

UNDP Bosnia and Herzegovina

Subregional Gender Equality Project

Independent Evaluation Report

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Abbreviations

BiH	Bosnia and Herzegovina
CEDAW	Convention on Elimination of all Forms of Discrimination Against Women
CIDA	Canadian International Development Agency
CO	country office
CSOs	civil society organizations
EU	European Union
GEEP	Gender Equality and Equity Project
IGEMs	Institutional Gender Equality Mechanisms
MDG	Millennium Development Goals
NGOs	non-governmental organizations
OSCE	Organization on Security and Cooperation in Europe
PAD	project approval document
PRSP	poverty reduction strategy paper
SCG	Državna zajednica Srbije i Crne Gore (State Union of Serbia and Montenegro)
SGEP	Subregional Gender Equality Project
UNDP	United Nations Development Programme
UNIFEM	United Nations Fund for Women

Executive Summary

This report presents final evaluation findings for the “Subregional Gender Equality Project” (SGEP) implemented by UNDP in partnership with Institutional Gender Equality Mechanisms (IGEMs) in Bosnia-Herzegovina, Serbia and Montenegro. The project, financially supported by Canadian International Development Agency (CIDA) with the amount of \$ CAD 1.2 million, run from March 2005 until March 2007, with a no-cost extension until October 2007.

The evaluation was conducted in the period from September 3 until December 24, 2007. Data collection methods included project documentation review; semi-structured interviews with representatives of IGEMs and NGOs, UNDP staff and other relevant persons in all three project locations; and participant-observation at the regional conference on CEDAW reporting, organized by the UNDP CO Montenegro on September 24-26 2007.

Intended impact of SGEP, defined as “Gender sensitive, responsive, accountable and competent national government/civil society rule of law, health and education institutions that guarantee their citizens’ safety and create an enabling environment for social, economic and political development”, should have been achieved through working towards the following objectives:

1. creation of a critical mass of gender-sensitized professionals in targeted civil society organizations (including CIDA partners) and selected government ministries in the Balkans program priority sectors (rule of law, health and education) to strengthen their ability to effectively integrate gender equality into their policies/strategies/ program implementation plans,
2. help build the capacity of newly established gender equality institutions
3. help raise public awareness on gender equality to strengthen the dialogue with government/relevant organizations to implement new and existing gender equality legislation.

The activities planned included: “1) research and analysis of the specific gender equality training needs for key targeted organizations; 2) development of training modules aimed specifically at meeting the needs of civilian society organizations (including CIDA partners), as well as selected government ministries in the Balkans program key priority sectors (rule of law, health and education) in BiH and SCG (including Kosovo); and 3) development and implementation of a public awareness campaign on gender equality in preparation for key events such as a planned high-level gender workshop, the dissemination of National Plans of Action, an NGO event to promote the 10th Anniversary of the Beijing Conference.” (PAD, Section 6. Project Description)

The SGEP was planned to be implemented in three stages logically following from each other. “A comprehensive needs analysis of gender equality training and gender awareness” in each project location should have served as a basis for “the

development and implementation of training modules for key targeted groups” and, in its final stage, the project should have supported public awareness campaigns “based on the results from the training workshops” (PAD).

UNDP's main implementing partners were IGEMs within executive branch of government on the national level, including the entity level in BiH and the level of autonomous provinces of Serbia. In BiH, the main partners were Gender Equality Agency located within the Ministry for Refugees and Human Rights on the state level and the Gender Centers on the level of entities, each established with the respective Governments of Federation BiH and Republic of Srpska. In Serbia, this was Gender Equality Council, established as an advisory body to the Government located within the Ministry of Labour, Employment and Social Policy and, on the level of the Autonomous Province of Vojvodina, the Provincial Secretariat for Labour, Employment and Gender Equality. In Montenegro, the main partner was the Government's Office for Gender Equality.

UNDP's partnership with civil society organizations within the SGEP was mediated primarily through the IGEMs as main partners. In each of the three project locations, however, UNDP was able to draw on cooperation with a variety of civil society organizations, established through joint work on MDGs or PRSP development and implementation. In some instances UNDP was active in establishing conditions for cooperation with CSOs and brokering partnership between IGEMs and women's NGOs.

On the regional level, the project's major contribution was in creating opportunities for the representatives IGEMs to maintain and strengthen the links established through some earlier cooperation frameworks directly supported by other local, regional and international actors.

On the level of each project location, the contributions differed depending on the overall socio-political context, most notably on the initial capacity of the IGEMs in each of the countries. Resources mobilized through the SGEP contributed to strengthening of IGEMs in each project location, facilitated their cooperation with CSOs and increased their capacity for mutual partnerships.

On the level of intended impact and the main objectives, the project can be considered as highly relevant for the current level of gender equality institutionalization in each of the countries involved. Each of the three countries committed to the Millennium Development Goals, including the Goal 3 of promoting gender equality and empowering women, gender equality is an integral part of the national PRSPs and their long-term interest is membership in the EU. The project was therefore in accordance with the overall national goals of adhering to international standards in the area of gender equality and women's rights and IGEM development represent one of the key requirements in the process of EU integration.

On the level of activities implemented, the project demonstrated sufficient flexibility in order to maintain the relevance in each of the project locations. Close cooperation with individual CO allowed for the IGEMs, as the main project partners, to adjust the activities to their specific needs.

The project was consistent with the overall UNDP's policy on gender mainstreaming. Many among the interviewees in all three project locations emphasised that the major UNDP's advantage in comparison with domestic, international and bilateral actors is its ability to mobilize resources needed for project implementation.

The project's design did not include measurable targets and indicators of progress for the three main objectives. Instead, indicators were set for output level within the annual activity plans. While this allowed for flexibility in project implementation, in the sense of adjusting to the changes in political environment and meeting the needs of IGEMs as the main project partners, which is definitely to be considered as a positive feature of the project implementation, it did make somewhat difficult to evaluate project's effectiveness in the strict sense, that is through progress made towards the three main objectives.

Certain number of gender competent professionals was created, but, as assessed by the Project Management itself, the question on whether the critical mass has been achieved remains open. It may be expected that in future the postgraduate programme in Gender Studies will contribute to creating a pool of competent professionals, especially for BiH.

The level of gender expertise has most definitely increased since in all three project location there is a pool of gender trainers available for future education on gender mainstreaming within public institutions and CSOs. In BiH and Montenegro the project contributed to creation of relatively coherent training curricula and the teams formed in the process seem to be able to conduct future training for public institutions and other organizations on behalf of the respective IGEMs. In all three project locations, however, valuable resource materials have been produced (e.g. training materials, promotional videos and similar). Their future utilization will depend on the capacity of the respective IGEMs, in some instances of NGOs as authors of materials, to disseminate them more widely. The most important achievement is definitely the roster of regional gender experts displayed on the UNDP BiH website. It is expected that more experts from Serbia, Montenegro, possibly also from other countries in the region, will be included in the roster in the near future. Gender Audit has been completed with great difficulties in each of the project locations and the usefulness of the final report differs significantly.

The most effective component of the project was strengthening the partner IGEMs in each of the project locations. In some instances, such as is the case of the Gender Equality Council in Serbia, the project provided resources necessary for basic operation, while in BiH and Montenegro, where the IGEMs have been included in the state budgets for a longer period, it enabled them to broaden their scope of activities. The major impact of the SGEP is in supporting the IGEMs to assume that responsibility according to their current capacities. The sustainability of the project results will, clearly, depend on the sustainability of IGEMs themselves.

The report concludes with two sets of recommendations. The first one relates to possibilities of improving programme and project management, both with regional and national scope, in order to increase their overall effectiveness and impact in the

area of gender equality. The second one gives suggestions on future gender equality programmes and projects based on the main achievements and good practices within SGEP.

Management of Gender Equality Programmes and Projects

- If the UNDP BiH needs to become a leader in the area of gender equality, it would be necessary to strengthen the capacities of CO by establishing a permanent gender team. Its most important role, in addition to implementing specific projects with outside partners, would be to oversee gender mainstreaming within the CO and to support integration of gender issues in other UNDP's projects and programmes.
- It would be important to include all of the key partners, in this case the representatives of IGEMs in each project location, in the planning stage of future projects. This inclusion may be facilitated by ensuring continuity of the Regional Coordination Board established through the SGEP. The continuity of the Board would require regular meetings of the Board (IGEM and UNDP COs representatives), in addition to regular information exchange through other means (e.g. joint mailing list, website). Rotating coordination may contribute to capacity development of the UNDP COs and the IGEMs in each of the project locations.
- Political instability should have been taken into account during the planning stage. The negative impacts of the changes in political leadership could have been avoided by targeting civil servants at lower levels. While sometimes it is necessary to have support from the high-ranking officials, in order to secure sustainability, it may be more appropriate to target lower-level civil servants which, if having appropriate attitude and knowledge, may have positive influence on integrating gender component into policy implementation.

Gender Equality Programme Development

- In all project locations, UNDP is considered to be well-positioned to mobilize additional resources in the area of gender equality and it should continue supporting IGEMs in the on-going process of implementing and improving the existing legal and normative framework for gender mainstreaming. In all of the project locations IGEMs are considered to be rather weak and vulnerable to government restructuring and additional attention obtained through the regional or international exchange contributes to their strengthening and positioning within the government structure in which they are located.
- UNDP is well-positioned in providing technical assistance to IGEMs in order to increase their transparency and accountability to citizens. At the same time, there is a need to secure independent citizens' monitoring of the effectiveness of the current IGEMs in each project location. The CSOs, especially women's organizations which are still the strongest advocates of gender equality in all of the project countries, are best positioned for performing monitoring role. If UNDP decides to continue supporting CSOs monitoring activities, a special effort needs

to be made to maintain the CSOs independence towards the IGEMs.

- It is recommended that UNDP continues to support research on gender equality in all project locations. On the level of country offices worldwide, UNDP produces research containing information relevant for assessing the level of gender equality in a specific setting and that can be utilized in raising public awareness and for increasing local expertise. In addition, UNDP may consider supporting data collection according to some previously used methodology in order to increase availability of data and to monitor change.
- While short-term training for civil servants are still needed, long-term impact can be achieved primarily by targeting youth in regular educational system. UNDP may consider continuing its support to the graduate program in Gender Studies, either financially, or by drawing on resources available within the UNDP worldwide (on-line resources, printed materials, foreign experts etc.).
- Study visits within the region seem to be an efficient mode of knowledge and experience exchange. In some instances, they had an added value of securing additional legitimacy for the IGEM within the respective government structure. It is recommended that UNDP continues to support study visits. In addition to regional study visits, which in itself may have added value of enhancing regional integration processes, it would be useful to provide opportunities for IGEM employees/representatives (possibly for other civil servants in charge of gender mainstreaming as well) to get acquainted with IGEMs within the EU countries.
- Some of the interviewees suggested to broaden geographical scope of the project to other countries in the region. If this option is pursued, it is recommended that the project is based on a detailed review of the on-going regional cooperation among IGEMs in order to utilize opportunities to create synergistic effects and to avoid overlapping activities.

1. Introduction

This report presents final evaluation findings for the “Subregional Gender Equality Project” (SGEP) implemented by the UNDP CO Bosnia-Herzegovina in close partnership with UNDP CO's and Institutional Gender Equality Mechanisms (IGEMs) in Bosnia-Herzegovina, Serbia and Montenegro. The project, financially supported by Canadian International Development Agency (CIDA) with the amount of \$ CAD 1.2 million, run from March 2005 until March 2007, with a no-cost extension until October 2007.

Objectives and scope of the evaluation. There are two main objectives of the evaluation. First, to provide an independent assessment of the project results achieved with UNDP support and the quality of partnership with other key actors in each of the project locations. The assessment is based on the standard evaluation criteria of project relevance, effectiveness, efficiency, impact and sustainability. Second, on the basis of the lessons drawn from the project assessment, to develop forward-looking recommendations for future gender equality programming on the national and regional level. The objectives and scope of the evaluation were defined in direct consultation with the Project Management, in accordance with the Term of Reference (Annex I).

Evaluation Time frame and Methodology. The analytical tools and methods applied include following:

Documentation review. The initial review of project documents compiled by the UNDP CO was complemented by reviewing promotional, educational and other relevant materials produced by the project partners (websites, leaflets, manuals, conference reports etc.). In order to obtain contextual information on the project, a variety of other resources have been consulted as well. Annex II contains list of documents that were referenced.

Semi-structured interviews. Total of 39 individuals have been consulted for the evaluation. They included:

- representatives of the institutional gender equality mechanisms (Gender Centers in the Republic of Srpska and Federation of BiH, Agency for Gender Equality; Gender Equality Council of the Government of the Republic of Serbia, Provincial Secretariat of Labour, Employment and Gender Equality of AP Vojvodina; Office for Gender Equality of the Government of Montenegro) (9)

- UNDP staff in all three project locations (7)

- representatives of the project partners among NGOs (7)

- other relevant persons included in the project in BiH, Serbia and Montenegro (government and donor representatives, consultants etc.) (16)

The interview guide, revised in consultations with the Gender Programme Manager and the Regional Gender Coordinator) was not strictly followed due to the different level of involvements of the interviewees in the SGEP. Most of the interviews have been

conducted face-to-face, lasting from 30 to 90 minutes, while several persons were consulted via phone or e-mail. The interviewees were conducted by Aida Bagić, as main consultant and author of this report, Tea Škokić, researcher from Zagreb, and Indira Topčagić, consultant from Sarajevo, as evaluation assistants. The list of interviewees can be found in Annex III and the interview guide in Annex IV.

Participant-observation. The regional conference on CEDAW reporting, organized by the UNDP CO Montenegro on September 24-26, provided opportunity to apply participant-observation method. The conference was not funded through the SGEP. It gathered, however, all of the key stakeholders in the SGEP and provided additional evidence both for the SGEP achievements and suggestions for issues to be addressed in future gender programming.

The evaluation was conducted in the period from September 3 until November 9th, 2007 (total of 27 consultancy days). The initial briefing was provided by the Gender Programme Manager and the Regional Gender Coordinator during the first week of field work in Sarajevo from September 10-14. The first draft was discussed at the meeting in Sarajevo on October 8th, and the second draft was submitted for written feedback on November 9th. This final version integrates comments provided in writing and discussed at the meeting held in Belgrade on November 30th.¹

Limitations to the analysis. The time frame of the evaluation did not allow for consulting a wider circle of organizations and individuals involved in the area of gender equality in each of the countries and regionally. The findings are therefore necessarily influenced by the perspective of the organizations and individuals directly benefiting from the project.

Structure of the report. This introductory section is followed by brief description of the project design and the implementation process, including an analysis of the main partners (IGEMs) positioning within their specific national contexts. The third section outlines key findings as main achievements and issues for each of the project location. The key findings are assessed against the main evaluation criteria in the fourth section. The final section summarizes previous analysis in the form of a brief conclusion and recommendations for future programming in the area of gender equality.

¹ Comments were provided by the Gender Programme Manager, the Regional Gender Coordinator and the local Project Coordinators from Serbia and Montenegro. The meeting was attended by the Regional Gender Coordinator and the local Project Coordinators.

2. Project and its Context

The Beijing Platform for Action, which demands that states take responsibility for ensuring gender equality, has been accepted as a framework of action by the governments in all of the project countries. As a result most of them have various forms of institutionalized gender equality mechanisms, although they have been developed and adopted at different pace, depending upon the socio-political context of each country. In addition to international legal framework, a special incentive for gender equality institutionalization has been provided by the project countries long-term interest of participating in the processes of EU integration. This interest facilitates the project countries compliance with documents such as the EU Community Framework Strategy on Gender Equality that encourages the development of institutional capacities to formulate and implement gender equality legislation.

2.1. Intended Impact and Objectives

Intended impact of the UNDP's Subregional Gender Equality Project (SGEP) should have been primarily in the area of institution-building. The Project Approval Document (PAD) defines the intended impact in the following way:

“Gender sensitive, responsive, accountable and competent national government/civil society rule of law, health and education institutions that guarantee their citizens’ safety and create an enabling environment for social, economic and political development.”

The impact should have been achieved through working towards the three main objectives:

- creation of a critical mass of gender-sensitized professionals in targeted civil society organizations (including CIDA partners) and selected government ministries in the Balkans program priority sectors (rule of law, health and education) to strengthen their ability to effectively integrate gender equality into their policies/strategies/ program implementation plans,
- help build the capacity of newly established gender equality institutions, and
- help raise public awareness on gender equality to strengthen the dialogue with government/relevant organizations to implement new and existing gender equality legislation.

The grant awarded by CIDA should have been used for “targeted gender sensitivity training (in the areas of rule of law, health and education) and public awareness-raising campaigns on gender equality” (PAD, Executive Summary).

More specifically, the activities planned included: “1) research and analysis of the

specific gender equality training needs for key targeted organizations; 2) development of training modules aimed specifically at meeting the needs of civilian society organizations (including CIDA partners), as well as selected government ministries in the Balkans program key priority sectors (rule of law, health and education) in BiH and SCG (including Kosovo); and 3) development and implementation of a public awareness campaign on gender equality in preparation for key events such as a planned high-level gender workshop, the dissemination of National Plans of Action, an NGO event to promote the 10th Anniversary of the Beijing Conference.” (PAD, Section 6. Project Description)

The regional scope of the project is justified on the basis of similar socio-political context and the development level of gender equality mechanisms in each of the countries involved. The leading role was assigned to BiH where the institutional gender equality mechanisms have already been functioning for some time and where the Gender Equality Law was adopted already in March 2003, as the first of its kind in all of the Western Balkans countries. In fact, the SGEP should have relied on the achievements of a previous UNDP's project, funded only partially by CIDA, aimed at implementation of the Gender Equality Law in BiH. Although the project documentation suggests that the SGEP should have followed the BiH project, the two projects run in part simultaneously.²

2.2. Main Project Partners

The project documentation mentions both governmental institutions and civil society organizations as partners and beneficiaries of the project. The actual partners and beneficiaries, however, have been primarily institutional gender equality mechanisms (IGEMs). Their role as the main partners is clear from the fact that the implementation of specific project activities in each project location depended on direct consultations between UNDP and the representatives of the respective gender equality institutions.

In each of the three countries there are institutional gender equality mechanisms on the national and local level, within legislative and executive branch of government. The UNDP's implementing partners were IGEMs within executive branch of government on the national level, including the entity level in BiH and the level of autonomous provinces of Serbia³. They mediated cooperation with other

² The Terms of Reference for this evaluation specifies: “On the basis of good practice of the Gender Equality Law implementation Project, CIDA provided funding of \$1.2 million to the UNDP for implementation of Sub-regional Gender Equality Project in Bosnia and Herzegovina, Serbia and Montenegro” (Section II. Organizational Context). The Gender Equality Law Implementation Project lasted from March 2003 until March 2006, with the final evaluation conducted in the second half of 2006. See: “Development of Capacity and Partnership between Government and Civil Society in the Implementation of the Gender Equality Law of Bosnia and Herzegovina”, evaluation report by Lejla Somun-Krupalija, December 2006.

³ The PAD also envisaged inclusion of the IGEMs established under UNMIK, in the Autonomous Province of Kosovo. Kosovo representatives signed the MoU with UNDP and took part in all the regional events. They had, however, no representatives in the Regional Coordination Board and no specific project activities were implemented on the territory of

gender equality mechanisms, within legislative branch of government on the national level (e.g. parliamentary committees), and local level (e.g. cantonal and municipality commissions for gender equality).

In BiH, the main partners were Gender Equality Agency located within the Ministry for Refugees and Human Rights on the state level and the Gender Centers on the level of entities, each established with the respective Governments of Federation BiH and Republic of Srpska. In Serbia, this was Gender Equality Council, established as an advisory body to the Government located within the Ministry of Labour, Employment and Social Policy and, on the level of the Autonomous Province of Vojvodina, the Provincial Secretariat for Labour, Employment and Gender Equality. In Montenegro, the main partner was the Government's Office for Gender Equality.

BiH has a very developed structure of institutionalized GEMs, largely due to its complex governance structure established by the international community that is investing into mainstreaming gender equality as part of the democratization process. The main difference of Serbia on one side, and BiH and Montenegro on the other, regarding institutionalization of gender equality and relevant for the evaluated project, as pointed by most of interviewees, was that the IGEMs in BiH and Montenegro have already been functioning for some time, while the Serbian ones have been established later and had no comparable capacity.⁴ There seems to be more commonalities between Montenegro and Bosnia and Herzegovina, in terms of the relevant institutional and legislative framework, than between them and Serbia. Differences in national contexts posed major challenges in the attempts to transfer some of the Bosnian experiences into Serbia. This was especially significant in conducting gender audit in which the IGEMs should have played the coordinating role for their countries.

At the same time, the women's movement in Serbia is considered to be more developed and stronger than the one in Bosnia-Herzegovina, primarily in terms of greater number of women's NGOs, longer tradition of feminist organizing, in some instances dating back to the pre-war times, and consequently more outspoken when it comes to the role of international organizations and national policy development.

Most of the activities supported through the project represented continuation of an on-going process of enhancing the level of gender equality and advocating for women's human rights in the region. A number of actors have been involved in this process. Local women's organizations, assisted both through the regional and global

Kosovo.

⁴ E.g. the Gender Equality Council was included into the state budget only at the end of 2006, with amount not exceeding 50000 EUR for activities in 2007. An additional indicator of different capacities is also that in BiH and Montenegro the IGEMs produce annual reports and make it available for download on their websites, in Serbia, this is done by the Provincial Secretariat for Labour, Employment and Gender Equality, while the GoS Council for Gender Equality has no website.

women's solidarity networks and by a variety of international actors, have been the leading voice in the area of gender equality and among the most important advocates for the establishment of IGEMs.

The process of IGEM's establishment was different in each of the countries, leading to their different positioning within the respective government structures. The following table provides basic overview of key developments in the area of institutionalizing gender equality in each of the project locations.

Bosnia and Herzegovina	Serbia	Montenegro ⁵
December 2000—Gender Center of FBiH founded by the Decision of the FBiH Government		
December 2001—Center for Gender Equity and Equality founded by the Decision of the RS Government		
	2002—Provincial Secretariat for Labour, Employment and Gender Equality established in AP of Vojvodina	
May 2003—Parliament of BiH adopted the Law on Gender Equality		March 2003—Office of Gender Equality established, a governmental body responsible for the implementation of gender equality projects

⁵ At the level of State Union of Serbia and Montenegro, gender equality was loosely under the jurisdiction of the Ministry for Human and Minority Rights that monitored the human rights and civil liberties situation (including women) and proposes measures to for the promotion and legal framework of human and minority rights.

February 2004—Agency for Gender Equality in BiH established by the Decision of the Council of Ministers (as an organizational unit within the Ministry for Human Rights and Refugees)	<p>July 2004—the Decision on Gender Equality adopted by the Executive Council of AP Vojvodina</p> <p>August 2004—establishing Council for Gender Equality as an advisory body to the government</p>	
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In Bosnia-Herzegovina, the most relevant for the establishment of the IGEMs, and most frequently referred to during the interviews, was Gender Equality and Equity Project (GEEP) implemented from 2000 until 2005 as a cooperation between Governments of Finland and Bosnia-Herzegovina. Most of the BiH governmental institutions, as well as non-governmental organizations, included in the SGEP as partners and beneficiaries have been involved in GEEP. Similarly, Gender Equality Office in Montenegro has been established in 2003 with the aim to implement the project «Foundation of Equal Gender opportunities within the Government of the Republic of Montenegro», co-financed by the Government and the OSCE Mission.

UNDP's partnership with civil society organizations within the SGEP was mediated through the IGEMs as main partners and its quality depended on the relationships between IGEMs and NGOs in each project location. In addition, in each of the three project locations UNDP was able to draw on cooperation with a variety of civil society organizations, established through joint work on MDGs or PRSP development and implementation. In some instances, especially in the case of the most recently established IGEMs such as Gender Equality Council in Serbia, UNDP was active in establishing conditions for cooperation with CSOs and brokering partnership between IGEMs and women's NGOs.

The relationships between IGEMs and NGOs are perceived differently, primarily according to which sector the interviewee belongs to, but not exclusively. While there is an agreement on the need that there should be clear division of roles and responsibilities between IGEMs as governmental institutions and NGOs, there is no consensus on what exactly the roles and responsibilities of each should be. There are both IGEMs and NGOs representatives who see the role of NGOs primarily as supporting the IGEMs (Government), while only NGOs representatives emphasised the monitoring role as their primary role in relationship towards government policies in general, whereas IGEMs and the policies aimed at increasing gender equality are not an exception. IGEM representatives, on the other hand, expect NGOs to act in synergy with governments, complementing their activities, while the monitoring role is seen as secondary. The later point of view is well illustrated by the following statement of an IGEM representative: "To ask whether and how much did the lives of women change, this is not an appropriate question to ask. It is not the role of

government to change people's lives, the government's job is to create legal framework and policies that should result in a positive environment in which people themselves, women themselves, should take responsibility for their own lives.”

The NGOs overall are often perceived as primarily donor-driven, especially in BiH where the organizations were often established in order to secure income opportunities, which, some of the interviewees suggested, impeded development of voluntarism.⁶ The most important role for NGOs is seen in their ability to raise the issues not yet defined as politically relevant and in the area of gender equality the most successful is considered to be prevention of domestic violence against women. There are, however, different opinions on what exactly should be the role of NGOs once an issue starts to get institutionalized. Some of the interviewees believe that the NGOs often resist institutionalization since they fear “to lose their monopoly on the problem” and, as a consequence, access to funding.

Differences in visibility of IGEMs and NGOs among the project locations, noted in the Gender Audit, conducted as one of the key SGEP activities, also point to differences in the current capacity and strength of the IGEMs. In all of the project locations the visibility of NGOs involved with gender equality issues is higher than the visibility of IGEMs. The most significant difference is noted in Serbia, where only 22,7% of respondents claim knowing about governmental institutions involved with gender equality issues while 68,1% claim to know about NGOs working in the area. The knowledge on IGEMs seems to be considerably higher in Montenegro, with 73%, and in BiH, with 63% of respondents claiming that they know about governmental institutions in charge of gender equality promotion. The knowledge on NGOs involved with gender equality issues is still higher than for IGEMs (85,8% respondents in Montenegro and 83,8% in BiH).⁷ Clearly, these differences most likely reflect the fact that IGEMs in BiH and Montenegro have been established somewhat earlier than those in Serbia and, obviously, succeeded in gaining greater public visibility.⁸

2.3. Implementation Process

The SGEP was funded through direct contract between CIDA and UNDP's

⁶ It needs to be noted here that “NGOs” encompass a wide variety of organizational forms, ranging from informal grass-roots groups to highly expert organizations; e.g. IBHI, organization that coordinated GEEP implementation is an NGO equally as it is a local youth club. There are considerable differences between the various types of organizations regarding their reliance on voluntarism.

⁷ According to Gender Audit reports for BiH (Graphs 7 and 8), Serbia (Diagram 6 and 7) and Montenegro (Diagram 9 and 10), available at <http://gender.undp.ba>, accessed on September 5, 2007.

⁸ Clearly, the relative size of the countries needs to be taken into account here as well—in Montenegro, with population of 650.000, it may be easier to achieve visibility than in Serbia with population estimated at 7,5 million (excluding Kosovo) or in BiH with population of 4,5 million.

headquarters and monitoring on behalf of the donor has been conducted by the CIDA office in Sarajevo. The Regional Coordinator was located in BiH office. Her function was to coordinate day-to-day management and operational aspects of each project activities in BiH and regionally, under direct supervision of the UNDP BiH Gender Program Manager. The Coordinator was also responsible to ensure synergy with the Gender Equality Law Implementation Project that was still going on at the time of SGEPS inception. CIDA's local gender experts from BiH and Serbia, providing mandatory gender analysis for other projects supported by CIDA, have been monitoring project implementation and provided advice when requested. CIDA representatives on occasion took part in promotional events within the project. The main partners within the SGEP participated in other national and regional programmes supported by CIDA (e.g. both Gender Centers have been involved in CIDA's Justice Reform Project).

The project was designed without setting specific targets to be achieved for each of the objectives. This seems to have allowed for flexibility necessary in managing cooperation among the IGEMs in each project location, with their considerably different capacities and the need to respond to constantly changing circumstances in the political environments in each of the countries. In the course of the project, several parliamentary and local elections have been held in each project location, debates on constitutional reforms have been on-going, and the State Union of Serbia and Montenegro dissolved making initially two-countries project into three. While not all of these changes bear relevance for the project, especially since the key persons representing the main partners maintained their positions, the instability of the political environment did impact on the project implementation dynamics.

This instability was reflected most importantly in continuous postponing of adopting legislative and policy frameworks relevant for gender equality. In Montenegro, for instance, the National Action Plan on Gender Equality, developed under the leadership of the Office for Gender Equality (supported by UNIFEM) and UNDP)and presented as best practice example at the Regional Conference "Beijing +10 – Lessons Learnt and Future Actions" in 2005, organized as one of the key SGEP activities, has not been adopted yet as an official document of the Montenegro Government. Similarly, the National Action Plan for Gender Equality and Advancement of Women in Serbia, preparation of which was said to be inspired by the Montenegro at the very same conference, was completed in October 2006 and its official status is yet not clear.

More examples can be added here. The project documentation, written towards the end of 2004, mentions that the Serbian Gender Equality Council "is currently discussing an Anti-Discrimination Law as well as the value of having a more specific Gender Equality Law". It also claims that "there remains a strong will from the government to support drafting and passing the Gender Equality Law, which is needed to ensure monitoring and implementing of the law" (PAD, 16.12.2004.--date according to Document Properties). However, a draft of the Anti-Discrimination Law has only recently entered parliamentary procedure and for the last three years there was no evidence of the Serbian government's "strong will" to support drafting and passing the Gender Equality Law. Similarly, the PAD mentions that the Gender Equality Law for the Republic of Montenegro is expected to be passed by Parliament by the end of 2004.

The Law, however, has been adopted only in July 2007, that is three years later than expected at the time of SGEP preparation.

These specific examples should illustrate how slow and cumbersome is the process of legislative and institutional change and especially so in the area of gender equality. Therefore, it may not be surprising that the project implementation could have not been simple and that considerable adaptations had to be made. The SGEP was planned to be implemented in three stages logically following from each other. “A comprehensive needs analysis of gender equality training and gender awareness” in each project location should have served as a basis for “the development and implementation of training modules for key targeted groups” and, in its final stage, the project should have supported public awareness campaigns “based on the results from the training workshops” (PAD, 16.12.2004.).

The actual course of implementation, however, was somewhat different than initially planned. The Regional Conference “Beijing +10 – Lessons Learnt and Future Actions” was the key public event in 2005, although it has been planned for the third stage of the project implementation. The management's decision to organize it prior to completing the research and the training workshops is just one among many examples of adjusting the activities to the constantly changing environment—clearly, it was logical to have the conference still in 2005 in order to build on the increased public interest for gender equality and women's human rights on the occasion of the Beijing Platform 10th anniversary. The conference contributed to raising public awareness on gender equality primarily within BiH, less so in Serbia and Montenegro. Regional declaration drafted at the Conference is considered by some of the interviewees to be “our small internal Beijing platform”, that cannot be expected to have immediate effects, but it provides framework for joint action. The public campaigns in Montenegro and in Serbia were designed on the basis of close consultations between the UNDP CO and IGEM representatives, with various level of NGO involvement..

Towards the end of the first year a tentative consensus on the goals and methodology of the research on gender equality awareness was reached, so that a tender for an agency to conduct Gender Audit was released in November 2005. Initially planned to get completed by the end of February 2006, it extended well into to second half of the year. While the survey itself was completed with only one month delay, the introductory studies required several revisions before obtaining approval by the respective IGEMs.

Simultaneously, tenders for small grants to NGOs and for training development were administered in all three project locations. The small grants for NGOs were not initially planned and have been introduced at CIDA consultants' suggestion to involve NGOs more actively into the project implementation. The total of app. 150.000 USD was distributed to 23 organizations, primarily for the activities linked to the implementation of national action plans or, as in Serbia where the national action was not completed at the time, for other activities deemed necessary by the respective IGEMs.⁹ In BiH, in

⁹In BiH, small grants in the amount of 64.000 USD were awarded to 8 NGOs selected out of 56 applications; in Serbia, 51.452 USD went to 6 out of 7 applicants; in Montenegro it was 37.000 USD for 9 out of 17 applicants.

addition to training as developed in each of the three locations, the project allocated some funds for the first year of graduate programme in Gender Studies. In Serbia, thanks to matching funds provided by UNIFEM, the project was finalized with a Regional Conference on CEDAW reporting (28-29 March, 2007).

In addition to the public awareness activities, gender audit and training development, the UNDP provided IGEMs in all three project locations with technical assistance in strategic planning and organizational development. The project included regional study visits as well. There were also some UNDP staff development activities which seem to have been particularly important for staff previously working on other projects, not primarily focused on gender equality issues.¹⁰ Whenever possible, UNDP and IGEM staff jointly participated in training and education.

3. Key Findings: Main Achievements and Issues

On the regional level, the major contribution of the project was in creating opportunities for the representatives of IGEMs to maintain and strengthen the links established through some earlier cooperation frameworks directly supported by other local, regional and international actors. The establishment of the personal links among the current IGEM representatives in most instances dates back to the time prior to the establishment of the IGEMs.

On the national level, the major contributions of the project differed depending on the overall socio-political context, most notably on the initial capacity of the IGEMs in each of the countries, as pointed out in the previous section of this report. This includes their positioning within the government structure, modes of cooperation with civil society organizations and their previous cooperation with the respective UNDP's CO. In addition, the overall contribution depended on positioning of particular UNDP CO among other international actors and the responsiveness of the respective governments to the initiatives supported by international actors.

It needs to be noted here that there have been several important projects in the area of gender equality running simultaneously with the Subregional Gender Equality Project (SGEP), some of them preceding and being completed during the Project implementation and others being initiated during the Project implementation and utilizing some of the project results/activities as their starting point. The most frequently mentioned during the fieldwork were, e.g. in BiH, Gender Equity and Equality Project (GEEP), supported by the Government of Finland; in all three countries, various regional projects supported by UNIFEM, projects on increasing women's political participation initiated by OSCE or Gender Task Force of the Stability Pact and some earlier projects supported by USAID-STAR Network on women's economic empowerment and institutionalization of gender equality mechanisms.

¹⁰ E.g. "Gender Journey", a virtual course lasting four hours, which recently became mandatory for all UNDP and some shorter sessions on leadership and management.

Therefore, it was not surprising that the interviewees not directly involved in project implementation often did not differentiate between the activities within the SGEP and activities within other internationally supported projects. In Bosnia-Herzegovina, when asked about their personal involvement within the SGEP, the interviewees often referred to their engagement in working groups established within the UNDP's project "Implementation of Gender Equality Law in BiH". In Serbia and Montenegro, UNDP was on occasion identified with other UN agencies (most often with UNIFEM) or other international organizations engaged in some way with gender equality issues. These perceptions can be interpreted in different ways. In BiH, given the complementary nature of the two UNDP's projects—the PAD for SGEP emphasised the need to ensure synergy with project "Implementation of GEL"—this may indicate that the Project Management indeed succeeded in ensuring the synergy. Similarly, in Serbia and Montenegro, such perceptions may indicate that UNDP acted in coordination with other international actors and complemented their activities in the area of gender equality. On the other hand, such perceptions make difficult to claim with certainty that the achievements and issues listed in the following section are related primarily to the SGEP.

In order to point to the influence of specific national contexts, the main achievements and issues are described/analysed here for each of the project locations separately.

3.1. Bosnia and Herzegovina

In general, the institutional framework in BiH is considered to be in place and now is the time to work on "understanding the substance" of gender equality. The role of UNDP is mostly assessed as positive. In BiH, the UNDP is considered to be well-positioned to mobilize additional resources in the area of gender equality and to continue with supporting IGEMs in the on-going process of implementing and improving the existing legal and normative framework for gender mainstreaming.

Achievements

Strengthened capacity of the Agency for Gender Equality and other IGEMs

- Within the previous UNDP project, "Implementation of Gender Equality Law in BiH", support for the newly established gender agency on the state level represented the main objective. Thanks to the UNDP's support, and strong leadership from the BiH Agency side, the Agency became functional and the SGEP contributed further to its development, especially through strengthening its coordinating role between the entity-level Gender Centres, other governmental institutions and partners among civil society organizations. There is a very strong sense of project ownership, both in terms of implementation and results, within the Agency. The Agency's Director, Ms. Samra Filipović-Hadžiabdić, has confirmed very resolutely that the Agency and not the UNDP is leading the process. This sense of ownership can be regarded in itself as an important achievement.
- The regional exchanges contributed to greater influence and visibility of the

IGEMs within their own governmental structure. This is being illustrated by example of the Director of the Agency for Gender Equality reporting on the study visit to Vojvodina at the regular meeting within the Ministry for Human Rights and Refugees. The report is said to be treated with more attention since it involved international cooperation. Since IGEMs in all of the project locations are considered to be rather weak and vulnerable to government restructuring and additional attention obtained through the regional or international exchange may contribute to their strengthening and positioning within the government structure in which they are located.

- The tender for small grants to NGOs was administered directly by UNDP. The representatives of the state and entity IGEMs, however, were directly involved in the design of the call for proposal and the subsequent selection of grantees. This can be considered as capacity-building for the IGEMs in terms of learning about tender management. In addition, NGOs can be said to develop additionally their capacities for partnership with IGEMs.
- Specific contribution by BH IGEMs, though unrelated to their primary function, has been noted by several interviewees as their “integrative function in this divided society and divided state.” The IGEMs are considered to be among the rare institutions successfully cooperating across the two entities. Without better insight into the complexity of government structures in BiH and the problems encountered in cooperation among the entities and on the state level it would be difficult to offer a valid explanation for such a perception.¹¹

Increased gender expertise

- Educational materials produced within the SGEP, as well as within the previous UNDP's project, represent valuable addition to resources already available. The materials are considered especially relevant for practitioners, since they offer practical guidelines on application of specific legal provisions. According to the interviewees, the quality of the materials differs considerably whereas the materials produced by the working group on gender equality in media are singled out as the most positive example. There may be a need, at some later point, to conduct an independent analysis of the quality of the materials produced, including an assessment of their impact on wider society. Direct engagement of civil servants in the working groups has been assessed as especially important since they are the ones primarily responsible for implementing gender equality legislative and policies .
- The knowledge and experience accumulated in the course of the project provide a

¹¹ Still, there is a small but maybe significant difference in presenting institutional mechanisms structure on the websites of the two gender centres. The website of the FBiH Gender Centre displays complete structure, including the state level and both entities (www.fgenderc.com.ba/en/institucionalni_mehanizmi.html). The website of the RS Gender Center, however, displays only the state mechanisms and the structure within the RS (www.gc.vladars.net/ENG/inst_mehanizmi.htm).

solid grounding for future gender programming within the UNDP Bosnia and Herzegovina. Data obtained through Gender Audit, including the introductory study, are considered as a valuable baseline for future monitoring on the awareness level of gender equality in public institutions.

Issues

Quality and level of gender expertise

- The level of gender expertise is assessed as still rather low, both in terms of number of gender competent professionals and the quality of expertise available, especially among civil servants but also among NGO staff and activists.
- In regard to Gender Audit, there remains a question of its utilization in policy-decision making.

3.2. Serbia

UNDP's involvement with IGEMs in Serbia is relatively new in comparison with other international organizations. OSCE, for instance, has been involved in supporting development of IGEMs on the national and local level already since early 2000. UNDP Serbia used the opportunity created by SGEP to introduce gender equality into their programmes, through the gender mainstreaming initiative within the CO and through integrating gender component more strongly into their civil society and poverty reduction programme. All the activities in Serbia have been finalized in March 2007, with the conference on CEDAW reporting as the final event.

In looking at achievements, as suggested both by the UNDP Serbia staff and the IGEMs representatives, it needs to be taken into account that the SGEP was the first and at the time the only source of financing for the Council of Gender Equality. In addition, the SGEP was the first stand alone gender equality related project within UNDP Serbia.

Achievements

Strengthened Capacity of the Council for Gender Equality

- The Council for Gender Equality obtained some of its first equipment through the project, public campaigns contributed to its increased visibility and the guidelines developed at the strategic planning sessions, although not a complete strategic plan, have still been followed for the last three years.
- The tender for small grants to NGOs was administered directly by UNDP, the Council representative, however, was directly involved in the design of the call for proposal and the subsequent selection of grantees. This is considered by UNDP Serbia and the IGEMs representatives as an indirect capacity-building for the Council in terms of learning about tender management.

Increased capacity of the Gender Equality Council for partnership with NGOs

- The conference “Beijing +10 – Lessons Learnt and Future Actions” had an important influence on the consultative process designed for the preparation of

the National Action Plan for Gender Equality and Empowerment of Women in Serbia. The representatives of the GoS Council for Gender Equality accepted at the conference a regional policy on participative processes in creation of strategic national documents, this is where they also established contact with UNIFEM which supported the whole process in a similar fashion as it was already done in Montenegro.

- The project contributed to the increased skills of the Council representatives in project proposal preparation and fund-raising and to the opening up towards cooperation with NGO sector, as illustrated by introducing an Open Door Day when interested organizations and individuals may directly contact the Council and visit their premises.¹²

Issues

Low response to tenders

- Introduction of small grants for NGOs came to the UNDP CO somewhat unexpected and, according to the UNDP Serbia staff, at an inconvenient moment since most of the potential applicants among NGOs have been engaged with responding to a request for proposals just issued by CIDA in Serbia. This may in part explain low number of applications in Serbia (only 7), and the fact that the grants have been awarded to six organizations whose members were at the same time members of the Council for Gender Equality and therefore more familiar with the needs of the Council.

Quality and Relevance of some Project Outputs

- Gender Library, developed by several NGOs with small grants and at direct request of the Council, although well-designed, remained on the level of a pilot version. The question of licence remained unresolved so that and its usage is limited. Currently it is not clear whose responsibility is to secure completion of the Gender Library (obtaining the licence needed for continuing use, completing the data and updating the contacts and information gathered during the pilot-phase).
- Gender Audit has been completed with great difficulties and the Council accepted only the introductory study, albeit after several substantial revisions. It remains to be seen how the Gender Audit will be used in future.

¹² It is difficult, however, to estimate how sustainable are the results. No data could have been obtained on whether and how the Open Door Day policy has been utilized by the NGOs and whether the benefits for the Council will be somehow transferred to the recently established Sector for Gender Equality within the Ministry for Labour, Employment and Social Policy.

3.3. Montenegro

UNDP Montenegro became more engaged with gender equality issues shortly before the beginning of SGEP, primarily within the framework of PRSP development and promotion of MDGs. In 2005, the Project of NGO capacity building facilitated partnership of 11 women's groups, Office for Gender Equality and UNIFEM in drafting the first National Action Plan on Gender Equality. In 2006, Montenegro declared its independence from the State Union with Serbia. Intensive political campaigns, first in relation to the referendum on independence and then on the parliamentary elections, took place throughout the year.

Achievements

Strengthened capacity of the Office for Gender Equality

- Capacities of the Office for Gender Equality increased through the process of strategic planning organisational management assessment. The strategic planning process of the Gender Equality Office involved representatives of other governmental institutions and civil society at large, which additionally contributed to the positioning of the Office towards other governmental institutions and also towards NGOs.
- Gender Equality Office intensified its media presence through public awareness-raising campaigns and gained public recognition of their mission ("Gender Equality – fundamental value of democratic Montenegro").
- Close cooperation between the Office and NGOs has been increasingly strengthened through small grants awarded for the initial implementation of selected activities envisaged within National Action Plan. The tender for small grants to NGOs was administered directly by UNDP, the Office representatives, however, were directly involved in the design of the call for proposal and the subsequent selection of grantees. This can be considered as capacity-building for the Office in terms of learning about tender management.

Increased gender expertise

- Transfer of expertise among the key stakeholders in the area of gender equality (women's NGOs, UNDP and the Office for Gender Equality), e.g. trainings for trainers and training for civil servants has been conducted by a pool of experienced civil society trainers. Gender Audit provided first assessment of the overall understanding of gender equality in governmental institutions.
- Regional conference on CEDAW reporting, organized by UNDP Montenegro in September 2007, represents an example of best practices in regional exchange which extend beyond the framework of a single project. The conference was not funded through the SGEP, but it was designed according to the model applied by the Serbian Council of Gender Equality in preparing for CEDAW reporting.

Issues

No issues specific for Montenegro.

4. Overall Assessment of the Project

4.1. Relevance

On the level of intended impact and the main objectives, the project can be considered as highly relevant for the current level of gender equality institutionalization in each of the countries involved. Each of the three countries committed to the Millennium Development Goals, including the Goal 3 of promoting gender equality and empowering women, gender equality is an integral part of the national PRSPs and their long-term interest is membership in the EU. The project was therefore in accordance with the overall national goals of adhering to international standards in the area of gender equality and women's rights and IGEM development represent one of the key requirements in the process of EU integration.

On the level of activities implemented, the project demonstrated sufficient flexibility in order to maintain the relevance in each of the project locations. Close cooperation with individual CO allowed for the IGEMs, as the main project partners, to adjust the activities to their specific needs. The best example here is the adjustment made by the Council for Gender Equality in Serbia. In agreement with the Project Management, the funds allocated for training based on Gender Audit findings were used for training and one-day conference on CEDAW reporting right in time to prepare Serbian delegation for the first appearance in front of the CEDAW committee in March 2007.

The project is also consistent with the overall UNDP's policy on gender mainstreaming. Many among the interviewees in all of the project locations emphasised that the major UNDP's advantage in comparison with domestic, international and bilateral actors is its ability to mobilize resources needed for project implementation. Indeed, the level of gender expertise available within the UNDP is perceived as a secondary to the resource mobilization capacity. Some interviewees challenged the relevance of the project's regional scope, speculating that the regional approach has been primarily motivated by the availability of funds and less by a genuine need for regional cooperation.

4.2. Effectiveness and Efficiency

The project's design did not include measurable targets and indicators of progress for the three main objectives. Instead, indicators were set for output level within the annual activity plans. While this allowed for flexibility in project implementation, in the sense of adjusting to the changes in political environment and meeting the needs of IGEMs as the main project partners, which is definitely to be considered as a positive feature of the project implementation, it did make somewhat difficult to evaluate effectiveness in the strict sense.¹³

¹³ Defined as: "The extent to which a development outcome is achieved through interventions. The extent to which a programme or project achieves its planned results (goals, purposes and outputs) and contributes to outcomes." (UNDP Evaluation Office)

Certain number of gender competent professionals was created, but, as assessed by the Project Management itself, the question on whether the critical mass has been achieved remains open. It may be expected that in future the postgraduate programme in Gender Studies will contribute to creating a pool of competent professionals, especially for BiH.

The level of gender expertise has most definitely increased since in all three project location there is a pool of gender trainers available for future education on gender mainstreaming within public institutions and CSOs. It seems that in BiH and Montenegro the project contributed to creation of relatively coherent training curricula and the teams formed in the process seem to be able to conduct future training for public institutions and other organizations on behalf of the respective IGEMs. In Serbia, the Council and the UNDP CO relied more on individual trainers, independent or associated with other organizations, and no similar team has been formed.

In all three project locations, however, valuable resource materials have been produced (e.g. training materials, promotional videos and similar). Their future utilization will depend on the capacity of the respective IGEMs, in some instances of NGOs as authors of materials, to disseminate them more widely. The most important achievement is definitely the roster of regional gender experts displayed on the UNDP BiH website. It is expected that more experts from Serbia, Montenegro, possibly also from other countries in the region, will be included in the roster in the near future.

Gender Audit has been completed with great difficulties in each of the project locations and the usefulness of the final report differs significantly. The question of ownership remains open. Most of the interviewees who were not directly responsible for the project implementation claimed that they did not know about the Gender Audit, while some among those who have been directly involved in conducting the Audit were not aware that the results have been posted onto the UNDP's website. Some did recall that they themselves, or their institution, did participate in "some kind of research on the level of gender equality". It was, however, obvious that their level of familiarity with the Gender Audit is such that no serious decision-making or planning could be expected to take place.

The usefulness of the Gender Audit findings in training development is also questionable. In Serbia, the Council for Gender Equality decided to use funds available for training on CEDAW reporting instead of following the Audit's findings. In Montenegro, also, the content of the training has been devised unrelated to the Gender Audit. Still, the representative of the Council affirms that the introductory study, albeit after several corrections by herself and other Council members, is useful as a general overview of the current legislative and institutional framework for establishing gender equality in Serbia. Similarly, the representative of the Governments Office for Gender Equality in Montenegro, while expressing her

(2002). *Handbook on Monitoring and Evaluating for Results*, p.100)

dissatisfaction with the introductory study on the basis of its highly academic style, inaccessible to the desired audience, hopes that some of the findings (e.g. understanding of the concept of sexual harassment) may be useful in modifying the content of future training for civil servants.

Most of the interviewees, however, emphasised importance of continuity in monitoring gender equality developments in each of the countries and on the regional level. It is recommended therefore that the UNDP BiH continues to support research in that area. The shortcomings in conducting the Gender Audit within this project need to be observed as unique learning opportunity and its approximate cost of 60.000 USD¹⁴ as investment into organizational learning. On the level of country offices worldwide, UNDP does produce research containing information relevant for assessing the level of gender equality in a specific setting and that can be utilized in raising public awareness and for increasing local expertise. In addition, UNDP may consider supporting data collection according to some previously used methodology in order to increase availability of data and to monitor change.¹⁵

The most effective component of the project was strengthening the partner IGEMs in each of the project locations. In some instances, such as is the case of the Gender Equality Council in Serbia, the project provided resources necessary for basic operation, while in BiH and Montenegro, where the IGEMs have been included in the state budgets for a longer period, it enabled them to broaden their scope of activities.

Within the scope of this evaluation efficiency was regarded as a secondary criteria and no detailed comparison of project's outputs and their costs was intended. On a very general level, it can be asserted that the SGEP did achieve a lot with rather limited resources, both financially and in terms of human resources: the whole regional project engaged only four UNDP staff. In addition, the management had to cope with significant decrease of USD value in the midst of project implementation which, as a consequence, required additional adjustments of the activities planned to the funds available.

4.3. Sustainability and Impact

EU integrations, in which regional cooperation among Western Balkan countries is encouraged, represent the most important incentive for the main partners to maintain the links established through the project. Also, the EU integration framework remains the most important incentive for further improvements in the area of gender equality in each of the project locations. The key incentive for introducing gender equality legislation is seen in the process of EU integration, and this also represents the key incentive for the implementation of laws. As noted by interviewees with legal background, there are no legal changes without implementation problems and the gender equality legislation presents no exception in that regard. The ultimate obstacle to the increased gender

¹⁴ The amount awarded to the contractor.

¹⁵ E.g. Gender Barometer, conducted for the first time through the GEEP in 2002, is one of the options.

equality, frequently referred to by the interviewees in all of the project location, is the “state of conscience”, notorious “Balkan machismo rooted in our tradition”.

In addition, differing perspectives and understandings of the gender equality could be heard among the interviewees as well, even among those directly involved in the project implementation. Some of the statements indicate that traditional understanding of gender roles, most notably understanding of motherhood as the primary women's role, is present even among those who are in position to implement legal provisions aiming at suppression of gender stereotyping as a source of gender discrimination: “Healthy family is the basis of society and nobody can replace mother.” While there is declarative support on behalf of high-ranking officials, this support is often conditional: “I hope there is no intention to replace male with female chauvinism, the institutional mechanisms should not turn into a kind of feminist movement.”

All of this suggests that there is still sufficient space for educational efforts, whereas IGEMs, along with NGOs and international actors, will need to take greater responsibility for their leading role in that area. The major impact of the SGEP is primarily in assisting the IGEMs to assume that responsibility according to their current capacities. The sustainability of the project results will, clearly, depend on the sustainability of IGEMs themselves.

While it remains relevant to work directly with IGEMs in each of the project locations, UNDP may potentially increase its impact by integrating gender component in all of the other programmes and projects. In addition to internal gender auditing of the programmes and projects implemented, UNDP may consider engaging external experts to review the level of integrating gender issues into its programming. Although the UNDP's promotional and info materials declare that gender issues are integrated in all of its programmes, some of the interviewees noted that other UNDP's projects are not sufficiently gender-sensitive and that there is a need to integrate gender perspective in other projects as well.¹⁶ This perception may be based on partial insight into UNDP's programmes and policies. However, regardless of its accuracy, it suggests that integration of gender issues is not always visible to the outside observers and stakeholders. If the UNDP BiH needs to become a leader in the area of gender equality, it would be necessary to strengthen the capacities of CO and to establish a permanent gender team, not dependant on implementation of a specific project. The most important role of such a gender team would be to encourage and assist other programme managers in integrating gender issues into their activities.

¹⁶ A reference was also made to UNDP's internal policies which are in some instances considered to be below legal requirements relevant for gender equality in the project location countries, e.g. maternity leave of 16 consecutive weeks for UNDP staff is shorter than provided by labour laws in Bosnia-Herzegovina, Serbia and Montenegro.

5. Conclusion and Recommendations

On the regional level, the project's major contribution was in creating opportunities for the representatives IGEMs to maintain and strengthen the links established through some earlier cooperation frameworks directly supported by other local, regional and international actors. On the level of each project location, the contributions differed depending on the overall socio-political context, most notably on the initial capacity of the IGEMs in each of the countries. There is no doubt that the resources mobilized through the project contributed to strengthening of IGEMs on the executive level, facilitated their cooperation with CSOs in each of the countries and increased their capacity for mutual partnerships. As emphasised during interviews, despite some inefficiencies attributed primarily to somewhat complicated administrative procedures, UNDP's engagement with gender issues carries significant weight in all of the project locations.

The first set of recommendations relates to possibilities of improving management of projects, both with regional and national scope, in order to increase their overall effectiveness and impact in the area of gender equality. The second set lays out recommendations on the basis of achievements and good practices within SGEP that may be applied in future programmes and projects.

Management of Gender Equality Programmes and Projects

- If the UNDP BiH needs to become a leader in the area of gender equality, it would be necessary to strengthen the capacities of CO by establishing a permanent gender team. Its most important role, in addition to implementing specific projects with outside partners, would be to oversee gender mainstreaming within the CO and to support integration of gender issues in other UNDP's projects and programmes.
- It would be important to include all of the key partners, in this case the representatives of IGEMs in each project location, in the planning stage of future projects. This inclusion may be facilitated by ensuring continuity of the Regional Coordination Board established through the SGEP. The continuity of the Board would require regular meetings of the Board (IGEM and UNDP COs representatives), in addition to regular information exchange through other means (e.g. joint mailing list, website). Rotating coordination may contribute to capacity development of the UNDP COs and the IGEMs in each of the project locations.
- Political instability should have been taken into account during the planning stage. The negative impacts of the changes in political leadership could have been avoided by targeting civil servants at lower levels. While sometimes it is necessary to have support from the high-ranking officials, in order to secure sustainability, it may be more appropriate to target lower-level civil servants which, if having appropriate attitude and knowledge, may have positive influence on integrating gender component into policy implementation.

Gender Equality Programme Development

- In all project locations, UNDP is considered to be well-positioned to mobilize additional resources in the area of gender equality and it should continue supporting IGEMs in the on-going process of implementing and improving the existing legal and normative framework for gender mainstreaming. In all of the project locations IGEMs are considered to be rather weak and vulnerable to government restructuring and additional attention obtained through the regional or international exchange contributes to their strengthening and positioning within the government structure in which they are located.
- UNDP is well-positioned in providing technical assistance to IGEMs in order to increase their transparency and accountability to citizens. At the same time, there is a need to secure independent citizens' monitoring of the effectiveness of the current IGEMs in each project location. The CSOs, especially women's organizations which are still the strongest advocates of gender equality in all of the project countries, are best positioned for performing monitoring role. If UNDP decides to continue supporting CSOs monitoring activities, a special effort needs to be made to maintain the CSOs independence towards the IGEMs.
- It is recommended that UNDP continues to support research on gender equality in all project locations. On the level of country offices worldwide, UNDP produces research containing information relevant for assessing the level of gender equality in a specific setting and that can be utilized in raising public awareness and for increasing local expertise. In addition, UNDP may consider supporting data collection according to some previously used methodology in order to increase availability of data and to monitor change.
- While short-term training for civil servants are still needed, long-term impact can be achieved primarily by targeting youth in regular educational system. UNDP may consider continuing its support to the graduate program in Gender Studies, either financially, or by drawing on resources available within the UNDP worldwide (on-line resources, printed materials, foreign experts etc.).
- Study visits within the region seem to be an efficient mode of knowledge and experience exchange. In some instances, they had an added value of securing additional legitimacy for the IGEM within the respective government structure. It is recommended that UNDP continues to support study visits. In addition to regional study visits, which in itself may have added value of enhancing regional integration processes, it would be useful to provide opportunities for IGEM employees/representatives (possibly for other civil servants in charge of gender mainstreaming as well) to get acquainted with IGEMs within the EU countries.
- Some of the interviewees suggested to broaden geographical scope of the project to other countries in the region. If this option is pursued, it is recommended that the project is based on a detailed review of the on-going regional cooperation among IGEMs in order to utilize opportunities to create synergistic effects and to avoid overlapping activities.

Annex I. Term of Reference

I. Position Information	
<p>Job Code Title: Evaluation Expert/Consultant (for Sub-regional Gender Equality Project)</p> <p>Position Number:</p> <p>Department: Bosnia and Herzegovina - Central</p> <p>Reports to: Gender Programme Manager</p> <p>Reports:</p> <p>Position Status: non-Rotational</p>	<p>Current Grade:</p> <p>Approved Grade: SSA</p> <p>Position Classified by:</p> <p>Classification Approved by: Organizational Design and Broad Banding Unit, OHR/BOM</p>
II. Organizational Context	
<p>The international community, which plays a major role with 5 billion US dollars on development since the Dayton, has not made sufficient commitment to gender issues. In 2003, UNDP commenced the Gender Equality Project to facilitate collaborations amongst BiH Governments, UN Agencies and Civil Society to address gender inequality geared toward more gender sensitive development process.</p> <p>The Project aimed at the timely implementation of the Gender Law, which was passed in March 2003, through collaboration and coordination with government counterparts – namely the two Gender Centres and MHRR. Furthermore, the UN Gender Group (UNDP, UNICEF, OHCHR, UNFPA and ILO) collaboration has set an exemplary case of inter-agency collaboration under UNDAF/CCA in BiH. The overall development objective of this Project was to enhance the partnership between BiH Governments and Civil Society with a view to effectual protection and promotion of gender equality, which in turn, benefit rights-based (equitable and effectual) development process through participatory governance.</p> <p>On the basis of good practice of the Gender Equality Law implementation Project, CIDA provided funding of \$1.2 million to the UNDP for implementation of Sub-regional Gender Equality Project in Bosnia and Herzegovina, Serbia and Montenegro. In line with the Balkans Program Development Framework, and the implementation of the Poverty Reduction Strategies in BiH, Serbia and Montenegro, the project aimed to: 1) contribute to the creation of a critical mass of gender competent professionals in targeted civil society organizations and selected government ministries in the areas of rule of law, health and education that are gender-sensitised and able to effectively integrate gender equality into their policies/strategies/program implementation plans, 2) build the capacity of new established gender equality institutions, and 3) raise public awareness on gender equality to strengthen the dialogue with governments/relevant organizations to implement existing or new gender equality legislation.</p> <p>The Sub-regional Gender Equality Project is in final phase of implementation. The final evaluation will be carried out within this context in Bosnia and Herzegovina, Serbia and Montenegro.</p>	
<p><u>Outline of Evaluation</u></p> <p>Evaluation will be mainly based on interviews with key persons in all three Project locations: BiH, Serbia and Montenegro, while available relevant documentation will be reviewed. Key persons would include representatives of the Gender institutional mechanisms, NGOs, relevant</p>	

representatives of all levels of governance that have been involved in Project implementation in all three locations, and donor (CIDA) In addition, interviews should be held with the Project Management team members, Project personnel and consultants.

Evaluation will be based on constant participation of and dialogue with the key persons such as Project Board members, Project Management Team members, Project Manager and the Project staff.

A briefing for the Evaluation expert/consultant in terms of evaluation plan development will be held with the Gender Programme team in UNDP CO Sarajevo, prior to the start up of the evaluation in the field.

Evaluation will be conducted in March 2007. It includes:

- 6 days for preparatory work
- 10 working days in the field (parallel work in three Project location is preferable);
- 6 days for briefing/de-briefing (1 day briefing and 1 day de-briefing with the Gender institutional mechanisms and UNDP CO in BiH, Serbia and Montenegro).
- 5 report writing days outside the field (writing of the draft report is included in the field working days)

III. Functions / Key Results Expected

Evaluation expert/consultant with special technical expertise in gender and development is encouraged to form an Evaluation team i.e. engage assistants, if need be, to enable parallel work in each Project location and in close coordination for each segment of the evaluation process.

As part of the evaluation process, selected Evaluation expert/consultant will explore in details the following issues in each Project location:

- Relevance
- Does the intervention (made by the Project) make sense in the context of its environment (from post-conflict to EU accession country)?
- Has it addressed the needs and aspirations of the partners (and direct and indirect beneficiaries)?
- Have changes in the project environment affected its relevance?

How was the intervention related to other aspects of discrimination?

- Impacts
- What has happened (or is likely to happen) as a consequence of the intervention?
- What are the positive and/or negative, intended or unintended impacts of the intervention on the partners/beneficiaries and on the institutional level?
- What are the impacts of external factors?
- Whether gender-disaggregated statistics which can be used to analyse how the situation has changed are available?
- What are the impacts of the intervention to the creation of a critical mass of gender competent professionals in targeted civil society organizations and selected government institutions?
- What are the impacts of the intervention on establishment and development of Gender institutional mechanisms in BiH, Serbia and Montenegro?
- What are the impacts of the intervention on development of partnership between the Gender institutional mechanisms and civil society organizations in BiH, Serbia and Montenegro?

<ul style="list-style-type: none"> ● What are the impacts of the intervention on public awareness on gender equality and strengthening the dialogue with governments/relevant organizations to implement existing or new gender equality legislation? ● <u>Effectiveness</u> ● To what extent has the purpose of the intervention been achieved? ● To what extent is the achievement a result of the interventions? ● What is the progress from the beginning towards the agreed project overall objective and purpose? ● What still need to be done?
<ul style="list-style-type: none"> ● <u>Efficiency</u> ● Does the quantity and quality of the results justify the quantity and quality of the means used for achieving them? ● How cost-effectively have the means been converted into results? ● Use of local and international technical assistance ● Use of joint funding projects and co-funding by other institutions (Government, other UNDP programmes, OSCE, UNIFEM...) ● Did the intervention fully utilize the specific competence and experience of women as well as men? ● <u>Sustainability</u> ● What has happened or is likely happen to the positive effects of the intervention after the external assistance (UNDP) will come to an end? ● Sustainability of the established institutions in BiH, Serbia and Montenegro and their capacity to undertake tasks according to their mandate: capacity and financial resources ● Government commitment to promotion of gender equality ● Linkages with the other government strategies and policies (MDGs and other key policies and strategies) ● Interest of other donors to continue to support gender activates in all three countries ● <u>Management arrangements:</u> ● Clarity of roles and responsibilities (Management Team, Project Board, UNDP); ● Role of the donor governments – Canada CIDA; ● Co-ordination with other UNDP –supported projects; ● Co-ordination with other donor-supported projects; ● NGO as the partner and provider of technical support services; ● Role of the project bodies: Gender composition of the project bodies; 'gender competence' of the staff ● Coordination with other UN agencies
<ul style="list-style-type: none"> ● <u>Compatibility and sustainability of the project with CIDA principles</u> <p>Poverty reduction</p> <ul style="list-style-type: none"> ● How are the poor people's rights and capabilities promoted in the project? <p>Human rights, equality and democracy</p> <ul style="list-style-type: none"> ● How are equality, human rights and democracy promoted in the project? ● How has the transparency of the administration been promoted and has it increased?

Sustainability

- How have the factors ensuring sustainability been taken into account in the planning and implementation?
- How have they affected the intervention?
- What have been the effects and impacts of the intervention on the sustainability issues?

Policy environment

- Is the project in line with the partner country's policy environment, and is this in turn conducive to the project's objectives?

Economic and financial feasibility

- Are the resources employed used efficiently and effectively?
- Are (and how) the benefits sustained once external support has been withdrawn?

Institutional capacity

- Does the institutional capacity of the partner country enable her to manage the project efficiently?
- Is the institutional capacity strengthened to promote the sustainability of results?

Socio-cultural aspects

- Are socio-cultural aspects taken into account to mobilise and bind people in the project?
- How does the project affect socio-cultural values?

Participation and ownership

- Who has power and control over the project?
- Who participates in the decision-making?

Gender

- Are the needs and roles of both women and men fully recognised in the planning and implementation?
- How does the project affect the relations between women and men?

- Reporting

- The evaluation report should follow the format and table of content for evaluation reports as described in the UNDP Guidelines. The summary evaluation report will present a compilation of analyses and results of the evaluation conducted in each Project location. In addition to conclusions and recommendations, the report should include a separate chapter on lessons learned.
- The draft evaluation report should be submitted for comments to the Project Management Team members and the Project personnel. The final report will be submitted to the UNDP within two weeks of the receipt of the comments.

IV. Impact of Results

Evaluation will analyse and document the achievements and lessons learned in implementation of the Sub-regional Gender Project in BiH, Serbia and Montenegro, gender mainstreaming policy and strategy development. The results will also give direction to the gender mainstreaming structures in BiH, Serbia and Montenegro on how to further sustain the started activities.

V. Competencies	
	<ul style="list-style-type: none"> ● S/he is expected to be knowledgeable of international, European and gender related documents, governmental, as well as civil society counterparts in the sub-region (BiH, Serbia and Montenegro). ● S/he is expected to have strong knowledge on the regional Governmental structures, Governmental Gender Mechanisms and strong knowledge of the gender related legislative (Law on Gender Equality, National Action Plan, etc) and its implementation in BiH, Serbia and Montenegro. ● Although the consultant is entitled to discuss with authorities and the relevant bodies concerning all the matters pertinent to the assignment, the consultant is not authorised to make any commitments on behalf of the Gender Institutional mechanisms and UNDP of Bosnia and Herzegovina, Serbia and Montenegro or any other body.
	<ul style="list-style-type: none"> ● Excellent interpersonal and communication skills ● Sense for initiative ● Ability to work in time in a tight schedule ● Ability to cope with multi-tasks ● Respect team works ● Knowledgeable of Microsoft Word, PowerPoint, and Excel applications ● Openness for new knowledge and challenges.

VI. Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> ● Minimum of Masters degree in social sciences or equivalent experiences (Relevant Trainings on Monitoring and Evaluation would be an asset)
Experience:	<ul style="list-style-type: none"> ● 5 years of proven theoretical and practical experience in gender and development issues. ● Practical experience in promotion of gender issues in a project/programme environment. ● Prior experience in co-operation Government officials in BiH, Serbia and Montenegro. ● Substantive knowledge in current development issues particularly those pertinent to UNDP's practice areas. ● Excellent conceptual and analytical abilities. ● Substantive knowledge and understanding of project evaluation and development evaluation in particular, preferably as a team leader. ● Excellent technical skills in measurement and evaluation, including grasp of methodological and operational dimensions and the ability to link corporate and country level issues. ● Communication and interpersonal skills including strategic leadership and ability to nurture and build partnerships, knowledge of multilateral development organizations, team building and team work, people management skills, cultural sensitivity and ability to

	<p>work in multinational and multicultural settings.</p> <ul style="list-style-type: none"> ● Strong analytical and drafting skills. ● Ability to work with a team in a multi-cultural environment.
Language Requirements:	<ul style="list-style-type: none"> ● Excellent knowledge of spoken and written English

VII. Signatures- Post Description Certification		
Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Klelija Balta / Gender Programme Manager	Signature	Date
Chief Division/Section		
Armin Sirčo / Assistant Resident Representative	Signature	Date

Annex II - Documentation reviewed

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"Sub-regional Gender Equality project: Gender Audit in Serbia - Overview of results and lessons learned" (Internal document prepared by UNDP Serbia, October 2006)

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Annex III - List of Interviewees

(sorted by project location and alphabetically by name of the organization)

Name	Organization	Position	Date of interview	Place of interview
BiH				
Aleksandra Petrić	CIDA	Gender Equality Consultant	September 20 th	Banja Luka
Almir Tanović	CIDA	Technical Cooperation Programme Officer	September 13 th	Sarajevo
Aldina Mahmutović	E-net Centar	Programme Coordinator	September 12 th	Sarajevo
Almir Peštek	E-net Centar	Director	September 12 th	Sarajevo
Ana Vuković	Gender Centre FBiH	Director	September 14 th	Sarajevo
Ana Jakšić	Gender Centre FBiH	Deputy Director	September 14 th	Sarajevo
Spomenka Krunić	Gender Centre RS	Director	September 20 th	Banja Luka
Samra Filipović Hadžiabdić	Gender Equality Agency	Director	September 14 th	Sarajevo
Lejla Somun Krupalija	IBHI BiH	Deputy Director	September 11 th	Sarajevo
Dragomir Kovač	Ministry for Human Rights and Refugees	Secretary	September 13 th	Sarajevo
Mirjana Penava	NGO Forma F	Director	September 14 th	(telephone interview)
Željana Pjevalica	NGO Priroda Bratunac	Director	September 12 th	(telephone interview)
Amra Selešković Atlić	NGO Vesta Tuzla	Director	September 12 th	(telephone interview)
Zijad Hasić	Parliamentary Commission for Gender Equality	Secretary (former)	September 12 th	Sarajevo
Mira Lolić Močević	Republic of Srpska public TV	Director (project activities participant)	September 20 th	Banja Luka
Klelija Balta	UNDP	Gender Programme Manager	September 11 th (initial meeting)	Sarajevo
Kika Babić Svetlin	UNDP	Regional Gender Coordinator	September 11 th (initial meeting)	Sarajevo
Stefan Priesner	UNDP	Deputy Resident Representative	September 14 th	Sarajevo

Name	Organization	Position	Date of interview	Place of interview
Armin Sirčo	UNDP	Assistant Resident Representative	September 14 th	Sarajevo
Jasminka Babić Avdispahić	University of Sarajevo -Postgraduate Gender Studies	Director	September 17 th	Sarajevo
Jasminka Džumhur	UNOHCHR (former)	National Legal Officer (at the time of SGEP implementation)	September 12 th	Sarajevo
Montenegro				
Duška		Journalist	September 25 th	Regional conference, Miločer, Montenegro
Kerim Međedović	Agency for Local Democracy	Director	September 25 th	Regional conference, Miločer, Montenegro
Irena Bošković	Office for Gender Equality	Associate	September 27 th	Podgorica
Nada Drobnjak	Office for Gender Equality	Head	September 27 th	Podgorica
Biljana Zeković	NGO SOS for Women and Children Victims of Violence Podgorica	President (NGO project partner; member of the Project's board)	September 24 th	Regional conference, Miločer, Montenegro
Kaća Đuričković	UNDP	Project Manager	September 27 th	Podgorica
Serbia				
Sonja Drljević	NGO Association for Women's Initiatives	Co-ordinator, Council for Gender Equality member	October 1 st	Belgrade
Srđan Svirčev	CIDA	Programme Officer	September 21 st	Belgrade
Zorana Šijački	CIDA	Gender Adviser	October 5 th	Belgrade
Ružica Rudić Vranić	Femina Creativa	Director	October 5 th	Belgrade
Snežana Lakičević-Stojačić	Ministry for Labour, Employment and Social Policy	State Secretary for Labour	September 19 th	Belgrade

Name	Organization	Position	Date of interview	Place of interview
Natalija Mićunović	Ministry of Labour and Social Policy	Head of the Sector for Gender Equality (Council member and NGO representative at the time of SGEP implementation)	September 25 th	Regional conference, Miločer, Montenegro
Zorica Mršević	OSCE	Gender Adviser	September 19 th	Belgrade
Dragana Petrović	Council for Gender Equality	Vice-president (at the time of SGEP implementation)	September 19 th	Belgrade
Dragan Božanić	Secretariat for Labour, Employment and Gender Equality of AP Vojvodina	Associate	September 20 th	Novi Sad
Danijela Đurović	UNDP	Project Manager	October 1 st	Belgrade
Vesna Cipruš	UNDP PRED	Gender Adviser	September 18 th	Belgrade
Biljana Maletin		Independent Gender Expert	October 2 nd	Belgrade

Annex IV - Interview Guide

Name of interviewee:

Organization, position:

Role of the interviewee in the SGEP:

Date and place of the interview:

Introduction to the interview: *In the course of the last two years, UNDP, within Subregional gender equality project, supported a range of activities implemented by civil society sector and institutions in the area of establishing gender equality in BiH (Serbia, Montenegro) and regionally. Since you have been involved in the project (or, depending on organizational affiliation of profession of the interviewee: since you are engaged in the area of gender equality issues/women's empowering/human rights) you have been recommended by the SGEP Management as well-positioned to assess the projects successfulness (mention that the interview should last an hour or an hour and a half at most; thank for the time; emphasise that this is an external and independent evaluation). First part of the interview includes questions directly related to the project, and the second part is related to your personal assessment of the current state in the area of gender equality in BiH (Serbia, Montenegro).*

Let me remind you on the projects objectives (or: Let me introduce you to the project's objectives)

- 1. creation of a critical mass of gender-sensitive professionals in CSOs and governmental institutions*
- 2. strengthening capacity of the newly established institutions for gender equality promotion*
- 3. increasing public understanding of gender equality issues and dialogue with government and other relevant organizations in implementation of legal framework relevant for achieving gender equality*

1. In which activities of the Subregional Gender Project did you participate? Please describe briefly your role in the activities you mentioned.

Training

Gender Audit

Regional conferences

Increasing gender-sensitivity through public activities (campaigns, round tables)

Other activities (please specify which activities)

2. For each of the activities you mentioned, please comment quality of implementation and briefly answer:

- a. In which way did specific activity contributed to the achievement of the project's objectives (if needed, remind the interviewee on the objectives)
- b. What would you, regarding implementation of the specific activity you mentioned,

identify as a praxis worth of future support and repeating?

c. What were the key problems in implementing activities which you identified?

3. Have you been participating in other projects aimed at establishing gender equality in BiH (Serbia, Montenegro) or regionally? (Please specify the names of the projects. If you have been participating in several projects, please name the three you consider the most important)

4. In your opinion, what are the most important achievements in the area of gender equality in BiH (Serbia, Montenegro) in the last five years?

5. In your opinion, who are the key actors for the achievement of gender equality in BiH (Serbia, Montenegro)? Why?

6. What do you consider as the key barriers for achieving gender equality in BiH (Serbia, Montenegro)? How do you personally, that is your organizations, contribute to overcoming the obstacles identified?

7. In your opinion, what is the UNDP's role in achieving gender equality in BiH (Serbia, Montenegro)? In what way can the UNDP support the actors you identified as key actors for achieving gender equality in BiH (Serbia, Montenegro)?