hotel), Mostar
14:15 - 15:00	Visit to CISO centru, Mostar	Kralja Tvrtka 19, Mostar
15:15...	Lunch at 'Aleksa' Club	Ljubica 7 (near Bristol Hotel), Mostar





## Bihac

TIME	LOCATION	ADDRESS
9:00 - 11:00	Plenary session at Kostelski Buk Hotel	Kostela bb, Bihac
11:15 - 11:45	Visit to CISO center, Bihac	Ul. Branislava Durdevica br.1 (across the Cantonal Government building)
12:00 - 12:30	Visit to Bihac Red Cross	Ul. Branislava Durdevica 1 (across the Cantonal Government building)
13:00 - 13:30	Visit to Rimac Primary School	Prekounje-Ripac, Bihac, Hadziabdica Mahala
13:45 - 14:15	Visit to Ripac Cultural Centre	Opstina Ripac
14:30	Lunch at Tale Restaurant	Ripac



## Banja Luka

TIME	LOCATION	ADDRESS
9:00 - 11:00	Plenary session at Bosna Hotel	Kralja Petra i Karadordevica 97 78000 Banja Luka
11:30 - 12:00	Visit to <i>Vojislav Ilie</i> Primary School	Krupa na Vrbasu bb, 78206 Krupa na Vrbasu
13:00 - 13:30	Visit to Piskavica Ethno Village	Piskavica Village





## Facts and numbers

- EVALUATORS: **29** (M:13 F:16)
- INTERVIEWEES: **26** (M:12 F:14)
- + 15 additional= **70**
- More than **1000** km of distance covered
- Visited: 3 CISO; 3 ES; social services center; **Red Cross**; gallery; cultural centre and ethno village



Questions  
are...



To what degree the MDG-F model of cooperation, requiring joint implementation by several UN agencies results in synergies, better implementation of activities and high quality approach to problem resolution as well as meeting of needs at the local level? What are your views and experience – as national counterparts within this process?

- The synergy is obvious as well as the saving of resources.
  - The readiness of all of the stakeholders in terms of cooperation is obvious, resulting in joint project implementation.
  - It is good that something concrete started developing when it comes to engagement of young people.
  - Such way of work gives full importance to local development, and the importance is in the fact that the small organizations were given the opportunity to pull out their full potential.
  - An increased effect is felt due to joint actions by several UN agencies.
  - All of the UN agencies are equally important for the implementation of projects.
  - Similar meeting (PE type) was needed even earlier.
  - Greater cooperation of local partners is necessary, especially cooperation between NGO and government sector.
  - Cooperation model was assessed as good.
  - The overall cooperation model could have been used even better.
  - Large scope of projects implemented contributes to better understanding of different problems.
  - Such approach provides for support to projects' permanence.
  - This is the first time that any of participants are meeting with such a model of implementation.
  - There was scepticism that was felt in the beginning, in terms of the implementation modality. This scepticism disappeared later on, enabling the projects to be implemented without any problems.
  - It would be impossible to implement all these activities without the MDG-F support.
  - We haven't even noted that the several UN agencies were involved in project implementation – they all acted as a single team – all in all 'the high five'.
  - Such kind of implementation is great, since it enables for the cooperation of several sectors.
  - Each UN agency led their part of activities; there was no overlapping, i.e. Additional burden for local counterparts.
  - The communication established between all the participants in the process was excellent.
  - Great level of support as well as guidance from UN agencies towards local partners in terms of project implementation was evident.
- During their presentations, participants did not list their positive experiences when it comes to this cooperation model. This question was actually not answered.*

1-A, B

To what a degree your activities, funded through MDG-F programme, contribute to local development, and have these activities been aligned with the existing strategies (local, cantonal, entity, state level)?

- To a maximum degree.
- Communication between local partners improved.
- Much more compared to initiatives conducted by local community itself.
- Projects do not receive considerable support from local authorities.
- Progress in local development was made, but there is a need for a higher level of assistance from governing structures.
- Project activities are in line with local development strategies.
- Involvement and youth activism in the implementation of 'mini' action plans is significant.
- All activities funded through MDG-F have significantly and precisely contributed to local development and involvement of local population into project implementation.
- Projects fit into local communities' development plans.
- Contribution to local community is unquestionable.
- Very good results were achieved.

2-A, B

What was the **ownership** (active participation in planning, management, decision-making and the application of national (local) procedures and resources, etc.) of local partners over project activities implemented with the MDG-F support (administration, non-governmental sector, communities, schools, etc.) like?

- At a high level.
- We feel as absolute owners of the project.
- The sense of ownership is present; unfortunately, the difficulties were faced in terms of relations with representatives of local authorities.
- Participants were not involved from the beginning in the selection of localities/schools and partners to work with.
- Participants feel themselves as project activity owners.
- In majority of cases, local partners did not have influence with regard to selection of target groups.
- All projects had high quality implementation teams, good coordinators and all of them are sustainable.
- None of the partners stated that they felt or noted some sort of imposition by MDG-F teams.
- Beneficiaries of projects supported by MDG-F have the sense of 'ownership' over project activities.
- Domestic resources were used at all of the implementation process levels.
- Decisions are taken on their own.
- It is important that the project implementation provides for the use of own human resources and finds additional ones.
- The sense of ownership is uneven (there is no extended ownership).
- Schools felt these programmes as their own.
- There were certain initial problems due to local interests.
- DevInfo indicators – to improve the way institutions are collecting data (the methodology foreseen is not being observed).
- There is a problem with the motivation of members in charge of implementation.
- Many are part of the process because they were told to 'be there' and they don't feel the project as their own.
- The human factor is the most important one.

3-A, B

In your opinion, what were the **effective benefits** from the implementation of project activities funded through MDG-F programmes at the local level; what **concrete problems** were solved?

- Projects had resulted in great effective benefits to citizens.
- Special benefits are evident among youth, who acquired new skills and became motivated to stay in BiH.
- The employment of young people increased.
- All the projects that were reviewed had very concrete goals as results.
- Multi-purpose improvements through use of new problem-solving approaches.
- Great benefits for young people in all aspects – development of life skills and abilities.
- Concrete problems faced by different target groups in local communities have been recognized.
- Exchange of experiences was assured.
- Project implementers solved numerous problems, from education to funding, from research and outreach to planning modalities, etc.
- Striving to achieve benefits for the community at large by expansion of knowledge and initiatives of young people is evident.
- Benefits for organizations (NGOs), project activities' holders in terms of a more professional attitude towards obligations deriving from activities are evident.
- Communication with the media was elevated to a higher level.
- The projects had positive impact in terms of change of people's awareness.
- Additional values have been created in terms of human capital – people are becoming more interested to engage in such and similar activities even after the project ends.
- Human capacities within and around the project were developed.
- All of the projects that were implemented resulted in concrete effective benefits for the local community.
- Joint action and cooperation of a large number of partners was assured, resulting in greater synergies.
- Inclusion of different social categories was increased.
- New initiatives were created.
- Experience and trainings were listed – that cannot be classified as effective benefits

4-A

Has the **transfer of mechanisms and procedures** (*modus operandi*) to the local level upon the completion of project activities been designed and to what degree, and what steps do you intend to take in terms of **exit strategies** regarding the **sustainability** of initiatives (according to mandate, roles and decision-making levels)?

- Yes, to a sufficient degree.
- Prerequisites for the sustainability of project and ideas were provided via MDG-F.
- **It is not apparent how the project beneficiaries will provide for its sustainability.**
- Sustainability will be assured by implementation of local development strategies.
- **Sustainability will be assured, provided that the local authorities support the continuance of these or similar activities.**
- **The idea/methodology should be expanded to new groups and localities.**
- Cross-border initiatives have been initiated.
- National institutions will take the part of these activities over.
- Projects have high quality start and finish aligned with strategies, needs, etc, therefore the continuation or replication would be a logical follow-up of such a process.
- Spontaneous initiatives and products are being pointed out as results of high quality of project implementation.
- Project beneficiaries have devised exit strategies in terms of project sustainability.
- Internal guidelines within organizations were made regarding this issue.
- Thanks to MDG-F programme, capacities for project development within the organization were developed.
- We already actively use all the instruments and tools adopted during the project.
- Project holders and their partners have a clear vision regarding the implementation modality and the continuation of activities upon the projects' completion.
- **It is necessary to provide new sources of funding for further operations.**
- **Lack of funds is a huge problem.**
- The municipality has already taken concrete steps in order to make the project sustainable.
- Plans for the continuation of activities even upon the completion of the project exist.
- **There is a need for greater cooperation between sectors to enable easier operations at the local level.**

5-B

Has the **inter-sectoral cooperation** within the projects funded by MDG-F programme at the local level been established and in which way? What impact such a cooperation had in terms of promotion of the **global** UN priority **issues** (gender equality, environment protection, youth, etc.)?

- Awareness on global UN issues was raised.
- Cooperation with different population categories (persons with special needs) was established.
- Cooperation with NGO sector and schools was developed.
- Operations were improved by introducing 'the young personnel'.
- **Inter-sectoral cooperation was partially achieved.**
- Significant engagement of young people in order to find additional financial resources.
- **More could have been done if only the information flow have been better.**
- Intersectoral cooperation led to easier problems identification and resolving.
- All of the project activities have been directed towards the establishment and development of inter-sectoral cooperation and joint resolving of problems while underlining global issues.
- Relations between local partners and government institutions improved during the project implementation.
- In certain areas, even the international cooperation was established.
- Cooperation had great impact when it comes to the promotion of global UN issues.
- Project activities had indirect impact in terms of promotion of global problems.
- The involvement and engagement of young people was of special importance to promotion of global issues.
- This case has shown that the systemic approach demonstrated in the form of MDG-F programmes resulted in (un)intentional coverage of almost all of the UN global priority issues.
- Cooperation aiming to address the real needs of citizens was established.
- Everything done so far improved the intersectoral cooperation.
- It is important to continue cooperation in order to get new projects.
- There is an evident facility of communication established.
- There is an evident involvement of representatives of different institutions in working groups.
- **There is a need for more openness and cooperation between institutions.**
- An increased number of enquiries related to co-funding of project activities are evident.

6-A, B

How would you evaluate **the decision making process** in terms of the implementation of projects at the local level? In which way you participated in selecting of activities, resolving of specific problems, suggestions to change something, etc. (at the level of administration, non-governmental sector, communities, schools, etc.)?

- Work in the spirit of complementing via joint decision making.
- Complete freedom was given in terms of decision making, naturally, providing for the compliance with the legal framework.
- Local partners were constantly consulted when it comes to the implementation of project activities.
- Participants were involved into decision making processes to a maximum degree.
- Everything that was done was planned and according to procedures.
- There is a very concrete and direct involvement with possibility to create and give suggestions.
- All structures participated in decision development and adoption.
- Decisions were made in an interactive way among all the relevant stakeholders without significant influence from MDG-F teams.
- The local ownership over the ideas, projects, etc. was respected in all cases.
- Project beneficiaries were fully involved into decision-making process (with the exception of the part referring to financial management, which is natural...)
- Beneficiaries were very independent in the decision-making process.
- Decisions were made by project manager in cooperation with local partners.
- Very positive experience in this regard.
- Participatory process is present – in the beginning it was not fully understood, but in the meantime it became fully accepted.

7-A

To what degree are you satisfied with the **quality** of project activities funded via MDG-F programmes that were implemented or are being implemented at the local level? Are the **citizens** aware, to a sufficient degree, of these initiatives and in which way?

- Very satisfied.
- Herzegovina is 'dead' without the presence if UN agencies.
- There is lack of staff needed in order to include more citizens into such and similar initiatives.
- Good media coverage.
- Citizens are well informed about project activities.
- Involvement of citizens was weak as well as the media coverage.
- Quality of project activities was good.
- The level of awareness among citizens, when it comes to implemented MDG-F projects, is insufficient.
- There is still lot to do in terms of availability of information to citizens at large about projects but a lot has already been done within these initiatives.
- All the events had adequate media coverage.
- Activities were well planned and had adequate media coverage.
- Very satisfied.
- We are extremely satisfied – beyond expectations when it comes to activities implemented, innovative ideas and cooperation with partners.
- Insufficient number of initiatives from local community.
- It is necessary to promote such and similar ideas within the local community via media.
- This part was well covered, but there is still place for improvement.
- Citizens could start initiatives, but they are unaware of their capacities and opportunities.
- Citizens were fully involved in project activities.
- Media provided adequate media coverage of project activities.
- Lesson learned – it is necessary to move the focus from direct beneficiaries to local communities.
- There were no problems when it comes to inclusion of citizens into project activities.

8-B

To what a degree have the **target groups** that the programs funded via MDG-F programmes refer to been **selected** in an adequate way and to what degree they effectively **participated** in such initiatives and the selection of activities?

- Target groups were selected and included into project implementation process in an adequate way.
- Target groups have been selected, but we are still to see if there will be nay effects.
- It is commendable that no kind of 'elitist concept' was used in selecting schools.
- The active participation in making proposals and including certain categories that were, at the beginning, not being included enough is evident.
- The participants had the opportunity to influence the selection and profiling of target groups according to needs.
- Perhaps a bit more space should have been given to citizens at large, but in terms of time, this was not feasible.
- Target groups have not been changed, but the groups of participants that would directly benefit from it once the project becomes sustainable have.
- Target groups were selected in a high quality way.
- Lack of participation of target groups in activity selection process is evident.
- The target groups were not consulted when the activities have been selected.
- Target groups have been selected in an adequate way and they always had the opportunity to give their opinion, make their proposals, etc.
- Extreme satisfaction in this regard.
- An open approach used lead to new initiatives.
- Municipal priorities were taken into consideration.
- The need to extend the initial groups of beneficiaries in accordance with the possibilities was recognized.
- The children were given the opportunity to express what they want to change in their community on their own as well as the way of how to do it.

9-B

To what degree are you **satisfied** with such an **approach** – the work of several UN agencies and national counterparts in the implementation of such and similar initiatives and what **suggestions** would you give in order to **improve** the overall **process** of implementation of projects funded via MDG-F programmes at the local level?

- To increase the pressure towards the representatives of local governments in terms of their greater engagement.
- Satisfaction with the work of UN agencies.
- To increase the level of awareness/information of young people about the work of UN agencies.
- Local partners do not have counterparts among the representatives of local authorities.
- Everyone should invest the maximum of efforts in order to change things (the way the students do – a 'door to door' approach).
- Better involvement of all partners into project coordination itself is needed.
- Greater level of awareness/information and coordination among different MDG-F projects is necessary.
- There was no insight in terms of financial capacities, thus the initiatives were split into smaller components.
- Introductory meeting at the level of all MDG-F projects were missing.
- It would be good to have MDG-F representatives more in the field.
- A question needs to be asked when it comes to MDG-F's approach in terms whether the local partners should be left to work on their own, thus developing their capacities while receiving guidance and instructions from UN partners or to work together all the time.
- We are very satisfied and we have no suggestions.
- Successful communication with the MDG-F programme.
- The issue of monitoring has been raised – although everything was done well, it is not clear how much monitoring is needed by MDG-F.
- Change of report forms at the beginning of the project implementation used to confuse partners and make the task more difficult. Simplification in that regard would be of great help.
- Communication between local partners engaged in projects improved.
- More joint meetings are necessary – 'everyone in one place'.
- Cooperation with UN agencies is very good.
- In terms of importance, quality of projects is critical.
- UN agencies are very determined in their intent to develop local capacities.
- More alignment among domestic partners is necessary.

10-B

To what a degree the **knowledge acquired and capacity development** can be applied concretely in **daily** work? Is there a way for **citizens** to benefit from it in terms of improvement of **services** provided to them at the local level?

- To the greatest extent possible.
- I have learned how to manage one UN project and now I am ready to do it again.
- To use the knowledge gained while working in UN projects in order to move into larger ventures.
- The knowledge gained is applicable in daily work which leads to better provision of services to citizens.
- Knowledge and capacities have been strengthened significantly.
- Conditions need to be created – by constant work and engagement in order to apply the knowledge gained.**
- The benefits will be most evident in the rural part.
- Knowledge, skills and results are being used on daily basis.
- Knowledge gained and capacities developed can be applied, in a concrete way, in everyday activities.
- The implementation of projects significantly changed the way of thinking of the local population in terms of attendance at education activities and application of the knowledge gained in their work.
- Knowledge gained is already being implemented in daily practice leading to provision of better services to citizens.
- Trainings have been well designed and concrete.
- The young people – future creators of new projects were provided the opportunity to gain extensive experience.
- It is obvious that beforehand certain services weren't able to provide the set of services they are able to provide now.
- It is necessary to continue with trainings.

11-B

What are the **lessons** you have **learned** from the process of implementation of projects funded via MDG-F projects compared to your role in these projects? If it was possible to start over, what would you change in terms of defining of the purpose of project, its priorities, selection of partners, target groups, etc?

- There is nothing that needs to be changed.
- Rigid systems can be changed by persistence and work.
- I would be more frank when working with people.
- All of this was beneficial to us in several ways – we learned how to manage a project, how to manage human resources in order to identify and resolve specific problems.
- Enrolment policies at high schools and universities should be changed and other types of professions promoted.**
- It is necessary to be 'more aggressive' regarding the planning phase.
- Efforts should be made to develop capacities of people within the local community so that they could work on implementation of projects.
- Better financial planning (projections) would improve the implementation significantly.**
- It is necessary to reduce the influence of politics to implementation.
- UN procedures were not an obstacle to a successful project implementation.
- The local partners could play more active role in such initiatives.**
- Implementation of these and similar projects is changing the way people think for the better.
- Positive practice of extra-curricular activities that did not exist before was introduced.
- Positive practice was recognized by local community.
- It is necessary to design a long-term continuation of activities.
- It is important to find the right people from the beginning and to place them to right positions (places).**
- The most important thing is the team.
- It became evident that the children would invest more of their efforts into initiatives they selected themselves.

12



### **Additional comments**

- I like this type of evaluation since it is more humane in nature – it is not simple drafting of narrative reports just to meet the requirements.
- *Media campaign in order to inform the citizens is necessary.*
- *Lack of coordination between different projects is evident.*
- *Project managers should provide conditions that would prevent overlapping of certain activities within other initiatives.*
- Satisfaction with all of the project components is evident.
- The exchange of experiences is important as well as meetings with everyone 'at the same place'.
- Considering that the project activities were implemented in three municipalities within the City of Istocno Sarajevo (I.N.Sarajevo, I.Ilidza and Trnovo), participation of representatives of all three localities should have been provided for.
- The programmes opened the space for joint action and opened opportunities for new initiatives.
- Several institutions benefit from a single programme.
- Number of enquiries regarding the co-funding possibilities was increased – transition from the passive to proactive way of thinking.
- *It is important to include all the stakeholders from the very beginning.*
- *During presentations, the participants pointed out plans and strategic documents as positive experience but did not show sufficient alignment with these when it comes to practical examples.*
- An interesting situation of reviewing all four components.
- Intersectoral cooperation was improved.
- It seems that all the stakeholders are aware and ready to take over their roles and responsibilities.
- Participants are aware of the importance of the team work and information flow.

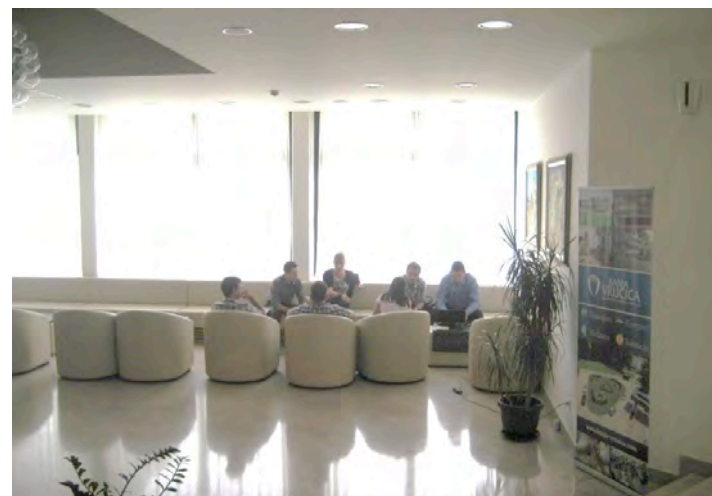
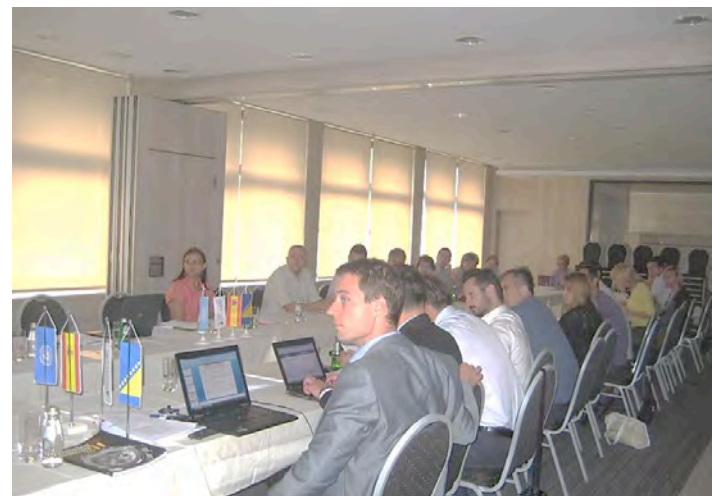
---

## **Annex 6**

### **Selected Photographs**

## Selected Photographs

### Participatory Evaluation Workshop I, Hotel Karidal Teslić, 05-06 September 2011



### Pilot Field Visit, 12-16 September 2011



Banja Luka 12/09/2011



Bihać 13/09/2011



Mostar 14/09/2011



Istočno Sarajevo 16/09/2011



## Participatory Evaluation in the Field: Istočno Sarajevo 26 September 2011



## Participatory Evaluation in the Field: Mostar 27 September 2011





## Participatory Evaluation in the Field: Bihać 29 September 2011





## Participatory Evaluation in the Field: Banja Luka 30 September 2011



## Workshop II, Teslić 12 October 2011

