Final Evaluation of Project Women in Elections in Bosnia and Herzegovina 2017-2021
Funded by Government of Sweden
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Final Report
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ACKNOWLEDGEMENTS

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List of Acronyms

CSOs	Civil Society Organizations
DAC	Development Assistance Criteria
DFID	Department for International Development
EMB	Election Management Body
EQ	Evaluation Questions
EUD	European Union Delegation
GDI	Gender Development Index
GEWE	Gender Equality and Women´s Empowerment
HDI	Human Development Index
IFES	International Foundation for Electoral Systems
IL	Intervention Logic
IRI	International Republican Institute
KII	Key Informant Interviews
LG	Local Government
LNOB	Leave no one behind
OECD	Organization for Economic Cooperation and Development
NDI	National Democratic Institute
RACER	Relevant, accepted, credible, easy to monitor and robust against manipulation
RBA	Rights Based Approach
SDG	Sustainable Development Goals
SMART	Specific, Measurable, Available at an Acceptable Cost, Relevant and Timebound
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Programme
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFD	Westminster Foundation for Democracy
WF4D	Women Forum for Development

Project Name:	Women in Elections (WiE)			
Donor(s):	Government of Sweden			
Implementing agency/Agencies:	UNDP with responsible partner UN Women			
Key Project Partners:	Women Leaders and potential leaders, Gender Committee within the Parliamentary Assembly of Bosnia and Herzegovina, Agency for Gender Equality of Bosnia and Herzegovina, Gender Center of Republika Srpska and Gender Center for the Federation of Bosnia & Herzegovina, 10 partner local governments country-wide			
Project Duration	from	December 1, 2017	to	May 31, 2021
Total Budget	SEK 17,000,000			
Evaluation Type (mid-term or final)	Final			
Evaluator Name(s)	Charlemagne Gomez			
Evaluation Duration	from	March 2021	to	May 2021

Figure 1: Overview of the project

EXECUTIVE SUMMARY

UNDP has commissioned the present, final evaluation to provide an independent assessment of the performance of the project. The evaluation examined evidence of whether, why and how the results are linked to the UNDP intervention and identified factors that have driven or hampered progress. This report therefore provides an overview of the success of the intervention and examines the causal and effects links between the inputs and activities, and outputs, outcomes and impacts. Key findings and conclusions derive from the answers to the eight key Evaluation Questions developed by the evaluator (see annex two).

In the context of the Covid-19 pandemic, the evaluation spanned from early March to May 2021. It encompassed the review of over sixty documents and reports, a series of semi-structured interviews and two focus group discussions conducted remotely with some 53 key respondents. (10 males and 43 females). The evaluation faced a small number of limitations, including the inability of the evaluator to travel to Bosnia and Herzegovina, due to the Covid pandemic. The evaluator endeavored to consult with a wide range of stakeholders, and while this was largely possible, the evaluator was only able to speak to a small sample of female beneficiaries, and therefore the sample was by no means representative of the large array of female beneficiaries reached during the tenure of the project. Furthermore, there was very little opportunity to speak to many men, and therefore it was difficult to judge what type of impact the project´s results had on attitudinal behavior of men as well as men in decision making positions.

The intervention under review, entitled "Women in Elections in Bosnia and Herzegovina" commenced on December 1, 2017 and was originally intended to conclude on 30 November 2020 for a period of three years. As a result of political complexities, a difficult context and the challenges related to the Covid 19 pandemic, the project underwent a no cost extension and is currently due to conclude on May 31, 2021. The intervention has a total project budget of USD 1,898,164.36 (SEK 1,700,000) and its overall objective is to strengthen women´s leadership and participation in political life, vertically by making structural adjustments to accommodate greater numbers of women in politics, as well as horizontally by nourishing the next generation of women leaders in communities through tailored networking and capacity building initiatives and increased democratic participation and accountability. The intervention has two key outputs:

Output One: Strengthening Women´s Leadership: This output supports building the new generation of capable women leaders, by strengthening women´s leadership and participation in political life, specifically through empowerment of women leaders, and increase in women´s political participation in selected partner local governments.

Output Two: Fostering Political participation of women: This output is based on contextualizing and applying the UN Gender Equality in Elected Office approach, with the aim of getting more women elected, in all spheres of decision-making in Bosnia and Herzegovina.

The evaluation utilized a mixed-method approach for data collection and data triangulation. The evaluation exercise was informed by a number of lines of evidence including a comprehensive desk review, the holding of semi structured interviews as well as holding a number of focus groups. The evaluation matrix in annex II outlines the indicators as well as the sources and data collection tools utilized. This included the utilization of already established indicators outlined in the results framework as well as the application of an additional number of indicators in order to denote relevance, impact and sustainability. The utilization of a mixture of sources ensured diversity of perspectives and allowed the evaluator to cross check information to ensure data accuracy as well as gaining a broader picture of the context as well as the performance of the project. The intervention was evaluated against the

six DAC evaluation criteria, namely relevance, effectiveness, efficiency, impact, sustainability and coherence. The evaluation also assessed the consideration given to Gender Equality and Human Rights in the intervention's design and implementation.

The evaluation came to the following findings and conclusions.

RELEVANCE:
The evaluation concluded that the project is **highly relevant** but given the complexities and the over politicization of the process as well as a dominant patriarchal society, the needs of the beneficiaries outweigh the resources of a single project. The project did correctly identify some of the key challenges and barriers to women´s effective participation, and has contributed to bolstering the agency of women and laid the foundations to create some social change from gender equality. Notwithstanding, the evaluation concludes that more is required to impact on the discriminatory practices and particularly stereotypes that hinder women and their ability to participate in key decision-making positions. Furthermore, while correctly identifying men and media as key stakeholders in the process, men were rarely targeted, and the activities targeting the media are still yet to deliver the fruits needed to instigate a strong change to how women are portrayed in the press. Civil society could play a key role in contributing to this shift as could male and female champions of Gender Equality and Women´s Empowerment (GEWE).

The theory of change, while acknowledging barriers to women´s participation and leadership, was not strategic enough to deal with all of the ensuing challenges to which the project was exposed to. The intervention logic, while succinct and embracing of the key needs of the beneficiaries fell short of instigating change mainly due to the environment under which the project works. The set indicators were qualitative in nature and did not denote any change at the outcome level but rather how many persons were targeted.

EFFECTIVENESS
The pandemic clearly had an impact on many of the activities as well as the project management issues which led to some delays in the first year of the project, to this end, the project was able to achieve over half of the established targets, notwithstanding, the majority of the activities were carried out and shortcomings in the number of targets not completely achieved by no means indicates that the activity did not instill change or had an impact on the individual beneficiaries and institutions. This criterion is rated as **satisfactory**, as not all of the established targets were met.

Output one, while facing a number of key challenges due to the impact of the Covid 19 pandemic which ultimately hindered the work in the field and carrying out conferences and trainings, was deemed more successful in terms of outputs and targets reached. When examining the overall objective of Output one, its target was to "ensure structural adjustments to accommodate greater numbers of women in politics." As a result of the intervention, a number of tools were adopted which promoted these adjustments. This included capacity building, identity building, networking, empowerment through social and modern technologies and institutionalization of changes in gender equality authorities. All the approaches aforementioned were considered to be relevant and were an effective means of instigating a number of changes, and contributing to a wider pool of women in political decision-making processes. While a higher number of women were elected in both the 2018 and 2020 elections, it is really difficult to ascertain as to whether there were sufficient structural adjustments to enable this increase and to what extent the project contributed to the overall increase in the number of women in the parliament. In total, 53 per cent of the established targets were either met or actually surpassed. A further six, 40 per cent were partially achieved and only one of the targets was not achieved. In short, only 7 per cent of the targets were not achieved at all.

While the Covid pandemic did impact negatively on some of the implementation, the project was also able to utilize the environment and the increased use of IT to reach out to a wider audience. Notwithstanding the visibility of online events was probably reduced, due to a lesser coverage by the media and of course face to face networking and interaction was severely diminished as a result of having many activities online. Nevertheless, one of the key successes of this particular output was the establishment of the Women´s Forum for Development (WF4D) which promoted the active participation of women in social life, allowed women to exchange ideas, information and promoted their economic empowerment by sharing of possible services and/or products. A number of public debates were held on how to strengthen the forum and women´s role in society in general. The output fostered a number of key activities which contributed to the empowerment of women to become leaders in their own right and had the capacity to change women´s lives for the better. Support to economic empowerment of women through a number of Civil Society Organizations (CSOs) was seen as very successful and important in the current climate of the pandemic and to encourage women to embrace leadership roles in the future.

Output two was more influenced by the overall political complexities of the project and the country and required more time and a more strategic approach in order to get closer to the overall objective of the Output.

Output two was to strengthen women´s position in decision making, ensuring that they were given equal chances as their male counterparts for the general elections 2018 and in the local elections in 2020. Given the complexities of the environment and a delay in getting UN Women on board at the required capacity has meant that many of the targets were not entirely achieved. The baseline study which sets the tone of work to be implemented under Output two was only finalized in 2019, however its overall quality and usefulness to the project and beyond is paramount. The study has enabled the project to map all legal, institutional, political party and media related challenges for women in the realm of politics. A change in project manager, in mid-2019 brought a positive change to the whole dynamic of Output two, and while all targets were not necessarily achieved, activities were carried out and a number of useful and comprehensive knowledge products were produced. Capacity building was afforded to the partner institutions with the provision of tools to improve their efficiency such as Gender Action Plans, the building of a resource library etc. and guidelines were developed in order to support the institutions engaging in gender mainstreaming, public polices, working of political parties and engaging women in politics. While the work with the political parties has faced a number of challenges, a number of discussions have been held in order to introduce qualitative changes for the improvement of the position of women in political party structures. Furthermore, the media campaign contributed to promoting and improving sensibility of journalists to gender equality and equality related issues and leadership.

In terms of achievement of indicators, Output two does not fare as well as Output one. In total, out of a possible 11 indicators, two were deemed achieved and an additional one surpassed. This accounts for just under a third, with 27 per cent of targets achieved. A further five were partially achieved, which means that 45 per cent were only partially achieved. A further two (18%) were not achieved and one is still on-going but is expected to be achieved. It is fundamental to comprehend that while this particular output did not reach all the established targets, much of this was related to the pandemic and the political context whereby the numbers established were simply not able to be reached.

EFFICIENCY

The overall efficiency of the project is deemed **satisfactory** and the governance mechanisms are adequate. Gender Agencies were particularly appreciative of their inclusion on the project board, which allowed them to widen their networking with the relevant partners as well as having a clearer overview of the challenges and barriers facing women in Bosnia and Herzegovina today. While there were some teething problems at the start of the project, due to low capacity of project staff, these

problems were resolved with the start of a new project manager in 2019 and a new staff member in UN Women. The overall responsibility of the project which lies with UNDP is considered efficient, however a more technical role for UN Women in future project design and activity development based on lessons learned would promote a more fruitful relationship between the two UN Agencies and allow each agency to harness upon their key areas of expertise.

The monitoring of the project is deemed adequate, and the reports of high quality and informative, however the evaluation concludes that a more report-oriented results framework, with the utilization of achievement of indicators as well as more illustrative examples of the key successes of the project could further enhance the quality of the reports.

IMPACT

The impact of the project is deemed **highly satisfactory** at the horizontal level, where there are key individual successes and women´s lives have literally been transformed. The evaluation finds that on a vertical level - impact is **satisfactory**. At the horizontal level the core focus of the Project has been on activating agency of women on all fronts of public and community life. The project has therefore had an overall positive impact on women's individual empowerment and participation and it is anticipated that this will have a knock-on effect on women's activism and active political participation in the future. At the vertical level, there have still been a number of anticipated gains at the institutional level, particularly at the municipal level. In parallel, the setting up and strengthening of the gender structures at the local level to sustain the emerging women leaders has been another priority (by creating gender action plans, sensitizing local governance units on planning and budgeting for gender equality, introducing innovative public services to alleviate time poverty and the provision of key knowledge products). The focus on local communities and women's empowerment therein is considered very important, and has the potential to have laid down the foundations for further improvements and awareness on the barriers which women continue to face.

SUSTAINABILITY

The sustainability of the project is rated as **satisfactory.** The overall aim of the project was to build a foundation for future processes whereby the support afforded to women has been important and can help shape the face of politics in the future. This is particularly pertinent with the networking abilities of women leaders and the accessibility to knowledge products which can be utilized in future electoral processes. At the municipal level, although some of the anticipated capacity building did not take place, the project has harnessed a number of results in the development of gender action plans and the networking of different agencies working on gender. Replication of such practices and scaling up to other Local Governments is recommendable, however it would also be just as important to enable the Local Governments with gender plans to adopt these and ensure accountability with regards to the implementation of the gender polices and regulation the plan is meant to govern. Notwithstanding discriminatory behaviors and practices still prevail and in order to harness the good results thus far, barriers to women's participation and especially discrimination and stereotyping needs to be addressed further.

The Evaluation makes the following recommendations in consideration of the performance of the current project and for an implementation of a future project:

Recommendation	Linked to Conclusion/criterion	Recommendation addressed to	Comments on Recommendations	Project Extension	Future Project
Granting of an extension to ensure continuity into the next electoral cycle and to build on the structures and partnerships established up in the first phase, particularly including WF4D.	Relevance and efficiency page 22	UNDP and Development Partners	It is essential to ensure the continuation of the current project while an assessment is conducted and a new Project Document written and approved. It is important that momentum is not lost over the next year to ensure a smooth transition to a new project with UNDP at the helm and to ensure support to the upcoming electoral process and to build upon the successes and key structures already established under WiE.		
Undertaking of key lessons learned exercises to feed into a new project	Relevance - conclusions	UNDP and UN Women	It is important to capture lessons learnt from the current project in order to establish what still needs support and the extent of support thereof. It would also be important to conduct a lesson learned exercise principally with UN Women in order to establish relevant and efficient mechanisms of collaboration for the future.	To feed into the next project	
Mapping of support to women's leadership and empowerment of all other stakeholders both national and international	Relevance page 9	UNDP/UN Women and key stakeholders	1.It would be important to strengthen collaboration with key actors such as OSCE, WFD, NDI and IRI and identify key gaps and areas of possible collaboration with both international partners and current partners which could continue or strengthen support to the key players in gender equality and women's leadership. 2. Examine key success/best practices in the region and beyond on how to harness the momentum for systematic reform, look towards publications already developed on key success to reforms such as OSVE booklet on recommendations implementation of Electoral Reforms and other documents on women's participation and how to enhance it. 3. Mapping of best practices of other regions in UNDP and UN Women similar projects	During Extension	
Further support to female candidates by ensuring gender sensitive reporting and tracking of hate speech	Relevance and Effectiveness	UNDP/UN Women	Women in politics report that they are still discriminated upon and articles on women still centre around what they wear and who they are, rather on their policies. Till date, alhgouh media has been supported, the next six months could build on the coalition and help develop a regulatory framework on the presentation of women and men by media outlets.

Further support could be provided to women on how to build their campaign online and utilsing social media and | During Extension | |

			online tools for direct communication with the electorate Support to women who suffer from some type of gender violence motivated by politics, possible avenues on tracking complaints and ensuring action is taken against		
Consideration for a new project should revolve around the electoral cycle including training for aspiring and current MPs	Relevance	UNDP and development partners	The next six months of the project should revolve around looking at the gains already made, particularly at the community and municipal level, and how this could be scaled up. Lessons learned from each of the key beneficiary institutions Baseline data should be collected.		New Project
Consideration should be given to expand the outreach to key beneficiaries such as civil society, ethnic leaders, religious leaders and a more effective campaign with regards to media	Relevance page 13	UNDP/UN Women	1.While a number of these beneficiaries did benefit from the project, a more strategic approach to include support and technical knowhow in the areas of women, youth, and electoral and systemic reform as well as attitudinal behavior and discrimination. 2. Consideration of enabling CSOS and media to better monitor hate speech, gender violence in politics, looking towards methodologies similar to those developed by Democracy Reporting International to gauge the extent of hate speech online.		New Project
Consideration should be given to further promotion of the key products developed under the Project, utilization thereof to develop a curriculum for potential female candidates (brochure on strategic approach to women candidate's success in election campaigns)	Effectiveness	UNDP and UN Women	1.The knowledge products are key capacity building documents and training sessions around key issues could be focused around some of the key chapters. Particularly given the current covid pandemic, online and accessible training programmes will be important for the next generation of potential candidates. 2.Development of curricula and training programme on political competences and campaigning	Developed during the extension	
IT literacy Education	Effectiveness – This was not conducted in the current iteration of the project	UNDP	Many of the women consulted commented on the importance of IT literacy	Extension of project	
Conduct an analysis why women´s election was significantly high in LGs while in others it decreased substantially	Impact – page 30	UNDP/UN Women	It would be important to understand why there were substantial increases and decreases in the number of women being elected in the LGs where the project worked. To grasp any lessons learned to apply in the future could contribute to any even more successful outcome in the upcoming electoral cycle	Extension of the project	
Increased Support to the Committee on	Effectiveness	UNDP and UN Women	**It requires more concrete Plans to increase its visibility and**		New Project

Gender Equality Parliamentary Assembly –			**importance and encouragement of its members to realize its Status and overall influence of gender concerns**		
Promotion and replication of gender action plans as well as development of M & E frameworks to ensure implementation of GAPs	Effectiveness page 16	UNDP and UN Women and LGs	To date only one GAP has been approved, it would be important to encourage other LGs to adopt the plans and ensure adequate implementation		New project
Agreement on increased governance mechanisms to ensure a "healthy and bidirectional flow of information between UNDP and UN Women"	Efficiency conclusions and efficiency page 24	UNDP	The project should agree on strengthened governance mechanisms, to ensure a "healthy and bidirectional flow of information to help inform and approve future support notably through the more regular convening of a technical committee between UNDP and UN Women to oversee any future action and ensure that bottlenecks and challenges to implementation are immediately discussed and resolved.		New Project
Enhance the reports by use of most significant change stories, more reference to indicators and use of gender sensitive indicators for both outputs.	Efficiency page 25 and conclusions	UNDP	The reports were of a high quality, but they could still benefit from showcasing key results by utilizing most significant change stories and referencing to what extent indicators have been achieved. More gender sensitive indicators should be utilized as well as disaggregated data when referring how many persons were reached, in order to capture how many men have been reached.	Pilot an enhanced format during the extnesion	
Considerations using data in a more user-friendly format, use of info graphs to reflect where activities have taken place, persons reached etc	Efficiency conclusions and page 25	UNDP	In order to better inform the DPs and to outreach to others, preparation of interactive PowerPoint presentations outlining key successes and achievement of indicators to date	Pilot an enhanced format during extension	
Consideration of a more strategic and informed approach on human rights with more emphasis on men, minority groups and youth	Gender & Human Rights /Relevance	UNDP	1.The use of key baseline survey information to identify current gains, progress to date and identification of key areas where barriers still exist with regards to female youth participation and that of persons with disabilities and other possible vulnerable groups as well as ensuring the "He for she" campaign is fully supported. 2. Analysis of women and youth in politics – supporting the future work of OSCE in their study of youth in the local councils 3. More emphasis on men on gender issues, promotion of male gender champions		New project

Figure 2: Recommendations for the Women In Elections Project

1. OVERVIEW OF THE EVALUATION OBJECTIVE

1.1 Introduction

In March 2021, the United Nations Development Programme (UNDP) Bosnia and Herzegovina commissioned an evaluation of its intervention *Women in Elections in Bosnia and Herzegovina*. Ms. Charlemagne Gomez, an international consultant was contracted to carry out the evaluation. The evaluator hereby presents the report which outlines the methodology utilized during the entirety of the evaluation as well as the key findings and conclusions and a set of recommendations to be carried forward.

The evaluation officially commenced on 13 April with a kick-off meeting with the Evaluation Reference Group. The evaluation lasted over a course of 25 working days and has three key deliverables: 1. Inception Report; 2. Draft Report and 3. Final Report.

1.2 Context

The Dayton Proximity Talks culminated in the Dayton Peace Agreement whereby a complex constitutional structure was established. The Constitution was paragraphed on November 21, 1995 in Dayton and signed in Paris on December 14, 1995. It outlined that Bosnia and Herzegovina maintain its sovereignty and consists of two entities: The Federation of Bosnia and Herzegovina and the Republika Srpska. The Constitution grants limited powers to the state-level institutions, with most powers vested in the entities. While the Dayton Agreement served its purpose of bringing relative calm to the country, "it bequeathed an extremely complex system of government, which has made governance extremely difficult."[1] This has resulted in each entity aspiring for a shift in power and sometimes leads to a political stalemate.

The Parliament of Bosnia and Herzegovina comprises a House of Representative and a House of Peoples. The 42 members of the House of Representatives are directly elected via a system of proportional representation. 28 members are elected in the Federation and 14 in the Republika Srpska. The members of the House of Peoples (15 in total) are indirectly elected by the entities´ parliaments. The role of the Chairman of the Council of Ministers of Bosnia and Herzegovina (effectively the Prime Minster) is nominated by the Presidency and approved by the House of Representatives. Both the Federation of Bosnia and Herzegovina and the Republika Srpska have significant autonomy and have jurisdiction over key issues, such as healthcare, education, agriculture, culture, veteran issues, labor, police and internal affairs. In order to pass legislation, it is essential that there is an agreement between constituent nations and representatives of minorities, this inevitably makes it difficult to make key decisions and political turmoil regularly emerges when the state and entity levels cannot come to an agreement.

To this end, while the country leads in the development of gender sensitive laws in the region, social, economic, cultural and particularly political factors have traditionally hindered their implementation. The country suffers from a relatively high unemployment rate, with the Labor Force Survey recording a rate of 15.7% in 2019. [2]Unemployment inevitably falls disproportionally on young people and has resulted in high emigration rates.

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[1] https://www.theguardian.com/news/datablog/2014/oct/08/bosnia-herzegovina-elections-the-worlds-most-complicated-system-of-government.
[2] In 2018 the rate was as 18.4%.

When examining the overall prevalence of democratic freedoms, according to the Freedom House 2020 Report, Bosnia and Herzegovina scored 53/100 and was deemed as partly free.[3] The country is ranked 38 on the Gender Equality Index[4] and while there have been improvements in the economic gender gap from 2014-2018, the country still lags far behind other countries in the region.

Source: UNDP http://hdr.undp.org/en/data#.
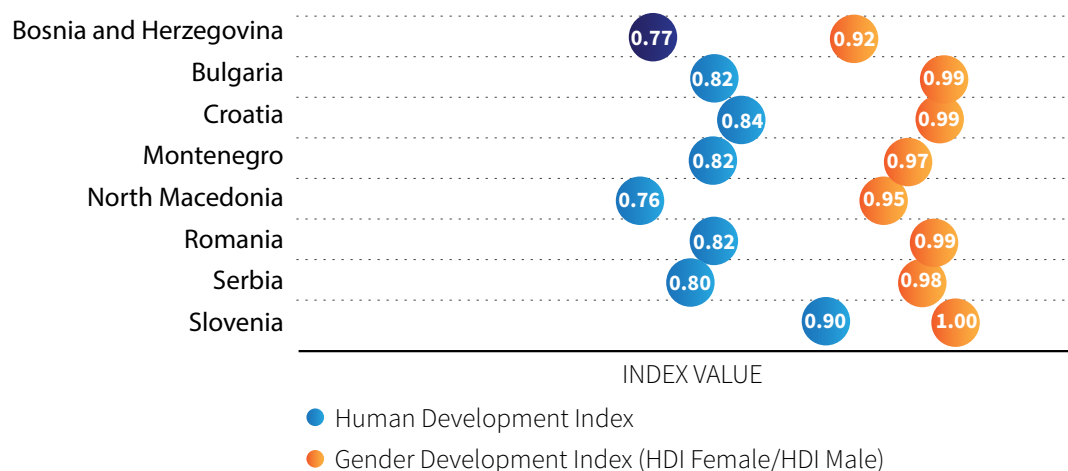
Figure 3: Comparative HDI and GDI in the region.

In terms of legislative and policy frameworks for gender equality, Bosnia and Herzegovina is considered a regional leader. One of the foundations for gender equality in Bosnia and Herzegovina is the law of Gender Equality in Bosnia and Herzegovina which established the Agency for Gender Equality of Bosnia and Herzegovina. The Law affirmed the systemic role of the Gender Centers which already existed prior to the adoption of the law.

The law obliges all governments at all levels of authority to: *"establish adequate institutional mechanism for equality that shall implement the Law on Gender Equality in Bosnia and Herzegovina, coordinate realization of programmatic goals from the Gender Action Plan of Bosnia and Herzegovina and ensure implementation of international standards in gender equality area."*

The foundations for gender equality are laid down at the institutional level, and while an important number of gender plans, and polices and laws have been promulgated, and many of the concerns expressed in the CEDAW report of 2014 have been addressed, an enabling environment to encourage, strengthen and facilitate women's empowerment and leadership has sometimes been lacking and gender equality and women's empowerment is not prioritized. There have been recent attempts to strengthen the election laws on women's participation, however they fell through and the current quota of 40 per cent has still not reaped the required fruits whereby although political parties abided by the terms of quota under the candidates list, they did not do so with regards to mandates. Therefore, in 2014 for example out of 300 women candidates only 10 were assigned with the mandate.

Nonetheless there have been some improvements in, for example, the municipality/city council /assemblies' results. The number of women elected in 2020 is 19 per cent compared to 16.2 per cent in the 2012 Elections. Notwithstanding of the 425 candidates for the position of Mayor, only 7 per cent were women in 2020, and in 83 percent of cities/municipalities there were no women running for

[3] https://freedomhouse.org/country/bosnia-and-herzegovina.
[4] http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/BOSNIA AND HERZEGOVINA.pdf.

mayor at all. There was more than one female candidate in only 3 out of 24 cities/municipalities where women ran for mayor.

Such results demonstrate key gaps in the rhetoric of Women's Empowerment and Gender Equality, and illustrate that cultural, political and attitudes ingrained in traditional stereotypes and roles are still some of the more important hindrances to the positioning of women in politics and decision-making positions. This is further exacerbated by the i) Lack of adequate social services including childcare and facilities for people with disabilities and the elderly (which ultimately pushes women into the unpaid care economy); ii) A lack of flexible and part-time employment options with labor legislation (without loss of entitlement to social benefits); iii) Inadequate structure of leave policies; iv) Short maternity leave and unharmonized maternity benefits across cantons causing discrimination based on place of residence and v) Low child benefits (0-25 euro per month) that vary according to a number of criteria such as place of residence etc. Furthermore, the poor economy, high unemployment and the traditional role of women play an important role in these obstacles. Covid 19 has only further compounded the issue and has forced many women to take an even more disproportionate part of the household burden, with many women having to take on additional traditional roles in the house, home schooling children and many as a result have become more exposed to vulnerabilities such as domestic violence and reduced access to other women and support groups.
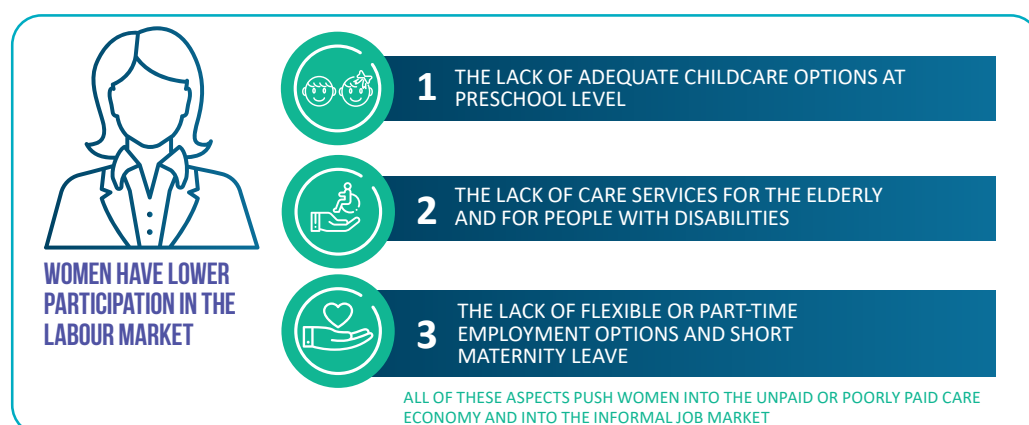
Figure 4: Infographic on obstacles facing women

The project, "Women in Elections in Bosnia and Herzegovina" recognized many of the aforementioned hindrances and aimed to strengthen the structural adjustments to accommodate greater number of women in politics by promoting women's leadership and participation in political life and building the capacity of women leaders in communities through tailored networking and capacity building initiatives. While the project faced a number of difficulties given the complex political environment, Covid 19 overwhelmed the project implementation and has meant that many of the activities were either postponed, cancelled or adapted to the new "normal" under the Covid 19 pandemic.

1.3   Description of the Intervention

The intervention under review, entitled "Women in Elections in Bosnia and Herzegovina" commenced on December 1, 2017 and was originally intended to conclude on 30 November 2020 for a period of three years. As a result of political complexities, a difficult context and the challenges related to the Covid 19 pandemic, the project underwent a no cost extension and is currently due to conclude on May 31, 2021. The intervention has a total project budget of USD 1,898,164.36 (SEK 1,700,000) and its overall objective is to strengthen women´s leadership and participation in political life, vertically by making structural adjustments to accommodate greater numbers of women in politics, as well as horizontally by nourishing the next generation of women leaders in communities through tailored

networking and capacity building initiatives and increased democratic participation and accountability. The intervention has two key outputs:

Output One: Strengthening Women´s Leadership: This output supports building the new generation of capable women leaders, by strengthening women´s leadership and participation in political life, specifically through empowerment of women leaders, and increase in women´s political participation in selected partner local governments.

This particular output consisted of 12 key activities which included a mapping of the available public spaces and their identification; enabling local communities to start crowdfunding activities; improving IT literacy among the local women; lobbying with LGs to expand and improve the portfolio of public services; support the establishment of a women's leaders network; support development of local strategy and action plan for women´s leadership; strengthen municipal gender commissions and capacity building of LG staff, CSO and community leaders; capacity building of elected and aspiring women leadership award, empowering women through a study tour, support to women led response initiatives and an online survey on identified gender biases in leadership under living and functioning conditions dictated by Covid.[5]

Output Two: Fostering Political participation of women: This output is based on contextualizing and applying the UN Gender Equality in Elected Office approach, with the aim of getting more women elected, in all spheres of decision-making in Bosnia and Herzegovina.

Under Output Two, there were a total of ten activities which included, a baseline study; media campaign, public discussions and workshops, capacity building of project partners; support culture change within political parties regarding gender equality, targeted public discussions and workshops for women leaders, study tour for the Bosnia and Herzegovina parliament and other relevant stakeholders; working with academia; media coalition and media initiatives.

On May 6, 2020 the donor approved a set of COVID 19 response activities to be conducted within a timeframe of six months. These activities covered conducting a quick survey of the situation among women leaders, supporting interventions in ten partner local governments, in response to local pandemics related priorities through affirmation of women leadership, as well as supporting women-centered media initiatives that are affirming women leadership actions during the pandemic.

2. Purpose and Scope of the Evaluation

2.1 Purpose

According to the Evaluation Guidelines of the United Nations Evaluation Group, in order to ensure quality, all interventions should be systematically evaluated on the quality and the results of interventions in the context of an evolving cooperation policy ensuring a specific focus on result-oriented approaches and the contribution towards the implementation of the Sustainable Development Goals (SDGs). To this end, the present final evaluation will examine evidence of whether, why and how the results are linked to the intervention and identify factors that have driven or hampered progress. The evaluation will document lessons learned for improving project design, relevance, coherence, efficiency, effectiveness and impact of similar projects for the future. The evaluation will, therefore, provide an overview of the success of the intervention and examine the cause and effects links between the inputs and activities, and outputs, outcomes and impacts.

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[5] Please see the paragraph below for more details on this activity.

Ultimately the evaluation will serve accountability purposes; enable decision making and; provide learning and management purposes.

2.2 Intended Audience

The present evaluation is principally aimed at the implementing partners, UNDP and the responsible party UN Women, as well as the Government of Sweden. It is also anticipated that the evaluation will also serve the key beneficiaries of the project and the main stakeholders striving to promote female leadership and political participation in Bosnia and Herzegovina.

2.3 Limitations

The evaluation faced some challenges and limitation in assessing the project. The evaluation was conducted in the height of the Covid pandemic and this restricted the international evaluator from travelling to Bosnia and Herzegovina. While it did not present a genuine challenge in accessing key stakeholders, and gathering information, it may have sometimes facilitated the process to have had direct access to stakeholders and helped to better understand the environment under which the key institutions worked.

Another key challenge to the evaluation was mitigating response bias. Interlocutors, especially the female beneficiaries (but also key stakeholders) may have provided the team with positive remarks due to cultural limitations as well as the desire to continue to be involved with future sessions/projects. The evaluation had two main strategies for mitigating this bias. First it emphasized the importance of maintaining confidentiality of all of the interviewees and the independence of the evaluator from both UNDP and also any stakeholder related to the project. The second part of the strategy was to ensure that all questions were designed to elicit specific examples in order to help any type of response bias. Questions were designed in such a way that allowed the interlocutor to share their thoughts as well as ensuring that women were able to be open with regards to any challenges and limitations they may have had in general and within the project. The beneficiaries in particular were at ease, and were overwhelmingly responsive in their answers.

3. **Approach and Methodology**
3.1 Evaluation Approach

In line with the established priority and methodology of United Nations Evaluation Group to conduct quality evaluations that ensure high utility of the results acquired from the exercise, the evaluation adopted the principles of a Utilization-Focused Evaluation - which entailed collecting and analyzing suggestions and recommendations based on the key stakeholders opinions in order to inform future programme design and the way forward for future election support projects under the auspices of UNDP.

The evaluation utilized a mixed-method approach for data collection and data triangulation. The evaluation exercise was informed by a number of lines of evidence including a comprehensive desk review, the holding of semi-structured interviews as well as holding a number of focus groups. In total, the evaluator was able to interview 53 persons, including 10 males and 43 females. The utilization of a mixture of sources ensured diversity of perspectives and allowed the evaluator to cross check information to ensure data accuracy as well as gaining a broader picture of the context as well as the performance of the project. Nonetheless, it should be noted that while the evaluator endeavored to consult with a wide range of stakeholders, and while this was largely possible, the evaluation was only able to consult with a small sample of female beneficiaries which by no means is representative of the array of females reached during the tenure of the project. The evaluator mainly spoke to female

interlocutors and therefore it was sometimes difficult to judge the overall impact that the project´s results had on attitudinal behavior of men as well as men in decision making position. The evaluation matrix in annex II, outlines the indicators as well as the sources and data collection tools utilized. While there were already a number of key evaluation questions outlined in the ToR, the evaluator added to these questions in order to ensure a relatively robust assessment of the six OECD/DAC criteria. The intervention was evaluated against the six DAC evaluation criteria, namely relevance, effectiveness, efficiency, impact, sustainability and coherence. The evaluation also assessed the consideration given to Gender Equality and Human Rights in the intervention's design and implementation.
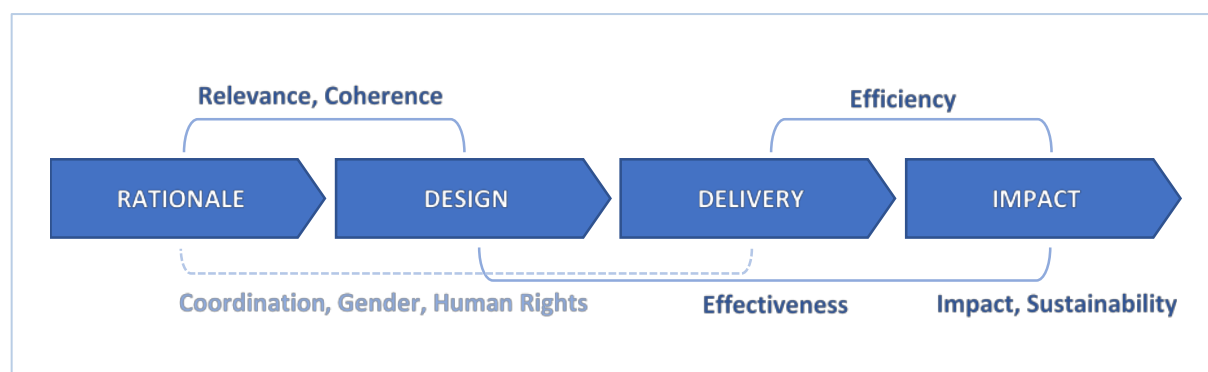
Figure 5: Analytical Framework for the project "Women in Elections in Bosnia and Herzegovina Project"

3.2   Evaluation Questions

For each of the evaluation criterion and building on the specific areas of analysis specified by the TORs, the evaluator developed a comprehensive set of research questions, then regrouped and consolidated them into overarching seven Evaluation Questions.

3.3   Data Collection and Analysis

The data collection toolkit that was utilized during both the desk review and field phases included the collection of quantitative as well as qualitative data/information. The evaluation undertook a comprehensive desk review, which involved all documentation from the project, as well as the examination of a number of key documents in relation to gender in Bosnia and Herzegovina. The evaluation also examined reports, articles from other service providers affording support to women's political participation as well documents and news articles available online. In total, 53 interviews took place, whereby 40 females and ten males were interviewed. These mainly comprised of semi structured interviews, but also included introductory briefings and follow up interviews as well as email follow up. A total of six focus groups took place, including a number of focus groups with key female beneficiaries of economic empowerment support and focus group with the media. Preliminary findings to the specific sub-questions derived from the triangulation of the three lines of evidence obtained during the desk review and confirmed during the field phase using a mixed-method collection. The data gathered informed the final answers to the Evaluation Questions and, in turn, the assessment of each evaluation criterion.

The Evaluation Matrix referred to in Annex II illustrates how the data/information was collected with the use of individual tools. As aforementioned, the theory of change and the evaluation matrix using the Organization for Economic Co-Operation and Development / Development Assistance Criteria (OECD/DAC) criteria are central to the overall evaluation framework.

The evaluation consisted of four distinct phases as illustrated in the figure below.

INCEPTION PHASE	DESK PHASE	FIELD PHASE	SYNTHESIS PHASE
Initial data collection Background analysis Stakeholders' analysis Inception Interviews Review of the Intervention Logic Evaluation Design	Information gaps Hypothesis to be tested Project Documentation review Review of project reports Review of Knowledge Products Review of OSCE Election Observation Mission (EOM) reports of the electoral process in 2018 and 2020 Design of the field phase	Gathering primary evidence Key Informant Interviews Focus Groups of key beneficiaries and stakeholders	Final analysis of findings Formulation of overall assessment, conclusions and recommendations Reporting

Figure 6: Outline of the evaluation phases

4. **FINDINGS**

4.1 RELEVANCE

The overall rating of the criteria Relevance is deemed high. The evaluation found that the project objectives have carefully considered the political, social, legal and constitutional context of the country. Nonetheless, women and their involvement in politics still undergoes a lot of resistance and while the design of the project endeavored to take on a multifaceted approach, and identified correctly a number of entry points, the length of the project and the context under which the project worked, was not always successful in breaking down the barriers and root causes of inequality in the country. Notwithstanding, the project has through its intervention contributed substantially to women's empowerment and leadership and has laid down the foundations and provided the know-how and motivation to influence systemic change in the future. The evaluation also found that the overall design of the project aligned with National priorities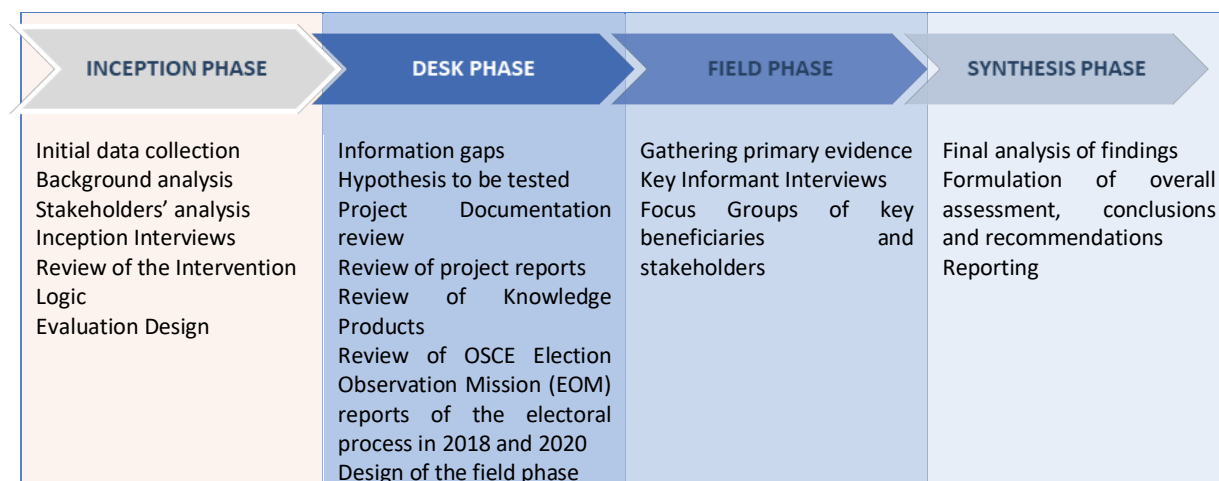 with regards to gender equality, UNDP and UN Women Strategic planning as well as the context of EU Accession and SDGs.

The project objectives were found to be very relevant to the project beneficiaries given the political, social, legal and constitutional context of Bosnia and Herzegovina.
The project consulted widely with key stakeholders and identified key challenges and gaps to women´s leadership and political participation. A study was undertaken which correctly identified that benefits would be reaped by strengthening cross-institutional cooperation on gender equality issues. The study revealed that both strategic frameworks and capacity were weak and it would be therefore effective in tackling the root cause of inequality adopting affirmative approaches on i) system gaps and weaknesses; ii) addressing time poverty; iii) investing in existing and potential women leaders; iv) dissemination of knowledge on transformative leadership and v) focus on men to become allies and champions of gender equality.

As a result, the project identified a number of entry points, whereby they would seek to:

1.) Strengthen the gender mechanisms and Central Election Commission nexus for creating a united front on gender equality;
2.) Strengthen gender equality structures at the municipal level to embed gender equality and empowerment of women principles deeper and in a more systematic manner in the work of gender commissions, municipal budgets, gender action plans etc.;
3.) Improve social services and increase awareness about their importance for reducing time poverty and consequent empowerment of women, as well as improved quality of life;
4.) Diffuse knowledge and provide practical tools for use of technologies and principles of social innovation as this was identified as an important accelerator of positive social change;
5.) Organically work with media by creating a coalition that would educate and encourage journalists, editors, etc. to cover stories of women leaders in a gender-sensitive manner. This would potentially have a positive impact on the media landscape following the project close.

The project has contributed substantially to women´s empowerment and leadership in the future and has laid down the foundations and provided the know-how and motivation to influence systemic change in the future.
The design of the project targeted principally women through a variety of activities. As will be illustrated in the report, particularly under Impact, the results of the project at the individual level have been positive, and the Women's Forum for Development (WF4D) and the economic empowerment ventures have been key for promoting women´s empowerment and leadership roles. The project's wide array of activities meant that women were exposed to trainings, seminars, study trips and capacity building activities, which have **enabled women to find their voice and become more**

confident leaders. One interlocutor described how prior to the project, they had known one of the Members of Parliament (MPs) who was not very sure of herself at the beginning of her parliamentary tenure, but after receiving various trainings, her skills had improved. She gained confidence in public speaking and ultimately, she is considered as a key role model for other aspiring female MPs. The project has many similar stories and therefore the project undoubtedly contributed to women's individual empowerment and leadership skills. Notwithstanding as will be described below and reiterated throughout the report, the project has laid some of the foundations to promote a more systematic change at the vertical level. Important policy, behavioral and attitudinal barriers still exist to promote women's full participation in decision making and the project to date while permeating at some level has still to create a trickle-down effect in order to impact permanently on policies and regulations aimed at promoting women's´ political participation.

Women and their involvement in politics still undergo a lot of resistance and while the design of the project endeavored to take on a multifaceted approach, a collaborative effort by multiple implementers is required to challenge the status quo and traditional gender norms.
As will be illustrated under effectiveness and efficiency, there was some resistance to the overall objectives of the project. It is important to note that the resistance encountered was not against the project *per se*, but rather women´s participation and advancement of women as decision makers particularly in political parties and as nominees in the political process in general. The 2018 report to the CEDAW Commission noted that "stereotypes and prejudice are the main cause of gender inequality and discrimination in Bosnia and Herzegovina[6] and as a result, women still tend to face numerous challenges in accessing leadership roles and full and effective participation in politics." The project correctly identified some of these barriers, however not all the activities resulted in sufficiently challenging stereotypes and prejudice and therefore the project was not always able to address the root causes of the challenges that women encounter.

The project document indicated that it would also focus on men and the media as two principal stakeholders who needed to play a key role in order to advocate for change and promote women's political leadership and participation. As will be illustrated under effectiveness, a number of activities did center around the media, although some of these activities did come with challenges. On the other hand, the evaluation could find little evidence of activities targeting men and sensitizing them around the issues of gender equality. According to the reports, only a small percentage of men were reached. Furthermore, where the majority of men dominate the leadership of political parties, the project **did not have sufficient leverage to challenge the status quo and traditional patriarchal and attitudinal negative behavior towards women.** Furthermore, when trainings were offered to men in some of the key institutions, insufficient interest was garnered, and it was alluded[7] to that men were simply not interested in participating in the activities of the project and gender equality *per se*, despite their role as key advocators for women's rights.

The lack of visibility of women, harassment and intimidation of women in politics, insufficient skills and knowledge on how women should project themselves, all results in women feeling demotivated, and disconcerted in their role of leader and undermines the importance of gender equality and gender equity. To this end, while the project correctly identified some of the key barriers to women, it was recognized that the timeline of the project is far too short to have a permanent impact on addressing the root causes of discrimination in Bosnia and Herzegovina and more time is needed to promote these changes. Furthermore, it must be highlighted that one project alone cannot provoke fundamental shifts overnight and the coordination and collaboration with other projects could have

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[6] https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/BOSNIA AND HERZEGOVINA/CEDAW_C_BOSNIA AND HERZEGOVINA_6_7313_E.pdf - Line 71
[7] One of the beneficiary institutions stated quite clearly that men rarely participated in the activities and had shown no interest in furthering their knowledge on issues of gender equality or women's empowerment.

been stronger in order to address more fully some of the key issues which are still afflicting women today.

The project and its design were of the utmost relevance to UN policy and strategic priorities of both Bosnia and Herzegovina and other key UN and international documents.

The **project is considered very relevant** and is aligned with a number of key national, EU, Council of Europe and UN Documents. The Bosnia and Herzegovina Gender Action Plan of 2013-2017 - a strategic document containing goals, programmes and measures for the realization of gender equality in all areas of social life and work, in the public and the private sphere – aligns very well with the project. Strategic Goal One and Two were particularly pertinent. In particular, 1.2. Public life and Decision Making and under Strategic Goal 2, all six sub goals were relevant, with particular emphasis on II.2: Co-ordination of implementation and supervision over implementation of GAP BiH; II.3. Strengthening and co-operation of institutional mechanism for gender equality and II.5. Support to programmes and projects of institutional and extra institutional partners. The follow up Gender Action Plan 2018-2022 also has similar goals and is wholly relevant.

STRATEGIC GOAL 1: Development, implementation and monitoring of the programme of measures for improvement of gender equality within governmental institutions, as per priority areas:

I.1   Preventing and combating gender-based violence, including domestic violence as well as trafficking in human beings
I.2   Public life and decision making
I.3   Work, employment and access to economic resources
I.4   Education, science, culture and sport
I.5   Health, prevention and protection
I.6   Social protection

STRATEGIC GOAL 2: Establishing and strengthening the system, mechanisms and instruments for realization of gender equality per priority areas:

II.1   Coordination of implementation and supervision over implementation of GAP BiH
II.2   Monitoring and improvement of applying international and domestic standards for gender equality
II.3   Strengthening and cooperation of institutional mechanisms for gender equality
II.4   Raising awareness of gender equality in all segments of society
II.5   Support to programmes and projects of institutional and extra-institutional partners
II.6   Monitoring and assessment of progress in the realization of gender equality

STRATEGIC GOAL 3: Establishing and strengthening cooperation and partnership per priority areas.

III.1   Cooperation at regional and international levels
III.2   Cooperation with civil society organizations, social partners, academic community

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Figure 7: Gender Action Plan of Bosnia and Herzegovina 2014-2017

Furthermore, the overall design of the project aligned itself with a number of key international documents. The Sustainable Development Goal (SDG) 5 for achieving gender equality is the lynchpin of the project, whereby it endeavors to "ensure women´s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life." While the title of the project is indeed Women in Elections, **the array of activities and the design of the project encompasses leadership not only at the political level, but also strengthened women´s capabilities in the economic and public sphere.** The Women´s Forum for Development is a key example which brought together women leaders from different spheres, whereby they can network and share information.

Furthermore, the action aligns perfectly with the Instrument for Pre-Accession Assistance (IPA II) 2014-2020 whereby the focus of the action is on the role and functioning of gender equality structures and mechanisms in Bosnia and Herzegovina. These will include the strengthening of the Agency for Gender Equality and the enhancement of the capacities of the gender equality bodies and mechanisms for implementing and monitoring policies at state and entity level.

The project is also relevant to The Council of Europe Equality Strategy 2018-2023 which has six strategic objectives including Strategic Objective 4: Achieve balanced participation of women and men in political and public decision-making. The strategy highlights that despite the "adoption of new laws and policies in member states, women´s under representation in public and political life remains a critical issue which undermines the full functioning of democratic institutions and processes." It highlights the patriarchal nature of political parties and how politics is still dominated by men.

> *"Men set political priorities, and political culture continues to be structured around male behavior and life experience." Council of Europe Gender Equality Strategy – 2018-2023*

In line with the vision in the UNDP strategic plan, 2014- 2017, the mission of this gender equality strategy is to contribute to the eradication of poverty and the significant reduction of gender inequalities by empowering women and promoting and protecting their rights. By advancing gender equality and empowering women as agents of change and leaders in the development processes that shape their lives, UNDP envisages a more inclusive, sustainable and resilient world. – UNDP Strategic Plan 2014-2017

The Project also of course **aligns with both the UNDP Strategic Plan 2014-2017 and UNDP Strategic Plan 2018-2021**, especially with regards to inclusive and effective democratic governance. UNDP particularly works in the area of democratic governance to provide women the opportunity to advance their legal rights and empowerment as well as strengthen their access to justice, ensure gender

responsiveness and equitable service delivery and promote their equal participation in decision making. The projects´ design was tailored according to an assessment and its overall structure was designed as a spin-off to the existing UNDP community long-term project which has a key gender focus. It planned to build on human and technical infrastructure and even shared a number of activities (i.e. additional gender sensitizing community hubs as gender responsive public places). UNDP has a key mandate to mainstream gender in the UN system and has an array of expertise in the implementation of such projects. The Project's design therefore did not only promote equal participation in decision making but also looked at strengthening gender responsive and equitable service delivery from the numerous gender mechanisms present in Bosnia and Herzegovina.

The Theory of Change clearly identified the key problems and highlighted the application of the Six Step Action Plan[8] as key to addressing the key issues. Nevertheless, while the Six Step Action Plan was appropriate it needed to be further broken down in order to encompass the political, cultural and societal complexities of Bosnia and Herzegovina.

The theory of change of the action foresaw that in order to instigate change in the long term, the activation of women's engagement and resources was critical. As a result, gender equality would inevitably contribute to better quality of life and economic and democratic development of Bosnia and Herzegovina. Gender Equality was taken as an essential precondition for redefining political and development agendas on the local and state levels. The project foresaw two complementary set of activities to achieve this.

1. Contextualizing and applying the Gender Equality in Electoral Office: 6 Step Action Plan to ensure structural changes that provide an enabling environment, legislatively, institutionally and substantively and
2. Empowerment of women locally to identify, strengthen and nourish the next generation of women leaders.

The evaluation finds that while the empowerment of local women was achieved, the contextualizing and applying the Gender Equality in electoral Office was undermined by the political, societal and cultural context. While the 6 Step Action Plan correctly identifies the steps needed to ensure structural changes, each one of these steps needed to be broken down in order to gauge what would be successful at each juncture and the possible resistance and constraints that the political, cultural and legal context might imply for each of the six steps. While the project correctly identified key entry points, key and noticeable structural changes were almost made impossible by the context and the short timeline to implement the project. The promotion of generalized structural changes are difficult enough to promote and therefore to subsequently implement such changes under the realms of gender equality are even more cumbersome given the patriarchal domination of the culture and political system establishment. **A longer-term perspective is recognized** as being needed in order to **sustain the results and to promote a significant social as well as institutional change**.

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[8] Pippa Norris and Mona Lena Krook, Gender Equality in Elected Office: A Six-Step Action Plan, Harvard University and Washington University in St Louis, September 2011: https://www.osce.org/files/f/documents/f/8/78432.pdf

Figure 8: Six Step Action Plan

Concentrating on two or three of the steps would have been more feasible, with the caveat that each step required a strategic and specific plan in order to have an impact on the desired result. In order to do this, a reliance on civil society as well as close collaboration with other international agencies, such as National Democratic Institute (NDI), International Republican Institute (IRI), Westminster Foundation for Democracy (WFD) working on the institutions in question or at least women's political rights would have probably yielded more positive results in the area of structural change. It is important to note that the project lost at least 12 to 18 months of valuable time and such changes in structures, especially with regards to parliamentary reform, legal quotas and party rules and recruitment procedures, require time to gather momentum. The project ultimately needed a more generous timeline than was anticipated in order to create this momentum.

The overall results framework while perhaps somewhat succinct in its formulation, the intervention logic appeared to provide a coherent, comprehensive and well targeted response to the above-mentioned, identified critical needs of women, but was somewhat ambitious when looking at the expected results particularly under Output two, i.e. *Women´s position in the decision-making is strengthened ensuring they are given a realistic and equal chance as their men counterparts in the forthcoming general elections (2018), and in the longer term, the next local elections in 2020*. The complexities of the country, the overall timeline of the project, the difficulties in the project management at the start of the project and the resources available meant that it was very difficult to influence key structures, particularly political party structures, to make a paradigm shift to enable women the same and equal chances as their male counterparts. Furthermore, when looking at the indicators, almost all of the targets established were quantitative in nature and denoted outputs rather than the desired results at outcome level. There was particular emphasis on reaching a targeted number of persons, rather than achieving certain targets with regards to progress in law adoption or drafting of gender action plans for example. The linkages to the vertical framework were somewhat disjointed given the key risks and assumptions and could have aimed at achieving smaller gains in a more focused area to really make an impact and showcase some of the genuine success stories of the Project. A more nuanced establishment of a variety of indicators could have contributed to this, allowing the targets to go beyond numbers and establish key milestones. For example, the use of outcome mapping, whereby a series of desired targets could have been established, showcasing the progress of a law, from its discussion, to its actual adoption. Notwithstanding, the findings of the

evaluation do indicate that the project has laid a very solid foundation for expanding its overall impact on the systems and the present project could be utilized as a sounding board for future endeavors.

4.2 EFFECTIVENESS

The overall effectiveness of the project is ranked as satisfactory and under Output one, five out of the 12 targets are deemed achieved and/or surpassed, whereby under Output two only three out of 15 targets are deemed achieved. Annex III illustrates the overall effectiveness of each of the activities utilizing the achievement of the targets of the established indicators. It should be noted that a number of indicators did not quite reach their targets at all, one under Output one and two under Output two. The non-achievement of these targets was largely as a result of external factors to the project, including political complexities impacting implementation, the non-availability of sufficient proposals in the area of community support and the impact of Covid 19 on the holding of activities.

OUTPUT ONE: STRENGTHENING WOMEN´S LEADERSHIP

EXPECTED RESULTS: Elected and aspiring women leaders are nourished, empowered and networked through Women Forum for Development. Women´s civic engagement and political participation has increased in selected municipalities.

The evaluation rates this particular output as successful. While Covid-19 impacted negatively on some of the implementation, the project was also able to utilize the environment and the increased use of IT to reach out to a wider audience. Notwithstanding the visibility of online events was probably reduced, due to a lesser coverage by the media and of course face to face networking. Interaction was severely diminished as a result of having many activities online. Nevertheless, one of the key successes of this particular output was the establishment of the Women´s Forum for Development (WF4D) which promoted the active participation of women in social life, allowed women to exchange ideas, information and promoted their economic empowerment by sharing possible services and/or products. A number of public debates were held on how to strengthen the forum and women´s role in society in general. The output fostered a number of key activities which contributed to the empowerment of women to become leaders in the own right and had the capacity to change women´s lives for the better. Support to economic empowerment of women through a number of CSOs was seen as very successful and important in the current climate of the pandemic and to encourage women to embrace leadership roles in the future. As reiterated above, 53 per cent of the targets were either met or actually surpassed. A further six, 40 per cent were partially achieved and only one of the targets was not achieved
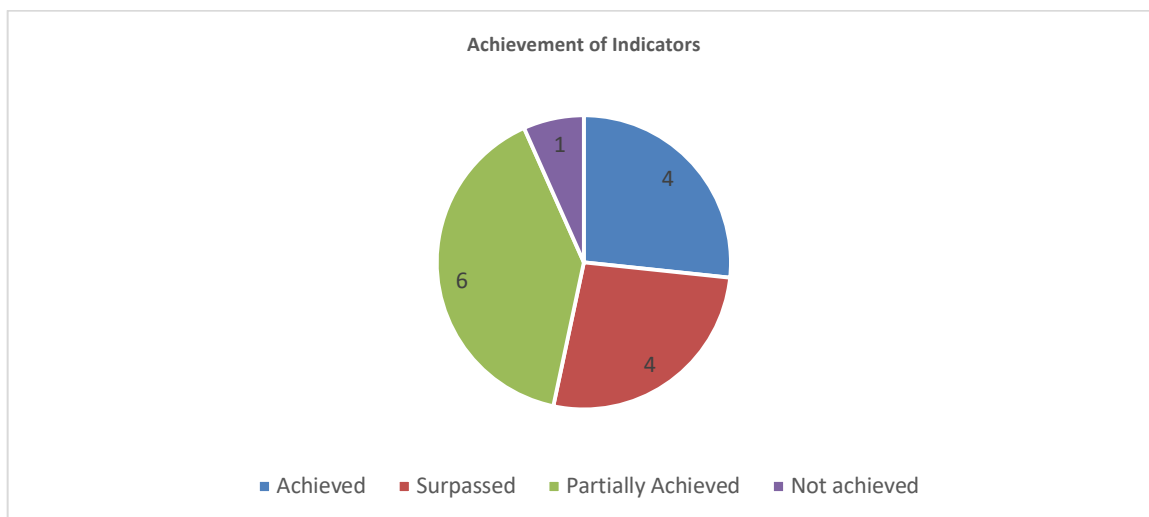
Figure 9: Number of targets achieved under Output One.

When examining the overall aim of Output One, its target was to "ensure structural adjustments to accommodate greater numbers of women in politics." It adopted a number of tools to ensure these adjustments. This included, capacity building, identity building, networking, empowerment through social and modern technologies and institutionalization of changes in gender equality authorities. All the approaches aforementioned were considered to be relevant and were an effective means of instigating a number of changes, although while, as illustrated under figures 18, 19 and 20, a higher number of women were elected in both the 2018 and 2020 elections, it is really difficult to ascertain as to whether there were sufficient structural adjustments to enable this increase and to what extent the project contributed to the overall increase in the number of women in the parliament. Notwithstanding, a number of the women **consulted in the evaluation, did state that they had found inspiration to apply for certain positions, or to undertake roles in decision making. To this end, the evaluation fins that the overall impact on women´s leadership and increased participation in decision-making has been important.** Notwithstanding, the evaluation acknowledges that due to the time limitations and resources available to the evaluator, only a very small sample of women were consulted and this was by no means representative of all the women benefitting from the project.
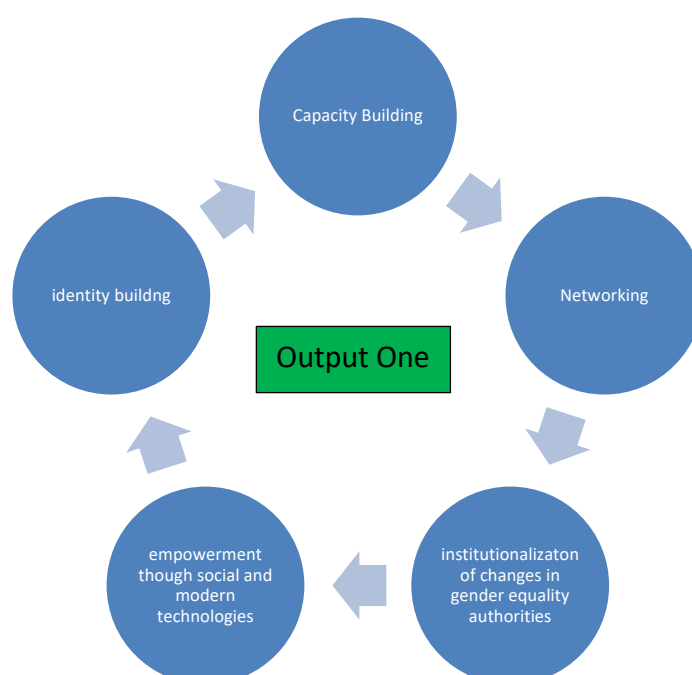
Output One comprised of a total of 12 activities and focused on strengthening women´s leadership through the implementation of a wide array of activities from the area of 10 targeted Local Governments. The **Output did suffer from a number of limitations, given the pandemic and the political tensions which particularly affected the holding of conferences and some capacity building.** This was particularly pertinent with regards to strengthening the municipal gender commissions and capacity building of Local Government (LG) Staff, as a result of political tensions that commenced prior to the local elections and the postponement of the councils and assemblies, some capacity building activities have been delayed.

The project managed to institutionalize and promote gender equality at local level, through the process of localization of the Gender Action Plans in six municipalities.
The project anticipated partnering with a number of authorities which work on gender equality. Close cooperation was initiated with Bosnia and Herzegovina Gender Agency, entity Gender Centers and Municipal Gender Commissions. The figure below maps the number of gender institutions, which benefitted from the drafting of gender plans – only one LG in Tesanj has actually approved the plan. This has enabled systemic improvements of the working environment and promoted more conducive conditions for women leadership. While, the adoption of the gender plans is of great importance, the learning dimension with regards to drafting plans has been a significant undertaking for the LGs. The LGs consulted stated that without the project such a gender plan would have not been drafted, therefore the support afforded was essential and further, can be replicated in other municipalities in the future.

Partner LGs within "Women in Elections Project"
Status of LGAPs in partner LGs

1. Banja Luka
2. Laktaši
3. Gračanica
4. Bijeljina
5. Zenica
6. Tešanj
7. Olovo
8. Ljubuški
9. Stari Grad Sarajevo
10. Nevesinje

🔴 LGAP not drafted
🟡 LGAP drafted
🟢 LGAP adopted

Figure 11: Overview of Gender Action Plans Status

The Women Forum for Development contributed to giving voice and increasing agency of women

The development of a platform for promoting networking and mutual support amongst women leaders was very much needed, and thus the project anticipated the creation of a network of women leaders called Women Forum for Development. It was anticipated to have approximately 500 members, but at the time of writing, the Forum currently has ca. 1200 members. The overall ambition of the Forum was to afford an independent platform for issue coalitions, exchange of information and good practice and networking among women leaders. The WF4D created a web platform with the overall goal to empower women to become leaders and to take on a more proactive role in the development of their communities. It facilitated acts of support and solidarity and members utilized the established web portal and networked both online and in person. Female interlocutors heralded the development of the platform as an excellent practice and stated that they utilized the platform regularly and it enabled networking amongst a plethora of women. Face to face meetings are still heralded as the most useful and effective, nonetheless the Covid pandemic enabled the platform to flourish and allowed women from all across the country to meet and discuss virtually; whereby they may have not utilized this forum so readily in non-pandemic circumstances.

Community voices raised through the Covid 19 response program

The additional activities undertaken under the Covid pandemic have been particularly successful. Three quick and targeted interventions were included, which aimed to build the strength and credibility of women leadership in the country, while providing essential support to local social and humanitarian needs.
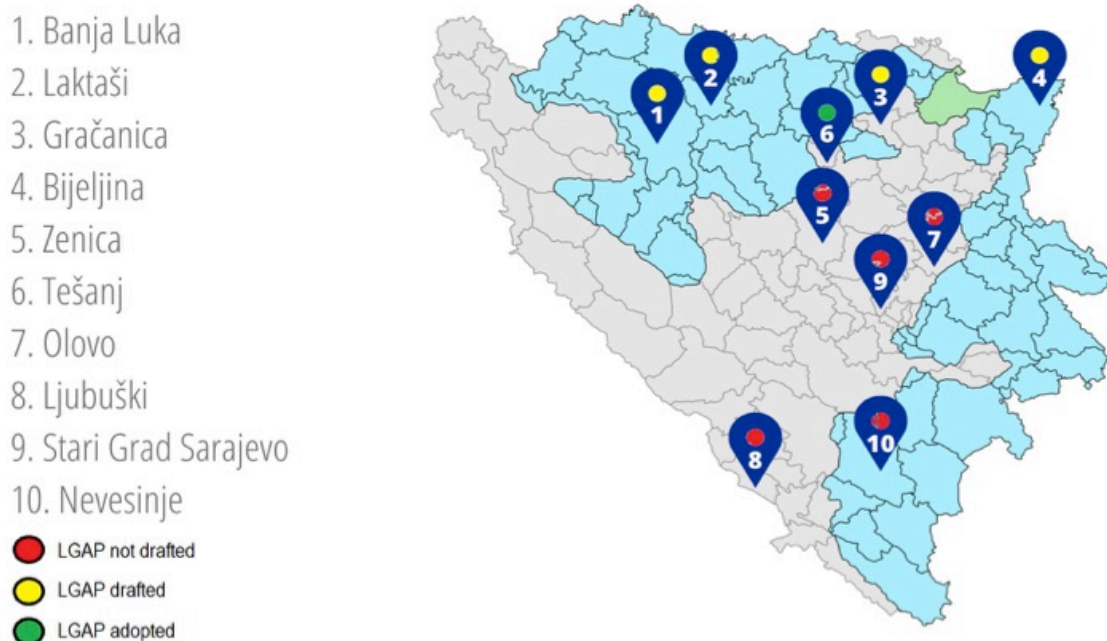
1. Conducting of a quick survey on the situation and key challenges facing women during the pandemic
2. Supporting of initiatives of women leaders in response to the emergency
3. Supporting start-up of women-centered media initiatives for new media ways in covid situation through two public calls.

Through these calls, a total of 16 women led initiatives were selected in eight partner LGs. **These initiatives did not only enable women to help their community, but provided them with key skills for project management, afforded them the motivation and inspiration to follow up on their activities and empowered them economically and to contribute to both their family and other community members.**

OUTPUT TWO: FOSTERING POLITICAL PARTICIPATION OF WOMEN

EXPECTED RESULTS: Women´s position in the decision-making is strengthened ensuring they are given a realistic and equal chance as their men counterparts in the forthcoming general elections (2018), and in the longer term, the next local elections in 2020.

Key successes of this particular Output are the development of the baseline study which has contributed to building the foundations of the activities not only under Output Two but also contributed to Output One. Key knowledge products were also developed and have been utilized by a number of different stakeholders to build their capacity. Furthermore, while actual targets were not necessarily achieved, the outreach utilizing social media has been highly successful, with large numbers of persons reached through livestreaming events. In terms of achievement of indicators, Output two does not fare as well as Output one. In total, out of a possible 11 indicators, two were deemed achieved and an additional one surpassed. This accounts for just under a third, with 27 per cent of targets achieved. A further five were partially achieved, which means that 45 per cent were only partially achieved. A further two (18%) were not achieved and one is still on-going but is expected to be

achieved. It is fundamental to comprehend that while this particular output did not reach all the established targets, much of this was to do with the pandemic whereby numbers were simply not able to be reached. Furthermore, as stated under relevance, almost all of the indicators were quantitative so even if a shift in policy or a key milestone had been achieved, the indicators do not really denote this change and only really indicate how many persons were reached by each activity.
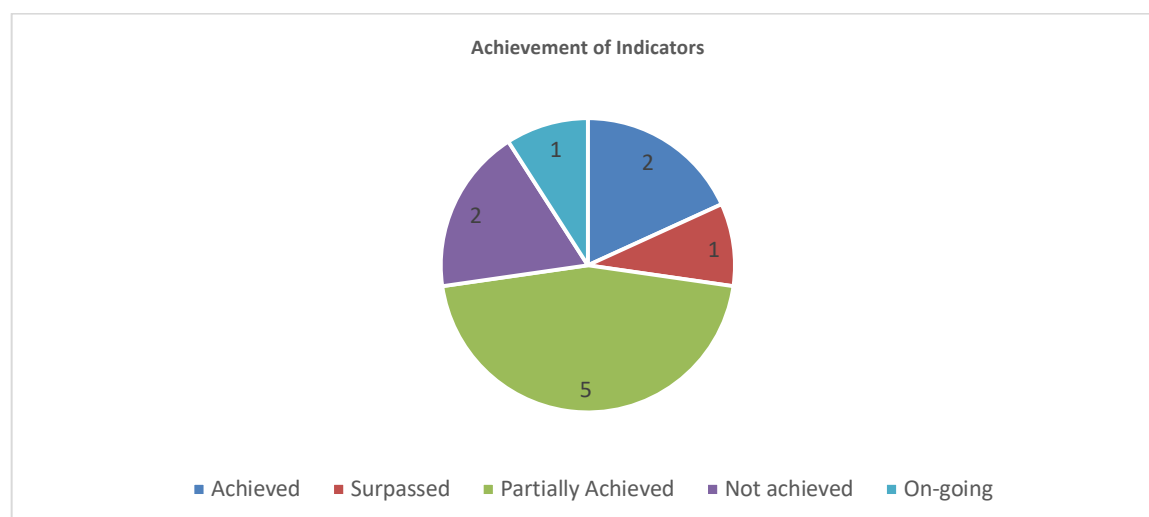
Figure 12: Achievement of indicators for Output Two

As was outlined above, Output two was to strengthen women´s position in decision making, ensuring that they were given equal chances as their male counterparts for the general elections 2018 and in the local elections in 2020. Given the complexities of the environment and a delay in getting UN Women on board at the required capacity has meant that many of the targets were not entirely achieved. The baseline study which sets the tone of work to be implemented under Output two was only finalized in 2019, however its **overall quality and usefulness to the project and beyond is paramount.** The study has enabled the project to map all legal, institutional, political party and media related challenges for women in the realm of politics. A change in project manager, in mid-2019 changed the whole dynamic of Output two, and while targets were not necessarily achieved, activities were carried out and a number of useful and comprehensive knowledge products were produced. Capacity building was afforded to the partner institutions with the provision of tools to improve their efficiency such as Gender Action Plans, the building of a resource library etc. and a number of guidelines were developed in order to support the institutions engaging in gender mainstreaming, public polices, working of political parties and engaging women in politics. The work with the political parties has faced a number of challenges, but a number of discussions have been held in order to introduce qualitative changes for the improvement of the position of women in political party structures. Furthermore, a media campaign has been launched in order to promote and improve sensibility of journalists to gender equality and equality related issues and leadership.

The baseline study has served as an essential tool to guide the project and has led to public discussion as well as key information to relevant stakeholders
The Baseline study was initiated in 2018 to i) analyze impediments to women´s political participation at the central and local levels of government and ii) encompass an all-in-depth exploration of opportunities for most effective changes across the spectrum of possible community level entry points for change, incorporative positive examples and practices in Bosnia and Herzegovina in terms of networking, mentoring, and knowledge sharing applicable to the Bosnia and Herzegovina context. The survey has provided the foundation of many of the activities and knowledge products, and is an excellent resource on the identification of the barriers to political participation of women in Bosnia and Herzegovina.

The evaluation found little evidence of the He for She approach being utilized

The project document outlines that men would be identified from prominent persons, i.e., TV directors, bloggers, presenters and editors and would be approached in order to champion the gender equality agenda and to take forward the equal representation agenda. The evaluation did not find evidence of this particular activity taking place, and while numerous activities took place which did target a number of men, one of the persistent barriers to women's participation, is the reluctance of male counterparts to promote gender equality and women´s empowerment and leadership, and therefore more targeted activities are needed to promote men advocating more strongly for women´s political participation.

Networking and capacity building initiatives were considered successful

While the project suffered a number of limitations, given the pandemic and the political complexities, many of the trainings did take place and interlocutors reported that cooperation and collaboration not only at an individual level but also at an institutional level had improved. Many of the women taking part in the plethora of activities which took place, stated that they were further inspired and motivated, and in some cases, it meant that they applied for certain leadership positions and/or were inspired to carry on the work with the skills acquired from the capacity building sessions. Networking between the key entities is a significant success, whereby the different agencies now speak to each other and are aware of each other's work. As reiterated above, the Women's Forum for Development is heralded an important success and has allowed for more than 1200 women to come together, exchange ideas, and to further collaborate with each other.

The evaluation found only a few examples whereby the programme specifically outreached to marginalized groups.

The evaluation only found a few examples of activities which really focused on marginalized groups. There were a number of isolated events including an event in the first half of the Project in September 2019 which supported the organization of a public discussion on needs of families living with Down Syndrome. Other support included discussions on the protection of Lesbian, Gay, Bisexual, Trans and Intersex (LGBTI) human rights in the country. Other events also looked at the needs of women especially during the pandemic, but they did not tend to hone in on any particular group, but rather targeted women in general.

The Project made good use of technology, digital tools and social innovation to contribute to the achievement of intended outputs and outcomes.

As illustrated above, a number of activities were either postponed or cancelled due to the onslaught of Covid, which in some instances, limited the outreach to media and their coverage of certain events. Nonetheless, due to the change in approach and hosting a number of activities online, many of the events were livestreamed and reached a significant number of persons. Two virtual discussions were organized in October and November 2020 on challenges facing women and opportunities for women´s political participation. Two sessions were held and were livestreamed which reached a total of 52,051 persons. Furthermore, as illustrated above, the WF4D which originally only foresaw a more limited membership, was able to further its outreach by ensuring an online platform which only strengthened in the Covid pandemic.

Other events included the reflection of 2020 election results which was livestreamed on Facebook and reached 20,354 persons. This also led in March 2021 to officials adopting the conclusions and recommendations from thematic sessions at their 7th regular session. Said conclusions and recommendations had been drafted by Bosnia and Herzegovina Agency for Gender Equality, UNDP and UN Women. A number of other virtual discussions were made with regards to challenging gender bias of the electorate, gender stereotypes on women and men in politics and promoting political participation of women. These two discussions reached 50,000 persons. Other events were also held, including some video stories of women´s leadership which reached 28,854 persons in its first ten days.

The majority of these discussions and links are still available online and therefore the outreach is even greater than the figures outlined above.

4.3 EFFICIENCY

*The overall efficiency of the project is deemed to be **satisfactory**. While the project did undergo a number of challenges in the first 12-18 months of implementation due to internal project management lapses, the project was able to pick up speed upon the recruitment of a new project manager. UN Women who is the responsible party for activities under Output two, also suffered from low capacity at the beginning of the project, however this was also resolved when a new project coordinator came on board. Political complexities, Covid 19 and the aforementioned project management issues did contribute to the postponement and cancellation of some activities. The project management responded well by changing its approach and methodology to implement activities in order to adapt to the consequences to the Covid 19 pandemic. The governance structures were considered adequate, and the gender agencies particularly appreciated their participation in the project board. Despite some of the delays in implementation, the overall delivery rate as of 24 May 2021, stands at 62%.*

The commencement of the project was overshadowed by a number of challenges; however, these were overcome during the latter half of the project to ensure maximum efficiency.
The first 18 months of the project was overshadowed by a number of challenges. This included a complex political environment in both the lead up to the 2018 general elections and a "democratic backslide" reflected in disagreement and blockages related to the electoral system and uncertainties over organization of the elections in 2020. There were also some internal shortcomings in relation to project staff, particularly in the first year, which slowed down the progress of implementation, and overall quality of the activities. This however changed with the new and current project manager and a changeover of staff in UN Women.

Covid 19 also signified a number of challenges for the project, nonetheless the project was able to adapt admirably, and the pandemic motivated a number of changes in activities and strategies which yielded very positive results.
In March 2020, the World Health Organization (WHO) proclaimed COVID 19 to be a pandemic with unforeseen impacts on the everyday lives of persons worldwide. There was no exception in Bosnia and Herzegovina, and while cases did not peak until late October 2020, a state of emergency was declared which resulted in partial and total lockdowns and limited physical interactions which ultimately hindered project activities including field work and organization of public events.

Some activities were implemented as planned, however the project, was required to take on a new approach in order to continue to implement the majority of activities, to this end a no cost extension was authorized until the end of May 2021.
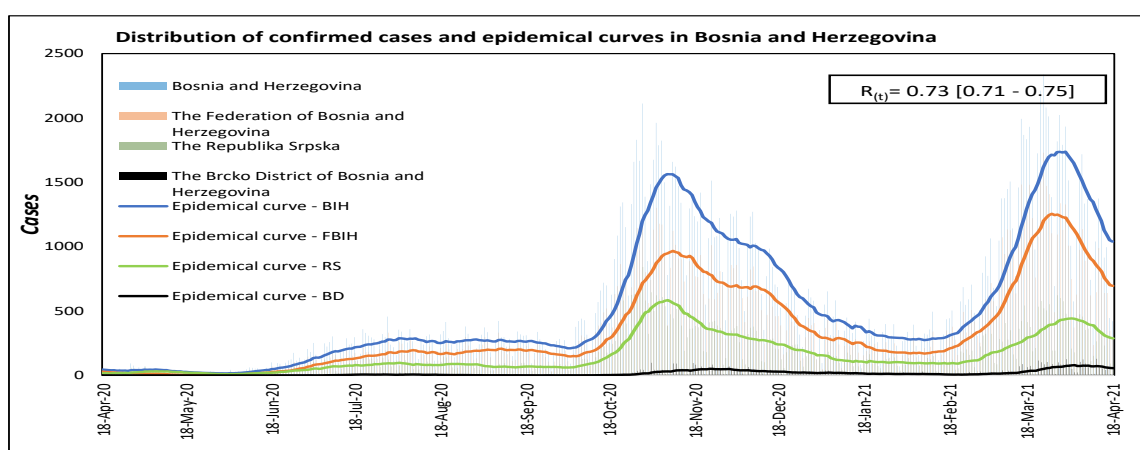
Figure 13: Distribution of confirmed cases and epidemical curves in Bosnia and Herzegovina

Indicators	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	% Change Week 14-15
#Tests	20590	26736	35797	37144	34098	33886	24012	-29.14%
#Cases	5285	8667	11483	12443	10687	8222	6346	-22.81%
7-day incidence	149.7	245.4	324.6	352.4	302.6	232.8	179.7	-22.81%
#Hospitalized at the end of week	1244	1718	2466	2791	3041	2911	2558	-12.13%
#Respiraotors in use	89	100	155	146	169	181	161	-11.05%
#Deaths	181	286	360	489	525	531	451	-15.07%

Furthermore, as was related under effectiveness, a number of additional activities were included in order to ensure... been disproportionally impacted by the Covid 19. The activities were heralded as genuine success stories and have sometimes resulted in *life changing experiences.*

The ... USD1,679,226.21. In 2019, an amendment was signed to introduce two new activities under Output two. These were to strengthen the cooperation with the Academia and support the establishment of a media coalition. As a result, there was an increase of SEK2,000,000 – the equivalent of USD218,938.15. To this end, the overall project budget is SEK17,000,000 or the USD equivalent of 1,898,164.36.

Output	2018	2019	2020	2021
Output One – Strengthening Women´s Leadership	25,214,06	161,592,52	27,961.02	133,615.11
Output Two – Fostering Political Participation of Women	0.00	163,233.96	117,304.66	75,968.41
Project Management	105,011.17	134,370.85	116,953.97	54,268.52
GMS	10,419.77	36,742.14	20,974.69	21,108.19
Total	140,645.00	495,939.47	283,194.34	284,960.23

Figure 14: total Expenditure as of 24th May 2021

As is to be expected, the first year of implementation with regards to spending was relatively low, with an overall spending of USD 140,645. UN Women who did not have sufficient capacity at the time, and therefore nothing was spent under Output two in 2018. In 2019, the pace picked up and almost a quarter of the overall budget was spent. A decrease in spending was obviously seen in 2020, principally caused by the Covid pandemic. As is seen under figure 15 below, Output One only spent a total of USD27,961.02 whereby Output two, although not spending as much as in 2019, did spend relatively a high amount - USD 117,304.66. In 2021, Output one increased its spending considerably to USD 133,615.11 and Output two has actually decreased its spending compared to 2019 and 2020 with a total spent of USD 75,968.41 (as of 24th May 2021). It should be however noted that the spending accounts for half a year rather than a full year. This means that to date a total of approximately USD 693,425 remains unspent.
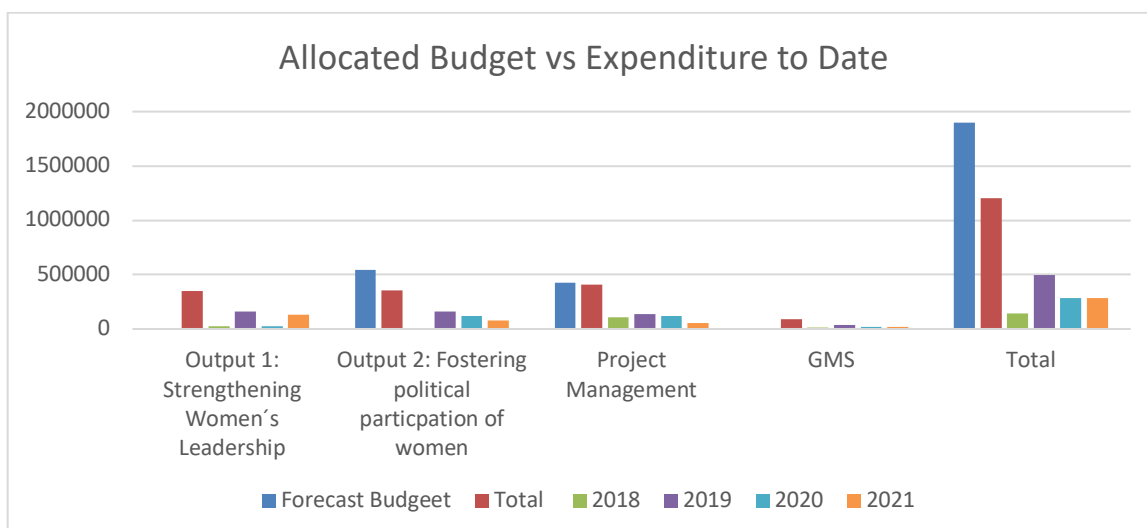
Figure 15: Allocated budget against expenditure to date

As can also be seen from the chart above, a significant balance remains under both Outputo, 59% and 40% under Output two. As of the 24th May, the project had spent a total of USD 1,204,739.50 which puts delivery at approximately 63%. There have already been informal talks about granting a no cost extension, and this evaluation confirms the need to extend the project in order to continue with the implementation of activities and to ensure no loss of momentum going into next year, which is an election year, **where the important gains under this project need to be consolidated** in order to promote further gains in 2022.

"I must say I received full support, I have always received all the information and feedback on time, cooperation has been excellent"

The governance mechanisms were considered adequate and there was particular appreciation for maintaining the different agencies in the project board

The project governance mechanisms comprised of the Project Board, Project Assurance and the Project Team who would interact with all the partners and all interested stakeholders.

The Project Board´s role is to make management decisions by consensus. It also adopts the annual work plans and annual reports presented by the project and supervises the overall progress of the project. The Project Board met at least quarterly and at the discretion of the project manager, when required.

The overall project governance structure is below:

Swedish Embassy – Observer Status

Representatives of UNDP

Bosnia and Herzegovina Ministry of Human Rights and Refugees/ Gender Agency

Gender Center of the Federation of Bosnia and Herzegovina and Republika Srpska

Gender Parliamentary Commitee

Bosnia and Herzegovina Central Elections Commission

Project Manager

UN Women Country Representative

Output I

Output II

Figure 16: Governance Structure

The governance mechanisms were considered adequate, and the four partner agencies were particularly complementary of the structure, as it **not only gave them oversight of the whole project**, but allowed the four agencies **to come together and strengthen their overview and networking possibilities with regards to women´s participation and leadership** in the country. UNDP is the implementing partner with the role of UN Women as the responsible party for specific activities under Output two. The Project Board normally met twice a year and has, to date, met five times, with the most recent meeting taking place in October 2020. The Board has met four additional times (online) to approve the final version of the baseline study, and evaluation findings following public calls related to the WiE Covid 19 response.

The project employed two full time staff, one Project Manager and a Project Associate which were attributed completely to the project. The costs (15%) of a gender advisor and ICT advisor were also attributed to the project as well as a quality assessment and project assurance person (15% of costs). The position of the project Associate and a Communications Officer were rolled into one and has been active under the two positions since January 2021.

Monitoring of the results was adequate but could have benefitted from a more structured approach highlighting key achievements through photos, info graphics and most significant change stories.
Project assurance supported the Project Board in ensuring adequate oversight and monitoring of the results. The first 18 months of the project did suffer with regards to a lower implementation of activities and a slower start to the project, however from 2019 the pace picked up and progress reports were informative, however limited themselves to report on activities rather than outcomes. The reports could also have benefited from photos and photo stories as well as key figures, such as reference to knowledge products, their outreach, number of persons reached and the use of maps and other key info graphs to illustrate progress. While lessons learned were cited, reports did not cite challenges *per se* and information was very rarely disaggregated, although of course the majority of

the beneficiaries were women. Key outreach figures particularly through livestreaming were cited but could have been done so in a more accentuated manner to highlight the substantially high number of persons reached.

The final report managed to capture the essence of the project and was quite detailed and accompanied the Results Resources Framework. For a reader, it was perhaps disjointed, and the final report could have used a slightly more user-friendly format, highlighting especially the key successes including key success stories of women who benefitted from the project under Covid. The key challenges to the implementation of the project while mentioned could have been highlighted more and a series of lessons learned captured in order to avoid similar dilemmas in the future.

The cooperation with UN Women suffered a number of teething problems due to a lack of clear management arrangements and adequate resources at the beginning, however the relationship has now been strengthened.

As related under Relevance, the project was designed in 2017 and was originally designed to be solely implemented by UNDP. Due to a management decision, and based on the donor request, at the late stages of design, a decision was taken to include UN Women to implement seven activities under Output two. Two UN to UN agreements (and total of 11 amendments to the second agreement) were signed between UNDP and UN Women; the first of which was from June 15 – December 31, 2018. Concomitantly the indicative budget covering all three years of the project was signed and approved. The indicative budget was in total, the amount of USD 462,000, subject to changes depending on the tranches received by UNDP. Limitations in the contractual arrangement of UN Women as the "Responsible Party" resulted in less UN Women´s autonomy in the implementation of their activities. This, combined with temporarily restricted internal capacities (in the period June 2019 - October 2019), UN Women's ability to implement in the first year of the project resulted in delays and changes, for example the delay in finalizing the baseline study or decision to postpone the media campaign.

The change in staff in 2019 in both Agencies, marked an important milestone and enabled UN Women to then **conduct activities and to contribute successfully to the project**. All beneficiaries consulted were happy both with UNDP and UN Women and did not /could not distinguish between the performance of either agency.

The quality of communication flow between the two agencies has steadily increased over time and both parties enjoy a collegial working relationship, whereby UN Women reports to the project manager. Nonetheless, the current flow of information does sometimes tend to be unidirectional, and UN Women is not always afforded sufficient space to discuss and own technical aspects of the project or to exchange experiences and lessons learned.

4.4 IMPACT

Many women leaders perceived by others, particularly by other women as pawns in the system, and do not always strengthen women's positioning in gender sensitive political decision making.

On paper, Bosnia and Herzegovina leads the region on gender sensitive laws, however there is still some obvious resistance at a number of levels which leads to weak implementation and "bending" of some of the rules.

Quota system does not translate into equality in the key positions, quota system perceived as a tick in the box rather than a tool which promotes women's leadership.

Macro Level II - Increased particpation of women in leadership positions

Slight increase in the number of women. However, the regions where project took place did not always increase.

Macro Level I - Legal System/Goverment

One of the most difficult areas to engage, due to political constraints and resistance as well as patriarchal and cultural influences.

Meso Level III - Organisational Level

Local Action Gender Plans increased accountability and visibility

Meso Level II - Communiity - Villages/Towns

Women of all ages and backgrounds have been involved and can give back to their communites

Meso Level - Families including husbands/in laws and the immediate community

WF4D has allowed for more individual women to be involved in politics

Micro Level - Individual Women intrested in political participation and leadership

Dream has become a reality for some women

Inspired me to apply for this job in the Gender Committee

Figure 17: Overall impact of the project

The overall impact of the project has been positive although, the project has registered more successes at the horizontal level than the vertical level.

The core focus of the Project has been on activating agency of women on all fronts of public and community life. The project has therefore had an overall positive impact on women's individual empowerment and participation. This will hopefully contribute to future interest in politics; the project has contributed to the promotion of activism and networking amongst peers as well as exchange of information and sharing of services and small-scale interventions through the WF4D and

the support to women during the Covid pandemic. While the overall impact has been more apparent at the individual level rather than at the systemic and institutional level, there have still been a number of anticipated gains at the institutional level, particularly at the municipal level. In parallel, the setting up and strengthening of the gender structures at the local level to sustain the emerging women leaders has been another priority (by creating gender action plans, sensitizing local governance units on planning and budgeting for gender equality, introducing innovative public services to alleviate time poverty and the provision of key knowledge products).

While it may be said that the project correctly identified the barriers that women face with regards to political participation, many of these still exist, particularly gender stereotyping, violence against women in politics and overall discrimination against women in leadership positions. To this end, while looking at motivating shifts at the systemic level, it is not only policies and law changes that are required, but a paradigm shift in attitudes of both men and women and politicians in general. Despite the challenges, the political context and indeed the pandemic; the evaluation rates this criterion as **satisfactory, with the individual impact being rated as highly satisfactory**. The following section breaks down the type of impact the project has had at each level.

4.4.1   MICRO LEVEL

The influence of the project at the individual level has been rated as high, whereby the outreach to women has been significant. The presence of the project in 10 municipalities and the success of the Women´s Forum for Development are heralded as best practices. The trainings as well as the study tours were said to be "eye openers" and the participation of trainings has inspired some of the women to continue to work in the area of gender equality or has enabled women to become aware and identify the many challenges and problems women face.

"While working in the local community, with UNDP cooperation, I also participated in a number of training sessions and seminars, women in elections project impressed me very much, it largely affected my decision to apply to my current job. I can say that the project encouraged me to think about applying to the job" ***Key female interlocutor***

"This project is an eye opening and shows all the opportunities, simply I was not aware of the problems and challenges women are facing." ***Key interlocutor***

"Project helped increase visibility of the challenges and problems, we are educated and who have jobs, thanks to the project we can notice it at every step."

4.4.2 MESO LEVEL

Women's economic empowerment is central to realizing women's rights and gender equality. *Women's economic empowerment includes women's ability to participate equally in existing markets; their access to and control over productive resources, access to decent work, control over their own time, lives and bodies; and increased voice, agency and meaningful participation in economic decision-making at all levels from the household to international institutions. – **UN Women***

The project saw an important shift during the pandemic to supporting a number of women establishing their own informal businesses and other existing business merged into digital cooperative and promoting economic empowerment amongst women. This **venture was particularly pertinent** as the pandemic had disproportionally impacted on women, whereby many more women had lost their jobs and many women found themselves juggling, work, home care and home schooling of their children. **UNDP correctly identified this gap, and it is heralded as one of the key successes of the project.** The ventures ranged from making soap, producing non-medical protective masks, producing and selling agricultural products and a number of other small ventures. The support not only enabled many of the women to become leaders and entrepreneurs in their own rights, but gave them confidence to realize their dreams and to gain knowledge in areas whereby before they were unable to access training.

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*The Paperwork is extremely difficult, I was growing everything at home, I had a dream I told myself I was dreaming if I had enough money. It would have not been possible to have done this without the project, there were many obstacles, the pandemic the closures etc. I would not have the time, the required money, the know-how on how to fill out the paperwork. The CSOs gave us very good people who made it easier for us, after the project they will stay for us, - **my dream is reality**. Although it still looks like a dream I did not imagine we would sell products in this way. **Beneficiary of support to economic empowerment during the pandemic.***

The support afforded was open to women from different ages and backgrounds and this only empowered the women more, consolidating solidarity between the different women, and building networks, mutual respect and learning from each life´s experiences.

Many of the women consulted mentioned that although many of their husbands had not necessarily believed in the women at the beginning they were happy once they had found success. Many women also commented on how the fact that they were now contributing to their family, empowered them as individuals and also meant that many families now had sufficient resources to avoid leaving the country, as so few jobs existed and the pandemic has only exacerbated the dire economic situation and access to opportunities.

4.4.3 MESO ORGANIZATIONAL LEVEL

Support to some of the institutions was perhaps not as successful as envisaged. This was due to the difficult context, political complexities and in the case of the Parliamentary Committee for Gender Equality, the delay in establishing the Committee after the elections. Notwithstanding all the beneficiary institutions consulted talked positively about the project, and a number of institutions highlighted its usefulness and the impact it had had on their work. For example, when examining the CEC, it was stated that there were positive benefits and for example, there are now two female members of the commission, which has enabled the CEC to be more gender sensitive and to carry important work on gender forward. The usefulness of the Sweden study Tour was also highlighted as key to promoting certain initiatives and in gaining further understanding in the type of challenges women and the respective institutions can face.

At a more local level, the gender plans which have been so far drafted and approved in six municipalities were said to be very important in relation to ensuring mechanisms to provide checks and balances on gender equality and as a measuring stick to see how gender plans should be adapted. While the project had originally envisaged ten municipalities, the success of the six municipalities which did draft a gender action plan will serve as an important role model for other municipalities and there will be trickle-down effect, not only at the local level, but this could also spill over to the higher echelons at state and national level.

> *"What we liked most, local level, problems at the state level are the problems of the local communities, differences between villages and small towns, important to descend down to the local level, if there is a change in the system the change will be felt on the top as well."* ***Key beneficiary Institution***

4.4.4 MACRO LEVEL

Output two is based on contextualizing and applying the UNs Gender Equality in Election Office approach, with the aim of getting more women elected across the board, in all spheres of decision making in Bosnia and Herzegovina. The project aimed to enhance women´s position in the decision-making and ensure they are given a realistic and equal chance as their male counterparts in both the 2018 and 2020 elections by advocacy for women´s equal rights and political participation.

When looking at the overall results, there was indeed an increase in women´s election in both the 2018 and 2020 elections. The Election Law stipulates that the least represented gender be placed in each list according to a certain sequence,[9] should the list not comply with the gender requirements, lists were returned by CEC. In 2020, for the local elections, a total of 42% of the candidates were women.

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[9] At least one candidate of less represented gender among the first two candidates, two - among the first five candidates, three - among the first eight candidates, etc.

Figure 18: Number of female candidates for the municipality/city councils

While this amount fulfils the potential critical mass required by the Beijing Platform of Action, in practice, it translates into fewer women. In 2020, 19.5 per cent of those elected for municipality/city council/assembly members were women. This is an overall increase of 1.3 percentage points since 2016. Some of the interlocutors consulted posited that the results may have been even more encouraging had it not been for the Covid pandemic.
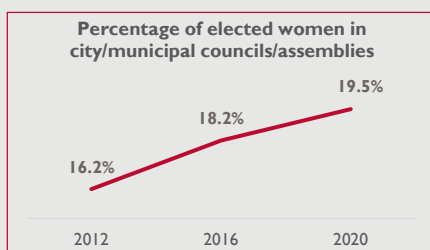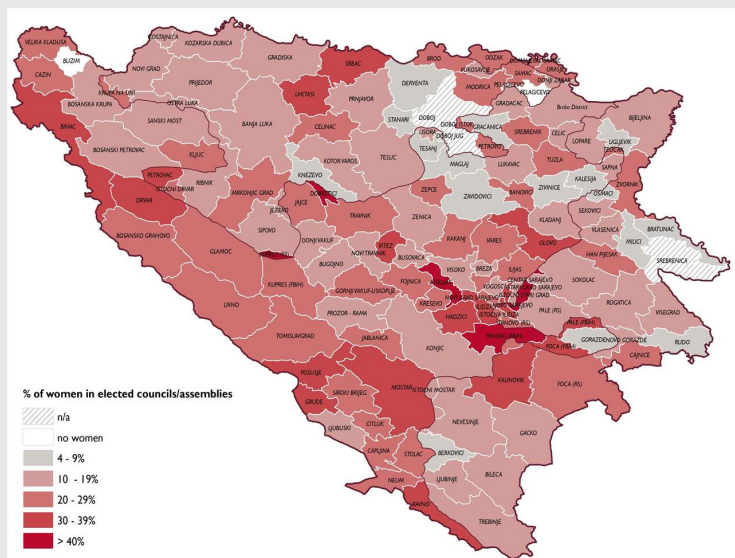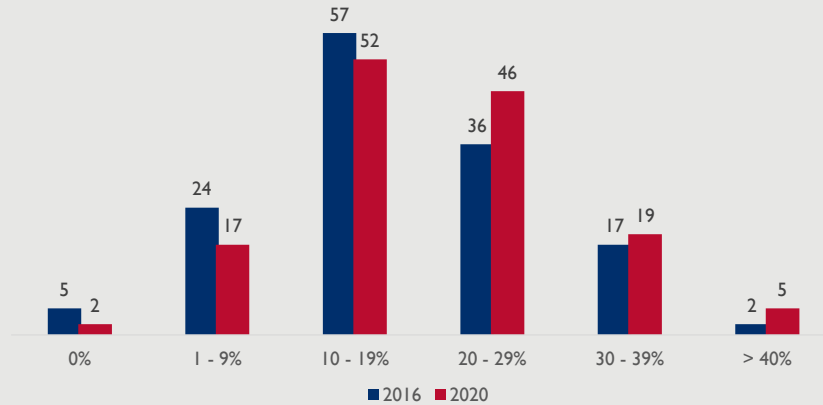
Figure 19: Number of women elected for the municipality/city councils

Overall, when looking at the percentages compared to 2016, one sees an upward trend for higher representation of women in the local elections, with the biggest leap of the 20-29% representation which increased by 10 percentage points.

MUNICIPALITY/CITY COUNCILS/ASSEMBLIES: RESULTS

Figure 20: Comparison of 2016 and 2020 results

While the outlook seems to be positive, although 19.3% is still below the regional average, attribution to the project is far more difficult to ascertain. When looking at the municipalities where the project had presence, we only really see an increase (both substantial) in two municipalities, namely Laktasi and Olovo. There was also a slight increase in the number of female representatives in Bijeljina. When looking at the other seven municipalities, there are a few which stayed steady or dropped by a few percentage points, but there are other municipalities such as Zenica, and Banja Luka which underwent substantial decreases in the number of women that won in 2020.
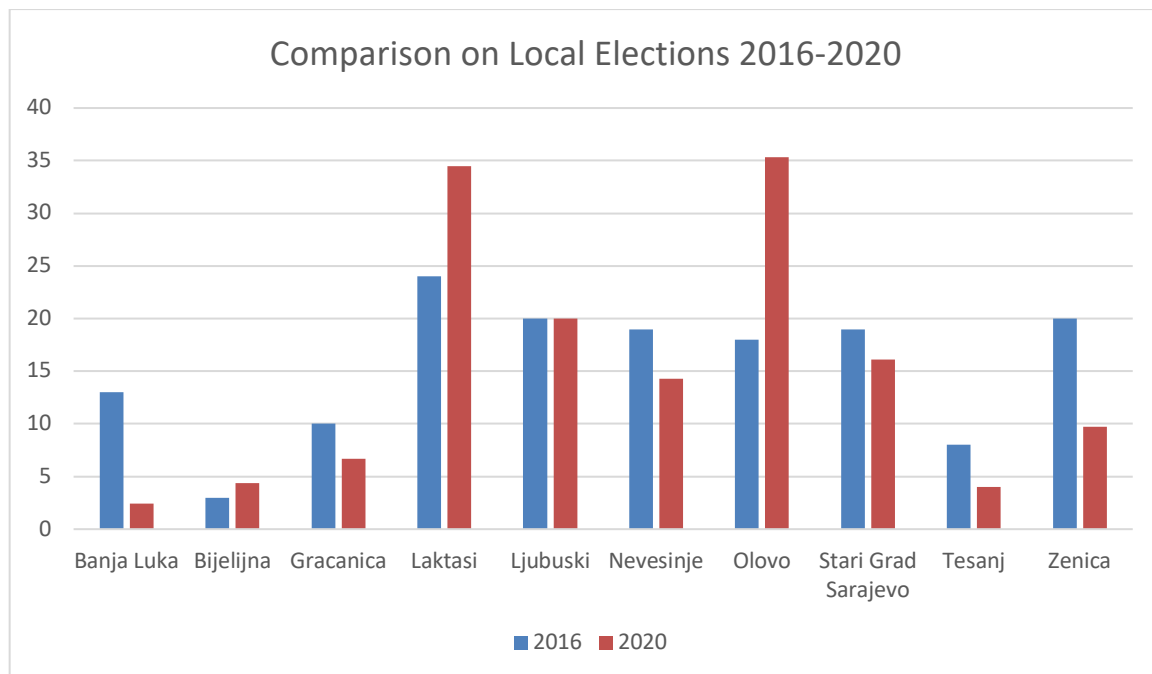
Figure 21: Comparison of electoral results in the ten municipalities of the project 2016-vs 2020

Notwithstanding, it is very important to note that each municipality has its own complexities, and for this reason it is very difficult to attribute the results to the project, further, while important gains were made in three of the project sites, other gains were also made in other municipalities whereby the

project was not present. To this end, it is important to decipher the lessons learned and best practices of each municipality with respects to women's representation in order to ascertain if any of these could be applied in the next phase of the project.

When consulting with interlocutors, while they were appreciative of the project and its support to women, many still acknowledged that significant barriers still existed for women to be on an equal plane as their male counterparts.

These included the **lack of women's solidarity and the motivation for women to aspire to decision making positions.**

> *It's up to us how brave we want to be and fighting for our space. It's always up to us, if we do this job, it has its positive and negative things, we will help for a better situation.*

i) Visibility of women

The issue of visibility was discussed by a number of interlocutors, stating that women simply do not have the opportunity to be visible, and when they are, many are criticized and media still shies away from reporting on women´s issues and rather concentrates on what women wear.

> *"Women are not visible enough, and as a consequence woman do not for example chair parliamentary committees. This in turn effects the passage of bills into law. Women are far from being equal to men. Women should also be given an opportunity, to be also chair. Our position status is not adequate.*

ii) Patriarchal society and closing of space

One of the key constraints were men themselves, not allowing women to have the space. During the campaign period, one woman described the race as "vulgar and nasty" and stated it was a highly competitive environment.

> *"Obstructions by men are done quite continually. If we fail to have an equal treatment and status in a party. I choose my political party, by the way it treats women -, women are not normally treated well by the political parties."*

Lack of capacity and understanding of gender equality terminology

Many of the interlocutors stated that many women still lacked capacity and did not understand the importance of advocating for gender equality and women's rights.

4.5   SUSTAINABILITY

*The sustainability of the project is rated as **satisfactory.** The trajectory of the results gained under the project is a positive one, especially with regards to the gains made at the individual level. The project has enabled women to gain confidence and access to opportunities and networks that expand their possibilities and exchange of information and know-how which inevitably contributes to the overall quality of leadership and their active political participation. At the municipal level, the project has harnessed a number of results in the development of gender action plans and the networking of different agencies working on gender. It is hoped that these experiences will enable other municipalities to replicate the best practices gained and enable more accountability with regards to the implementation of gender polices and regulations. Notwithstanding, discriminatory behaviors and practices still prevail and as a result many women are turned away from politics and participation in decision making processes.*

The results are particularly sustainable at an individual level; women are able to utilize what they have learnt in their everyday life and apply it to become better leaders.
All of the beneficiaries, without exception, **expressed utmost appreciation for the entire project and endorsed the results obtained during the tenure of the project**. With some of the beneficiaries it was difficult to obtain specific information about the key results, however a number of the beneficiaries were more forthright with their opinions and were more detailed in how the project had supported them. When looking at the individual results, i.e., with regards to trainings, seminars and capacity building, the beneficiaries had reported that the results were very positive, and have enabled women to **become more confident, more knowledgeable and are better aware of the issues regarding challenges to women´s participation and leadership**. The knowledge and capacity built, would serve them for their future endeavors and would ultimately enable them to be better leaders.

Sustainability at the community level is considered strong; many of the women considered the support essential to start new endeavors and have the established skills and motivation to keep their individual projects alive.

When examining the overall sustainability at a community level, once again there is a very positive response whereby particularly women who were afforded economic empowerment support, **are able to continue and grow in their chosen field of specialization.** The women interviewed referred the activities "as just the beginning", and the project support had provided them with *the confidence and know how* to continue to grow, although many women would require further training in order to target a higher number of women and for the ventures to have a wider outreach in order to improve on profits and visibility.

> *"One seminar training, involving mangers of kindergarten and health care center, nurses, secretary are not usually invited to these types of seminars, the project provided them with a rare opportunity, they said among all the training sessions they had experience, this training was the best ever, because it was different. It focused on the challenges in their organizations, focused on building leadership and skills and abilities how they could cope with challenges, how to convince decision makers for the future."*

Institutional sustainability still requires further support, and is wholly dependent on social, economic and political will.

The difficulty comes when examining the overall sustainability at institutional level; many of the organizations supported, such as municipalities, who were afforded assistance in drafting the legal action gender plans, will still require support to ensure that mechanisms are in place to ensure implementation of the plans. Nonetheless, the support provided to these municipalities in drafting their plans in theory could be replicated at the level of other municipalities and even higher up the chain and therefore the overall outputs are particularly sustainable.

The subject of continued or renewed support is still very pertinent as much of the capacity building was delivered late and some of the beneficiary institutions stated that they would still require assistance. The CEC while having developed an important resources library, would now have to look into how to provide statistical information and ensure that the current resources are hosted and updated regularly. In some cases, the overall outcome/result of the support was not always thought out sufficiently to ensure that the results would be financially supported in the future. Nonetheless it is important to note, that the key results emanating from the project were identified as key to the institutions and there is absolute *buy in* of their usefulness and positioning within the institutions, therefore much of the usability and sustainability of the results achieved are wholly dependent on the future *buy in* of the beneficiary institutions themselves.

> *"Sustainability is up to us, I must say at the beginning we did not have it in mind ….. we didn't think deeply enough to plan everything we would need, how we would keep it alive, how it should operate and what additional resources we may need."* **Beneficiary Institution.**

Furthermore, while key results were achieved, a number of the organizations still require strategical support as some of the results were not endorsed in their entirety from certain institutions, and therefore more capacity building to raise awareness on gender equality, as well as capacity in certain fields such as gender equality, the drafting of gender sensitive laws and policies, and budgeting and further networking is important. Further, it is important to note that such results take time and require a mid to long term commitment and should not center around ad hoc activities or isolated events, but should rather form a strategy at advocating for change. The inclusion of civil society and media would be very important for this regard.

4.6 GENDER AND HUMAN RIGHTS

A multifaceted approach is essential in promoting women´s empowerment and leadership in politics.
The world has seen an increase in the number of women in decision making positions over the last decade, and much of this increase has been as a result of gender sensitive quotas which are now instilled in at least a third of today´s parliaments. While these quotas are sometimes the only manner that women can access politics, the presence of a quota can also signify a glass ceiling for many women as well.

The importance of women's political participation and the establishment of a critical mass was coined in the Beijing Declaration and the Platform for Action at the United Nations Fourth World Conference on Women (1995). In Bosnia and Herzegovina there are many persistent gender disparities, which are compounded by a traditional and patriarchal system and discriminatory attitudes towards women's participation. Nonetheless, the emphasis on the local level was very pertinent and such representation in legislative careers can serve as a springboard to a higher political office. As has been reiterated, the key gatekeepers of women's access to democracy and electoral processes tends to be the political parties, yet the norm is for males to dominate politics and the overall rules of the political game. This results in either direct or indirect gender-based discrimination in political party legislation as well as in internal procedures. Women's general access to resources, freedom of mobility and ability to campaign to the same extent as men puts them at a significant disadvantage compared to their male peers and as a result gender sensitive laws and policies are rarely scrutinized and women still continue to face exponential challenges in achieving gender equality not only in the political sphere, but the labor market, health care, and reproductive rights to name but a few. Covid has only exacerbated the situation by creating an additional burden on women and their access to opportunities and some say that it has put back women's access to economic empowerment more than decade.

As many as 62.5 percent of female journalists stated that the scope of their work tasks increased significantly during the pandemic – 33.3% of respondents stated that their work obligations increased to 50 percent, while 5.4 percent of them worked twice as much as before the onset of a pandemic. However, despite the increased scope of professional tasks, only 13 percent of the surveyed journalists were paid extra for their work, while the rest remained to receive same salaries as before.

4.6.1   MEASURING KEY DRIVERS OF CHANGE

When examining gender and to what extent outputs have contributed to a change in mindsets, the Gender at Work Framework can be utilized in order to examine what are the key drivers of change. The project to a certain extent mirrored this framework in including the *six steps*. The framework looks at the interlinkages between individual/systemic changes and informal/formal changes. The framework is said to "highlight the interrelationship between equality, organizational change and institutions or "rules of the game" held in place by power dynamics within communities.[10] It helps to "identify and connect internal process to understand and strategize for change across organizational dynamics and broader systems."[11] When looking at the six steps, while there was a combination of three of the quadrants, informal norms and exclusionary practices was not held to be a priority, however in Bosnia and Herzegovina, these play a large role in the many barriers women face in elections and has to a certain extent hindered the project from penetrating at the more systemic level.
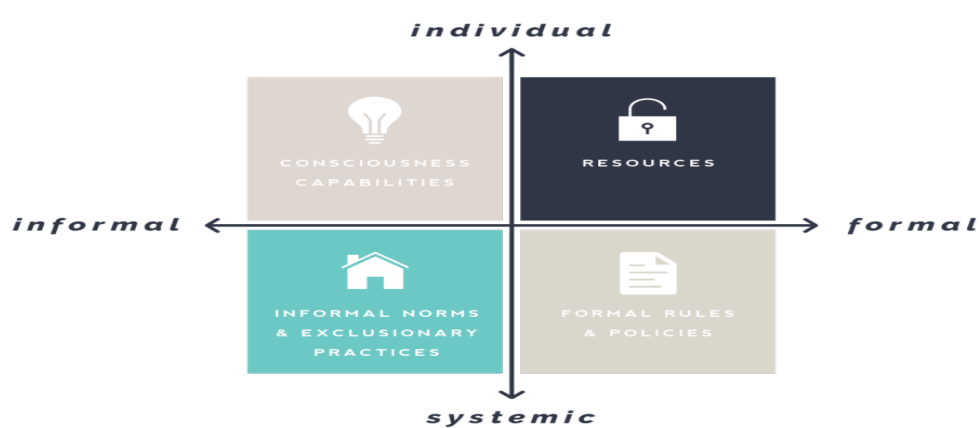
Figure 22: Gender at Work Framework.

In order to address some of the challenges and bottlenecks women face, it is really important to understand the context of the country. Legal norms, with regards to the extent to which women are guaranteed equal rights is important. As already outlined above, the electoral system is also paramount in affording women with the opportunity to be elected. While women are afforded legal gender equality and in theory the electoral law promotes the promotion of women, the system change whereby open lists are now used, has impacted on women, and meant that women and indeed men are often traded after winning seats.

5.   **KEY CONCLUSIONS**

RELEVANCE:
The evaluation finds that the project is highly relevant but given the complexities and the over politicization of the political process as well as a dominant patriarchal society, the needs of the beneficiaries outweigh the resources of a single project. The project did correctly identify some of the key challenges and barriers to women´s effective participation, and has contributed to bolstering the agency of women and laid the foundations to create some social change from gender equality. Notwithstanding, the evaluation concludes that more is required to impact on the discriminatory practices and particularly stereotypes that hinder women and their ability to participate in key

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[10] Gender at Work, https://genderatwork.org/analytical-framework/.
[11] Aruna Rao and others, *Gender at Work: Theory and Practice for 21st Century Organizations* (Oxon and New York, Routledge, 2016).

decision-making positions. Furthermore, while correctly identifying men and media as key stakeholders in the process, men were rarely targeted, and the activities targeting the media are still yet to deliver the fruits needed to instigate a strong change to how women are portrayed in the press and female politicians are treated in general. Civil society could play a key role in contributing to this shift as could male and female champions of Gender Empowerment and Women's Empowerment (GEWE). Lessons learned emanating from the project and a mapping exercise of key stakeholders working on GEWE would inform future needs and potential gaps for a follow up project.

The theory of change while acknowledging barriers to women´s participation and leadership, was not strategic enough to deal with the ensuing challenges under which the project was subject to. The intervention logic while succinct and embracing of the key needs of the beneficiaries fell short of instigating change mainly due to the environment under which the project works. The set indicators were qualitative in nature and did not denote any change at the outcome level but rather how many persons were targeted. The monitoring and evaluation framework could have benefitted from more robust indicators that denote change and highlight the foundations that have already been laid under the project.

EFFECTIVENESS

The pandemic clearly had an impact on many of the activities as well as the project management issues which led to some delays in the first year of the project, to this end, the project was able to achieve over half of the established targets, notwithstanding, the majority of the activities were carried out and shortcomings in the number of targets not completely achieved by no means indicates that the activity did not instill change or had an impact on the individual beneficiaries and institutions. This criterion is rated as **satisfactory**, as not all of the established targets were met.

Output one, while facing a number of key challenges due to the impact of the Covid 19 pandemic which ultimately hindered the work in the field and carrying out conferences and trainings, was deemed more successful in terms of outputs and targets reached. When examining the overall objective of Output one, its target was to "ensure structural adjustments to accommodate greater numbers of women in politics." As a result of the intervention, a number of tools were adopted which promoted these adjustments. This included capacity building, identity building, networking, empowerment through social and modern technologies and institutionalization of changes in gender equality authorities. All the approaches aforementioned were considered to be relevant and were an effective means of instigating a number of changes, and contributing to a wider pool of women in political decision-making processes.

While the Covid pandemic did impact negatively on some of the implementation, the project was also able to utilize the environment and the increased use of IT to reach out to a wider audience. One of the key successes of this particular output was the establishment of the Women´s Forum for Development (WF4D) which promoted the active participation of women in social life, allowed women to exchange ideas, information and promoted their economic empowerment by sharing of possible services and/or products. A number of public debates were held on how to strengthen the forum and women´s role in society in general. The output fostered a number of key activities which contributed to the empowerment of women to become leaders in their own right and had the capacity to change women´s lives for the better. Support to economic empowerment of women through a number of Civil Society Organizations (CSOs) was seen as very successful and important in the current climate of the pandemic and to encourage women to embrace leadership roles in the future.

Output two was more influenced by the overall political complexities of the project and the country and required more time and a more strategic approach in order to get closer to the overall objective of the Output.

Output two was to strengthen women´s position in decision making, ensuring that they were given equal chances as their male counterparts for the general elections 2018 and in the local elections in 2020. Given the complexities of the environment and a delay in getting UN Women on board at the required capacity has meant that many of the targets were not entirely achieved. The baseline study which sets the tone of work to be implemented under Output two was only finalized in 2019, however its overall quality and usefulness to the project and beyond is paramount. The study has enabled the project to map all legal, institutional, political party and media related challenges for women in the realm of politics. Capacity building was afforded to the partner institutions with the provision of tools to improve their efficiency such as Gender Action Plans, the building of a resource library etc. and guidelines were developed in order to support the institutions engaging in gender mainstreaming, public polices, working of political parties and engaging women in politics. While the work with the political parties has faced a number of challenges, a number of discussions have been held in order to introduce qualitative changes for the improvement of the position of women in political party structures. Furthermore, the media campaign contributed to promoting and improving sensibility of journalists to gender equality and equality related issues and leadership.

EFFICIENCY

The overall efficiency of the project is deemed **satisfactory** and the governance mechanisms are adequate. Gender Agencies were particularly appreciative of their inclusion on the Project Board, which allowed them to widen their networking with the relevant partners as well as having a clearer overview of the challenges and barriers facing women in Bosnia and Herzegovina today. While there were some teething problems at the start of the project, due to low capacity of project staff, these problems were resolved with the start of a new project manager in 2019 and a new staff member in UN Women. The overall responsibility of the project which lies with UNDP is considered efficient, however a more technical role for UN Women in future project design and activity development based on lessons learned would promote a more fruitful relationship between the two UN Agencies and allow each agency to harness upon their key areas of expertise.

The monitoring of the project is deemed adequate, and the reports of high quality and informative, however the evaluation concludes that a more report-oriented results framework, with the utilization of achievement of indicators as well as more illustrative examples of the key successes of the project could further enhance the quality of the reports.

IMPACT

The impact of the project is deemed **highly satisfactory** at the horizontal level, where there are key individual successes and women´s lives have literally been transformed. The evaluation finds that on a vertical level - impact is **satisfactory**. At the horizontal level the core focus of the Project has been on activating agency of women on all fronts of public and community life. The project has therefore had an overall positive impact on women's individual empowerment and participation and it is anticipated that this will have a knock-on effect on women's activism and active political participation in the future. At the vertical level, there have still been a number of anticipated gains at the institutional level, particularly at the municipal level. In parallel, the setting up and strengthening of the gender structures at the local level to sustain the emerging women leaders has been another priority (by creating gender action plans, sensitizing local governance units on planning and budgeting for gender equality, introducing innovative public services to alleviate time poverty and the provision of key knowledge products). The focus on local communities and women's empowerment therein is considered very important, and has the potential to have laid down the foundations for further improvements and awareness on the barriers which women continue to face.

SUSTAINABILITY

The sustainability of the project is rated as **satisfactory.** The overall aim of the project was to build a foundation for future processes whereby the support afforded to women has been important and can

help shape the face of politics in the future. This is particularly pertinent with the networking abilities of women leaders and the accessibility to knowledge products which can be utilized in future electoral processes. At the municipal level, although some of the anticipated capacity building did not take place, the project has harnessed a number of results in the development of gender action plans and the networking of different agencies working on gender. Replication of such practices and scaling up to other Local Governments is recommendable, however it would also be just as important to enable the Local Governments with gender plans to adopt these and ensure accountability with regards to the implementation of gender polices and regulations, the plan is meant to govern. Notwithstanding, discriminatory behaviors and practices still prevail and in order to harness the good results thus far, barriers to women's participation and especially discrimination and stereotyping needs to be addressed further.

6. RECOMMENDATIONS

This section outlines the key recommendations in relation to the conclusions of this evaluation, given that a likely extension will serve as a bridge to a new project, the evaluation highlights the key priorities below and provides the key recommendations in relation to the performance and implementation of the project in table 23:

Recommendation	Linked to Conclusion/criterion	Recommendation addressed to	Comments on Recommendations	Project Extension	Future Project
Granting of an extension to ensure continuity into the next electoral cycle and to build on the structures and partnerships established up in the first phase, particularly including WF4D.	Relevance and efficiency page 22	UNDP and Development Partners	It is essential to ensure the continuation of the current project while an assessment is conducted and a new Project Document written and approved. It is important that momentum is not lost over the next year to ensure a smooth transition to a new project with UNDP at the helm and to ensure support to the upcoming electoral process and to build upon the successes and key structures already established under WiE.		
Undertaking of key lessons learned exercises to feed into a new project	Relevance - conclusions	UNDP and UN Women	It is important to capture lessons learnt from the current project in order to establish what still needs support and the extent of support thereof. It would also be important to conduct a lesson learned exercise principally with UN Women in order to establish relevant and efficient mechanisms of collaboration for the future.	To feed into the next project	
Mapping of support to women's leadership and empowerment of all other stakeholders both national and international	Relevance page 9	UNDP/UN Women and key stakeholders	1.It would be important to strengthen collaboration with key actors such as OSCE, WFD, NDI and IRI and identify key gaps and areas of possible collaboration with both international partners and current partners which could continue or strengthen support to the key players in gender equality and women's leadership. 2. Examine key success/best practices in the region and beyond on how to harness the momentum for systematic reform, look towards publications already developed on key success to	During Extension	

			reforms such as OSVE booklet on recommendations implementation of Electoral Reforms and other documents on women's participation and how to enhance it. 3. Mapping of best practices of other regions in UNDP and UN Women similar projects		
Further support to female candidates by ensuring gender sensitive reporting and tracking of hate speech	Relevance and Effectiveness	UNDP/UN Women	Women in politics report that they are still discriminated upon and articles on women still center around what they wear and who they are, rather on their policies. Till date, although media has been supported, the next six months could build on the coalition and help develop a regulatory framework on the presentation of women and men by media outlets. Further support could be provided to women on how to build their campaign online and utilizing social media and online tools for direct communication with the electorate Support to women who suffer from some type of gender violence motivated by politics, possible avenues on tracking complaints and ensuring action is taken against	Extension of project	
Consideration for a new project should revolve around the electoral cycle including training for aspiring and current MPs	Relevance	UNDP and development partners	The next six months of the project should revolve around looking at the gains already made, particularly at the community and municipal level, and how this could be scaled up. Lessons learned from each of the key beneficiary institutions Baseline data should be collected.		New Project
Consideration should be given to expand the outreach to key beneficiaries such as civil society, ethnic leaders, religious leaders and a more effective campaign with regards to media	Relevance page 13	UNDP/UN Women	1.While a number of these beneficiaries did benefit from the project, a more strategic approach to include support and technical knowhow in the areas of women, youth, and electoral and systemic reform as well as attitudinal behavior and discrimination. 2. Consideration of enabling CSOS and media to better monitor hate speech, gender violence in politics, looking towards methodologies similar to those developed by Democracy Reporting International to gauge the extent of hate speech online.		New Project
Consideration should be given to further promotion of the key products developed under the Project, utilization thereof to develop a curriculum for potential female candidates (brochure on strategic approach to women candidate's	Effectiveness	UNDP and UN Women	1.The knowledge products are key capacity building documents and training sessions around key issues could be focused around some of the key chapters. Particularly given the current covid pandemic, online and accessible training programmes will be important for the next generation of potential candidates.	Develment-during the extension	

success in election campaigns)			2.Development of curricula and training programme on political competences and campaigning		
IT literacy Education	Effectiveness – This was not conducted in the current iteration of the project	UNDP	Many of the women consulted commented on the importance of IT literacy	Extension of project	
Conduct an analysis why women´s election was significantly high in LGs while in others it decreased substantially	Impact – page 30	UNDP/UN Women	It would be important to understand why there were substantial increases and decreases in the number of women being elected in the LGs where the project worked. To grasp any lessons learned to apply in the future could contribute to any even more successful outcome in the upcoming electoral cycle	Extension of the project	
Increased Support to the Committee on Gender Equality Parliamentary Assembly –	Effectiveness	UNDP and UN Women	**It requires more concrete Plans to increase its visibility and importance and encouragement of its members to realize its Status and overall influence of gender concerns**		New Project
Promotion and replication of gender action plans as well as development of M & E frameworks to ensure implementation of GAPs	Effectiveness page 16	UNDP and UN Women and LGs	To date only one GAP has been approved, it would be important to encourage other LGs to adopt the plans and ensure adequate implementation		New project
Agreement on increased governance mechanisms to ensure a "healthy and bidirectional flow of information between UNDP and UN Women"	Efficiency conclusions and efficiency page 24	UNDP	The project should agree on strengthened governance mechanisms, to ensure a "healthy and bidirectional flow of information to help inform and approve future support notably through the more regular convening of a technical committee between UNDP and UN Women to oversee any future action and ensure that bottlenecks and challenges to implementation are immediately discussed and resolved.		New Project
Enhance the reports by use of most significant change stories, more reference to indicators and use of gender sensitive indicators for both outputs.	Efficiency page 25 and conclusions	UNDP	The reports were of a high quality, but they could still benefit from showcasing key results by utilizing most significant change stories and referencing to what extent indicators have been achieved. More gender sensitive indicators should be utilized as well as disaggregated data when referring how many persons were reached, in order to capture how many men have been reached.	Pilot an enhanced format during the extnesion	
Considerations using data in a more user-friendly format, use of info graphs to reflect where activities have taken place, persons reached etc	Efficiency conclusions and page 25	UNDP	In order to better inform the DPs and to outreach to others, preparation of interactive PowerPoint presentations outlining key successes and achievement of indicators to date	Pilot an enhanced format during	

				extension	
Consideration of a more strategic and informed approach on human rights with more emphasis on men, minority groups and youth	Gender & Human Rights /Relevance	UNDP	1.The use of key baseline survey information to identify current gains, progress to date and identification of key areas where barriers still exist with regards to female youth participation and that of persons with disabilities and other possible vulnerable groups as well as ensuring the "He for she" campaign is fully supported. 2. Analysis of women and youth in politics – supporting the future work of OSCE in their study of youth in the local councils 3. More emphasis on men on gender issues, promotion of male gender champions		New project

Figure 23: Key Recommendations for the WiE 2017-2021

7.   **ANNEXES**

7.1   Annex I – Intervention Logic

OUTPUT 1: **Strengthening Women's Leadership**

INTENDED OUTPUTS	OUTPUT TARGETS	Activities	INPUT
Strengthening Women's Leadership Indicator: Number of platforms in the participating municipalities identified and activated Target: 10 Indicator: Number of initiatives funded through crowdfunding modality Target: 18 Indicator: No of social innovation events in the communities Target: 18 Indicator, Number of trainings in the public spaces Target: 18 Indicator: Number of new IT solutions developed Target: 2 Indicator: Number of youth, elderly and women benefiting from the specific IT solutions and computer literacy activities Target: 1200	Platforms for women networking identified and activated in all participating municipalities Criteria for selection of beneficiaries developed, based on the principles of political neutrality, geographic, entity, and ethnic coverage Module on crowdfunding developed and disseminated among the participating communities and LGs *Local Online Bourse* web-based solution with a mobile interface developed ICT solutions/applications for addressing gender issues developed Increased IT literacy among youth, women and older population Availability and quality of social services improved	1.1. Mapping of the available public spaces, and identifying the most adequate ones for the project purpose, their adaptation and activation. Beneficiaries for capacity-building component selected, based on elaborate selection criteria 1.2. Enabling local communities to start crowdfunding activities, ICT solutions, including Local Online Bourse. 1.3. Improve IT literacy among the local women 1.4. Lobbying with LGUs to expand and improve the portfolio of public services offered by local governments and engage CSO for improvement of social services delivery	Expert support in mapping, assessing, and adapting public spaces. Small scale infrastructure interventions Expert support for development of selection criteria. Expert support in developing crowdfunding module. Event on crowdfunding in each municipality Expert support in development of the web solutions, and Online Bourse IT events targeting inter-generational exchange of skills in each municipality. Expert support in use of new technologies and application development Expert support for delivery of training modules for new technologies Social innovation weekend in each municipality devoted to ICT solutions/developing applications Seminars in each municipality on basic IT skills Expert support in assessment of social services availability and quality

| Indicator: No of women who are recognized as leaders in Community or in LG, or taking initiatives for different civic activities
Baseline: TBD
Target: Increased number of women leaders recognized as leaders and activities initiated by them
Indicator: Number of developed and adopted local action plans
Baseline: n/a
Target: 10
Indicator: Number of women actively participating in the *Women Forum for Development*
Target: 100 | Women leaders network *Women Forum for Development* established
Institutionalization of gender equality through Local Strategies and Action plans for women leadership developed for each participating LG
Online mentoring and coaching scheme established to connect elected and aspiring women leaders to more experienced politicians, experts, activists, in BiH and abroad, in person and via technologies- in order to build competencies, crowdsource ideas and provide hands-on advice on how to resolve specific issues
Training material on substantive issues, political competencies, soft skills, and campaigning and crowdfunding prepared and delivered

Schemes and incentives to further strengthen women's leadership and for exchange of experience with EU countries established.
Best practice brochure on Results and Lessons Learnt delivered and disseminated widely (offline and online) | 1.5. Support the establishment of the women leader's network- Women Forum for Development
1.6 Support Development of Local Strategy and Action Plan for women's leadership
1.7 Strengthening municipal gender commissions and capacity building of LG staff, CSO and community leaders
1.8 Capacity building of elected and aspiring women leaders
1.9 Woman leadership award
1.10 Empowering women leaders/twining/study tour | Expertise for mapping and development of database of women leaders in 10 municipalities
Expertise for developing promotion/content input for Web Platform
Expertise to support establishment of the *Women Forum for Development* network
Events in municipalities gathering elected and aspiring women leaders and representatives from gender mechanisms and local gender commissions (travel costs, catering, refreshment)
One joint conference gathering all stakeholders from all 10 municipalities (travel costs, catering, refreshments)
Gender mainstreaming training to gender commissions (travel costs, catering, refreshment)
Workshop to define Local Strategy and Action Plan in 10 municipalities (travel costs, catering and refreshment)
Local strategy promotional events inviting stakeholders from all involved municipalities and beyond
Fund and criteria for Women leadership awards established
Award event
Expertise for developing an online mentoring and coaching scheme for women leaders
Identifying women leaders from Sweden, and/or EU countries and BiH who would be willing to participate
Study trip to Sweden, and/or EU countries with identified women leaders from BiH and women leaders in EU |

Indicator: Number of women-led initiatives supported. Target: total of max 35 Indicator: No of women who are recognized as leaders in the community or taking initiatives in response to social needs. Baseline: Analysis of findings of the quick survey and inputs from partner municipalities Target: Increased number of women leaders recognized as leaders and activities initiated by them by 10%. Indicator: Number of women participating in the quick survey. Target: >150 replied Indicator: number of successfully applied good practices and strategies for overcoming the daily challenges of care work identified Target: 5	Contribution to improved availability of social services made; Women role models identified and affirmed; Good social innovation solutions identified and affirmed; New and viable successes of women leaders identified and affirmed. Impact of changes in a daily routine for women and women leadership identified. Concrete threats and difficulties for women leadership in crisis situations mapped. Fields and ways of concrete action of women leaders in local communities identified. Identification of community members serving in risky and overburdened occupations during the crisis identified and their contribution promoted	1.11 Support to women-led rapid response initiatives for detected social needs in the state of emergency. 1.12 An online survey on identified gender biases in leadership under living and functioning conditions dictated by COVID 19 pandemics and preferred course of action incorporating: impact of changed daily routines and reorganization of and responsibility for daily life tasks for women and women leadership; good practices and strategies for overcoming the daily challenges of carework; mapping of challenges and opportunities for reaffirmation of feminism and women emancipation through support to and promotion of concrete actions of women leader in the time of crisis	Conference involving all women leaders in the 10 municipalities and mentors from Sweden, and/or EU countries and BiH Expert support for developing and delivering three core training modules: 1.) Competencies, 2.) Soft-skills, 3.) Campaigning to elected and aspiring women leaders Training sessions in all 10 municipalities developing and delivering three core training modules: 1.) Competencies, 2.) Soft-skills, 3.) Campaigning to elected and aspiring women leaders (trainers, travel costs for participants, catering, refreshment) Expert support for development of best practice brochure Printing services Development of selection criteria for support of local initiatives. Creation and launch of a call/calls to support local initiatives led by women leaders. Development of relevant monitoring and evaluation tools. Impact of changes in a daily routine for women and women leadership identified. Concrete threats and difficulties for women leadership in crisis situations mapped. Fields and ways of concrete action of women leaders in local communities identified.

			Identification of community members serving in risky and overburdened occupations during the crisis identified and their contribution promoted

Figure 24: Overview of Output one

OUTPUT 2: **Fostering Political Participation of Women**

Fostering Political Participation of Women
Indicator: No of laws, regulations, and party rules amended
Baseline: N/A
Target: 5
Indicator: Number of people reached by media campaign
Target: 20.000
 	
Indicator: No of people taking part in public discussions
Baseline: N/A
Target: 500
 	
Indicator: number of systemic activities aiming at introduction of gender equality principle.
Target: 10
 	
Indicator: number of media joining the coalition and/or its activities
 	
Target: 10
	Study on obstacles to participation of women in politics
	Media campaign
	Public discussions, workshops, public hearings to build alliances and partnerships around the gender equality cause within the BiH parliament and to promote political participation of women
	Discussions and training with the political parties with view of making internal rules, policies, procedures and manifestos gender sensitive and supportive of women in politics
	
	Public discussions and workshops for women leaders, events where prominent women leaders inspire other women
		2.1. A baseline study on obstacles to participation of women in politics
		  2.2 Media campaign to build positive public perception around the role of women as effective leaders and decision-makers, and to promote voting for women candidates
		2.3. Public discussions and workshops, including public hearings, to be organized in close cooperation with the parliament and gender mechanism, to build alliances around gender equality and to promote political participation of women
		
		  2.4. Capacity building of project partners strengthening them to ensure institutionalization of gender equality principles
		
		2.5. Support culture change within the political parties regarding gender equality, and the change of their internal rules, manifestos, policies and procedures to make them more gender sensitive and inclusive
		
		2.6. Targeted public discussions and workshops for women leaders, events where prominent women leaders inspire other women
		2.7. Study tour for BIH Parliament and other relevant stakeholders
		
		2.8 Working with academia i.e. universities and their rectorates) on establishment and placing into use Guidelines for Gender Mainstreaming in Academia.
			Expert support for baseline study
			Layout and design
			Print of study
			
			Events- presentation of study centrally and in 10 participating municipalities, travel costs, refreshments and catering for participants
			
			Expert support for media campaign
			
			Costs of production, air-time, print- of the media campaign
			
			Meetings to promote legislation amendments and political participation of women
			
			Travel, accommodation, refreshment expert/facilitator for all meetings
			
			Training of BiH parliamentary gender commission Trainers and facilitator
			
			Costs of study-tour to showcase regional and Swedish best practice to BiH parliamentary gender commission and other relevant stakeholders
			Travel, DSA
			
			Work with political parties
			Experts
			
			  Public discussions and workshops for women leaders
			Travel, accommodation, refreshment expert/facilitator for all meetings
			
			Development of guidelines and organization of presentation.
			
			Development of a textbook on gender sensitive reporting with strong focus on politically and socially engaged women. Presentation/workshop

		2.9 Media coalition - Development of a textbook on gender sensitive reporting with strong focus on politically and socially engaged women. Example of a syllabus/syllabi to be included. Presentation/workshop for journalists and students of journalism. Amending Codes of Journalists of BiH guilds with gender sensitive provisions.	for journalists and students of journalism and exercises in working groups. Working meeting with the associations of journalists. Basic principles from the textbook to be identified and agreed with guilds of journalists in the country. Inclusion of provisions of gender equality into Codex of Journalists of all associations.
Indicator: number of women-centered media initiatives Target: 10 - 20	Note new and viable successes of women leaders; Identify and affirm good examples and role models in the times when primary challenge is related to relief of effects of the crisis; Serve as inspiration for popularization of concept of women leadership, and help prove it sustainable event during a state of crisis; Affirm on concrete examples that engagement of women during and right after a crisis that goes beyond traditional roles attributed to women is beneficial for the entire community	2.10 a) Support start-up of authentic women-centered media initiatives for much-needed new media ways in COVID situation -	Development and publishing a public call Adoption and application of an adequate selection methodology Engagement of three reporters/storytellers Support for evidence-based study Layout and design Print of study
Indicator: number of success stories Target: >10	Success stories from the above-listed actions that will be delivered in the ten WiE municipalities that are to promote and reaffirm women leadership and initiative Compendium of success stories	success stories from the ten WiE municipalities that are to promote and reaffirm women leadership and initiative	

Figure 25: Overview of Output two

7.2 Annex II – Evaluation Matrix

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
Element	Judgement Criteria	Including baseline and targets where	Documentation Review	Data collection methods /
RELEVANCE	**1. To what extent did the project design and objective respond to the needs of the direct and indirect beneficiaries?**			
Rationale	Having in mind the political, social, legal and institutional context of BiH, to what extent were the projects objectives relevant to the project beneficiaries	The problem statement informing the project addressed capacity issues/gaps/needs	Needs/baseline data Assessment Reports/past evaluations reports/baseline survey reports	Questionnaires Literature Review/Desk Review
	To what extent will the project adequately contribute to womens empowerment and leadership in the future?	Variables such as electoral reforms on women, number of women in parliament local counsels, etc.	Primary Data	Questionnaires KIIs
	Extent to which the project encountered resistance or backlash? Did the design challenge the status quo and traditional gender norms?	Examples of backlash or resistance		
	Extent to which the action design ensured the ownership of objectives by the key beneficiaries through the TOC and intervention logic	Level of involvement of the implementing partners officials in action design Consistency of action design with institutions policies Integration into the action's intervention logic of needs as expressed by beneficiaries and in line with previous support	Baseline data report Project documents policy documents	Review of project documentation Review of key beneficiaries´ policy documents and strategic priorities KII with beneficiaries
	Relevance of the action to UN policy and strategic priorities	Consistency of the action intervention logic with UNDAF, UN policy, UNDP strategic objectives including Gender Policy and in line with human rights and SDG 5.	UNDAF UNDP strategic documents	Review of documentation Interviews with UN country office and project document

		Extent to which the action design considered lessons learnt from similar support to the electoral processes and correctly identified the scope of activities	action design was explicitly informed by successes and failures of similar programmes in support of women's empowerment Institutional set-up adapted to identified CEC and other implementing partners and other beneficiaries´ capacity. Scope of the action adapted to the capacity within the country.	Project documents Amendments to the project	Review of documentation Interviews with UN country office and project and implementing partners
Design		Was the project design effective to address the issues identified to be address by the Project	TOC/Intervention Logic addressed key issues	Project Document	Desk Review
		Was the project life span sufficient to achieve its goals?	Number of activities not done due to time limitations Quality of implementation affected by time constraints	Reports Primary Data	Desk Review Questionnaires
		Were the activities relevant to enable the project achieve the intended objectives or results?	Number of adjustments to project activities due to relevance	Reports	Desk Review
		Robustness of the action's intervention logic	Causal links foreseen between inputs, activities, expected results and objectives proved realistic through delivery. The scope and complementarity of the action's component were commensurate with expected outcomes.	Intervention logic Revisions /amendments of Project Document	Review of project documentation KII with Project Staff and key beneficiaries
		Consideration given to Human Rights and Gender Equality issues through all components of the action and its contribution to the civic and human rights of target groups?	The Intervention Logic promotes a right-based observation Gender Equality is mainstreamed in the Intervention Logic Indicators are gender disaggregated where relevant.	Project documents Identification/formulation report Monitoring and evaluation framework	Review of project documentation KII Project Team

Assumptions	Validity of assumptions and risks as initially identified	Initial assumptions realised Adequacy between risk identification including planned mitigation measures and actual obstacles in delivery.	Intervention Logic (initial) Intervention Logic (revised) Project reporting Monitoring and evaluation reports	Review of project documentation KII baseline documentation, Project Team, UNDP CO, DP

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
COHERENCE	**2.** To what extent was the intervention consistent and complementary with other interventions providing support to strengthening women´s leadership and fostering political participation of women			
External Coherence	Coherence of the action design with prior and existing, related interventions by other entities and other development partners	Project design took account of existing interventions	Project formulation reports Project documents Documentation on other interventions	Review of project documentation and identification/formulation reports KII with UNDP, UN Women, DPs, implementing partners, beneficiaries
	Coordination with other entities providing support to women´s empowerment and leadership	Existence of coordination mechanisms/forums Effectiveness of coordination mechanisms/forums Frequency of coordination through delivery, where relevant	Project documents Project Reporting	Review of project documentation KII with UNDP, UN Women DP, implementing partners, beneficiaries

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
EFFECTIVENESS	**3. To what extent have project objectives and results been achieved? What were the key challenges and enabling factors?**			
The Results	Extent to which the project achieved progress against the established indicators	See project indicators	EOM preliminary statements re women, final reports and recommendations UNDP project Document Evaluation capacity building	Comparative Robust desk review of UNDP project documentation Interviews of KIIS including Parliament, candidates project staff ,Implementing partners and civil society
	Extent to which the projects approach and actions contributed to projects outputs and outcomes?	See projects results framework	Project document	Comparative Robust desk review of UNDP project documentation Interviews of KIIS including Parliament, candidates project staff, implementing partners civil society
	Extent to which the project manged to strengthen gender mainstreaming in decision and policy making at different governemtn levels	Indicators in the results framework Overall increase of women in parliament and local elections over the lifetime of the project Overall participation of women in the political process Level of electoral violence against women reported Existence of special measures for women´s political participation	EOM reports Analytical articles on the process Project Reporting Monitoring and evaluation data Statistical data	Review of project documentation Review of external articles on the electoral process as well as EOM reports KII with key stakeholders/civil society/women's groups Female parliamentarians/UN women
	Extent to which project has elevated cooperation between relevant institutions?	Number of meetings between key institutions		
	Extent to which the implementing partner	Perception by key stakeholders and	Questionnaires,	Review of project

	(UN Women) contributed to the effective project implementation and amplifying development results?	implementing partners Delivery of outputs and expected outcomes	Statistical data Knowledge products Project reporting	documentation Review of external articles on the electoral process as well as EOM reports KII with key stakeholders/civil society/women's groups Female parliamentarians/UN women/ gender institutions
	Extent to which the project manged to institutionalise and promote gender equality at local level, through the process of localisation of the Gender Action Plans?	Number of gender plans supported Number of gender plans approved	Questionnaires, Statistical data Project reporting	
	Extent to which the women forum for development contributed to giving voice and increasing agency of women?	Number or women who noted improvements Number of policies/strategies/campaigns put forward	Questionnaire	
	Extent to which the project used technology, digital tools and social innovation to contribute to the achievement of intended outputs and outcomes?		Narrative reports interviews	
	Extent to which the He for She approach was utilised and successful	The extent to which the approach was used Lessons learnt Key successes of the approach	questionnaires	
	To what extent was the networking and capacity building initiatives successful?	Level of enhanced women leadership Level of democratic participation and accountability in given context	questionnaires	
	The extent to which the programme outreached to marginalized groups (ie youth, Persons with disabilities (PWD), returnees, Internally Displaced Persons (DP), minorities	Alignment of project according to a civic and human rights perspective Level of participation of participants in project planning, implementation and follow up Examples of positive or negative discrimination Transparency of the implementation Existence of accountability mechanisms	Narrative reports Statistical data	

	What were the key challenges and enabling factors?	(assessment derives from the above)		
	In which area was the action most successful in contributing to foster credibility of the electoral process	(assessment derives from the above)		

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
EFFICIENCY	**4.** To what extent have resources (financial, Human and technical) been allocated strategically and were they managed effectively?			
Use of Resources	Extent to which the activities and outputs could have been delivered with fewer resources without reducing quality and quantity.	Sufficient number of staff allocated to the project on a full time basis Quality of the staff and the experience	Financial and narrative reports Original budget Other similar interventions approaches	Robust desk review of the project documentation including financial reports and Terms of Reference KIIs with the UNDP project staff and Sweden KII with key beneficiaries
	Extent to which the rate of delivery and issuance of the budget were timely and sufficiently effective to achieve the planned results.	Expenditure of the overall budget each year is in line with scale and scope of expected results Number of Delays in activities due to be delayed spending of budget	Financial and narrative reports Annual Work Plans	Robust desk review of the project documentation including financial reports and narrative reports KIIs with project staff KIIs with UNDP, Sweden, and key beneficiaries
	Extent to which bottlenecks or challenges existed and hindered resources being used appropriately.	The budget and workplans were approved on a regular basis and in line with the workplans stablished work plans are delivered on time and implemented	Annual work Plans Narrative Reports	Robust desk review of the project documentation KIIs with Project staff, Sweden and key beneficiaries

Organisational efficiency	Extent to which the management/governance mechanisms established were sufficient to oversee the programmatic and financial management of the intervention.	Governance/management mechanism established and adhered to Efficient oversight of project Budget within established parameters	Steering Committee Meetings Narrative Reports Financial Reports	Robust desk review of the project documentation KIIS with project staff, UNDP,Sweden and Key beneficiaries
	Extent to which are workplans realistic and are they delivered in a timely manner.	Feasible workplans are developed and implemented Workplans are considered realistic and relevant Workplans are developed and approved on time	Financial and Narrative Reports Training Reports Annual Workplans	Desk review of the Project documentation KIIs with project staff, UNDP and key beneficiaries
	Extent to which the project design, management, human resource kills and resources were adequate?	Key weaknesses identified Key strengths identified	Financial and Narrative Reports Training Reports Knowledge products	Desk review of the Project documentation KIIs with project staff, UNDP and key beneficiaries
Monitoring Efficiency	Extent to which the log frame was utilised to guide implementation and as a monitoring tool.	Baselines, indicators and targets were established Results based management reporting was utilised	Narrative reports Log Frame	Desk review including Log frame, desk review of narrative reports KIIs with UNDP, Project Staff and DPs
	Extent to which the monitoring of the results was conducted in an effective and efficiency way?	Key results were described in the narrative reports The existence of a monitoring and evaluation framework	Narrative reports Log Frame	Robust desk review of the project documentation, log frame KIIs with UNDP staff and DPs
	Extent to which the action was able to adapt to evolving needs and context.	Implementation of a risk management strategy Challenges were referred to in reports and steering committee meetings.	Narrative reports Steering committee reports Log frame	Robust desk review of the project documentation, log frame KIIs with UNDP, DPs, and key beneficiaries
	The extent which the reporting on the implementation of donor assistance was	Adherence to the templates established at the beginning of the mission	Narrative reports Templates	Project documentation, log frame

	adequate.			KIIs with project staff and DPs
Co-operation	Extent to which the cooperation with UN Women was successful?	Number of challenges and bottlenecks encountered Lessons learnt for final implementation of the project as well as future cooperation.	Narrative reports Steering Committee	Project documentation, KII with UN Women, UNDP and key beneficiaries
	Extent to which coordination with relevant partners and other stakeholders was efficient and was there any duplication of efforts.	Number of challenges and bottlenecks encountered Lessons learnt for final implementation of the project as well as future cooperation.		
Ownership	Extent to which the target groups and participants have taken an active role in implementing the project?	Level of ownership Type of participation that have taken place		Interviews with Key beneficiaries
Communication	Extent to which the media coverage has been satisfactory and sufficient	Level of exposure of the project Number of positive articles about the project	Website page Knowledge products Narrative reports	Project documentation, KII with UN Women, UNDP and key beneficiaries, media
	Extent to which the project ensured sufficient communication and outreach	Number of knowledge products distributed Extent to positive communication of the project		Project documentation, KII with UN Women, UNDP and key beneficiaries, media

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
IMPACT	**5. To what extent did the project impact on leadership and womens empowerment?**			
Overall impact	The extent which the project´s effects and impact on the overall enhancement of women leadership in targeted areas?	Qualitative assessment of impact by women % of increase in the number of women in leadership positions and access to enhanced decision making	Project Document Primary Data	Desk Review Questionnaires of female leaders
	Extent to which the project´s interventions had positive, negative, intended or unintended effects ?	Type of effects		Desk Review Questionnaires
	The extent to which key stakeholders/beneficiaries are satisfied with the project implmentation	Extent of partnerships support Extent to which expectations have been acknowledged		Desk Review Questionnaires
Mid term impact	Extent to which the project created a ripple effect and/or leveraging for additional resources or kickstart new initiatives in the area of gender equality and empowerment of women?	Number of initiatives and the succees thereof	Parliament /IPU EOM reports Narrative reports	Extensive desk review to examine quantitative and qualitative data as well as interviews with key beneficiaries/ and female candidates /focus groups
Cross cutting issues	Extent to which cross cutting issues such as disability and more vulnerable groups were taken into account?	Number of activities designed to cater for these groups	Project documents interviews	Desk review Results framework And kii with key beneficiaries and beneficiary institutions

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
SUSTAINABILTIY	**6.** To what extent did the beneficiaries take ownership of the project? Will they be able to sustain the results of the intervention (programmatically, politically and financially)?			
	Extent to which the beneficiaries have endorsed the results of the intervention.	Extent to which there is a development of systems and procedures at policy level Extent to which the beneficiaries and beneficiary institutions understand and promote women's leadership and political participation	Project Documentation Narrative Reports Beneficiaries EOM reports on electoral process Questionnaires	KIIS with s key beneficiaries as well as external actors Desk review of relevant documentation Conducting of surveys of key beneficiary institutions
	The extent to which the the capacities of relevant government insitutions have been strengthened to sustain the results of te project	Extent of challenges to overcome or potentials to be unlocked in the future? Change in policies		
	What needs to be changed to ensure sustainability? What financial, economic, social, environmental, and institutional capacities of the systems are needed to sustain the benefits?			
	Extent to which mechanisms, procedures and policies exist to carry forward the results attained on leadership	Number of women in CEC, parliament, leadership positions Implementation of gender policies Coverage in the media	CEC reports Project Documentation Narrative Reports EOM reports	KIIS with EMBs key beneficiaries as well as external actors Desk review of relevant documentation
	Extent to which sustainability can be achieved given the key considerations of COVID 19 related context.			

CRITERIA	EVALUATION QUESTION	INDICATORS	SOURCE OF EVIDENCE	METHODOLOGY
GENDER AND HUMAN RIGHTS	**7.** How well has the action addressed the issues of human rights concerns, gender inclusion, women´s equality and empowerment across all aspects of the intervention´s design, development, implementation and its management?			
	Extent to which the action has ensured that gender issues and participation of vulnerable/disadvantaged groups are mainstreamed?	Space allocated to gender and vulnerable/disadvantage groups participation in election in the activities Space allocated to gender and vulnerable/disadvantaged groups 'participation in elections in training/methodology documents	ProDoc Narrative Reports Training /workshop Reports	Desk review of EOM reports KIIS with persons trained, recipients of workshops etc
	Extent to which the rights-based approach has been followed in the identification/formulation documents?	Five principles of the RBA have been applied	ProDoc Narrative reports	Desk review to ascertain if reference has been made KIIs with UNDP
	Extent of the impact the intervention has on the permanent and real attitudinal and behavioural change conducive to HR and GE by the beneficiaries of the action?	The extent to which gender and other issues are covered in the activities and key outputs of the action	Narrative Reports	Desk review of documentation including EOM reports, UN Women KIIs with key beneficiary institutions, CSOs, Women's Groups, parliamentarians
	Extent to which the rights-based approach has been followed in the identification/formulation documents?	Five principles of the RBA have been applied	ProDoc Narrative reports	Desk review to ascertain if reference has been made KIIs with UNDP, UNWOMEN

Figure 26: Evaluation Matrix

7.3   Annex III – Achievement of Indicators

Activity	Output Indicator	Planned Target	Achieved Target	Achieved/Not Achieved/Partially Achieved
1.1.	No of Platforms in participating municipalities identified and activated	10	6	Partially achieved
1.2.	Number of initiatives funded through crowdfunding modality	18	None	Not achieved
1.2.	Number of IT solutions Developed	2	6	Surpassed
1.3.	Number of youths, elderly and women benefitting from the specific IT solutions and computer literacy activities	1200	1201	Achieved (information is not disaggregated)
1.4.	Number of social innovation events in the communities	18	4	Partially achieved due to the onslaught of the pandemic
1.5.	Number of youths, elderly and women benefitting from the specific IT solutions and computer literacy activities	1200	1201	Achieved
1.5.	Number of women actively participating in the Women for Forum for Development	100	1200	Surpassed
1.6.	Number of developed and adopted local Gender Action Plans	10	6	Partially achieved, due to political tensions 4 LGs did not take part in the exercise
1.8.	Number of trainings in public spaces	18	7	Seven trainings on women's leadership organizations upcoming an additional 5 on soft skills. Postponements due to pandemic
1.9	No of women who are recognized as leaders in community or in LG or taking initiatives for different civic activities	Increased number of women leaders recognised	610 women who are recognized as leaders in community or in LG	Achieved
1.11	Number of women-led initiatives supported	35	17	Partially achieved – limited capacity of CSOs in given LGs to respond to public calls
1.11	No of women who are reconised as leaders in the community or taking initiatives in response to social needs	65	17	Achieved
1.12	Number of New IT Solutions Developed	2	6	Surpassed
1.1.2	Number of women participating in the quick survey	More than 150	163	Surpassed
1.12	Number of successfully applied good practices and strategies for overcoming the daily challenges of care work	5	1	Partially achieved – only one proposal

Figure 27: Overall achievement of activities implemented under Output One

Activity	Output Indicator	Planned Target	Achieved Target	Achieved/Not Achieved/Partially Achieved
2.1. Baseline study on obstacles to participation of women in politics	**Developed baseline study on obstacles to participation of women in politics**		**Report Produced**	**Achieved – while the production of the report was somewhat delayed, the document is an excellent resource for the project and any entity working on women's political participation in Bosnia and Herzegovina**
2.2. **Media Campaign**	**Number of persons reached by media campaign**	**20,000**	**150,000**	**Surpassed, utilization of different visibility activities on social media**
2.3. Public Discussions and workshops, including public hearings.	**No of people taking part in public discussion**	**500**	**431 (388F and 43M)**	**Partially achieved -**
2.4. Capacity Building of project partners (institutionalization of gender equality principles)	**Number of capacity building activities organised for project partners**	**Not defined**	**6 capacity building activities organized for project partners**	**Partially achieved**
2.5 Support culture change within the political parties regarding gender equality	**No indicator established**			**Not achieved - setbacks regarding engagement with political parties due to increasingly political circumstances since 2018 general elections,**
2.6 Targeted public discussions and workshops for women leaders	**No of people taking part in public discussion**	**500**	**431 (388F and 43M)**	**Partially achieved**
2.7. Study Tour for Bosnia and Herzegovina Parliamaent and other relevant stakeholders	Study tour takes place	**Yes**	**Yes**	**Achieved, all interlocutors consulted stated how useful and interesting it was and led to some inspirational practices subsequent to tour**
2.7. Working with academia, ie universities and their rectorates on gender equality				**Not achieved due to constant change of government, political insecurity, turmoil in the academic community and covid 19.**
2.9 Media coalition	**Number of media joining the coalition and/or activities**	**10**	**45 persons trained**	**Partially achieved – many of the activities were postponed and an important number of women lost their jobs just after the outbreak of the pandemic**
2.10 Media initiatives	**Number of supported media tart up initiatives**	**Up to 20**	**Total of ten**	**Partially achieved**
2.10 Media Initiatives	**Numer of success stories**	**More than 10**	**More than 10 expectd**	**Ongoing**

Figure 28: Overall achievement of activities implemented under Output Two

7.4   Annex IV: List of persons interviewed

Date	Time:	Organization/Institution	Name and title of representative
19 – Apr – 2021	09:00	**UNDP Senior Staff**	Mr Sukhrob Khoskhmukhamedov, UNDP Bosnia and Herzegovina Deputy Resident Representative Ms Adela Pozder - Cengic, UNDP Sector Leader for Rural and Regional Development Mr Samir Omerefendic, Regional Manager
	11:00	**WiE Project Team**	Ms Lejla Ramic – Mesihovic, WiE Project Manager Mr Dzenan Kapetanovic, UNDP Sector Associate (WiE Quality assessment) Ms Nera Monir – Divan, WiE Project Adviser Mr Emir Basic, WiE Project Officer Mr Pavle Banjac, UNDP Head of Communications
	14:00	**Swedish Embassy**	Mr, Mario Vignjevic, Programme Officer
	16:00	**UN WOMEN**	Ms Amna Muharemovic, UN WOMEN Programme Specialist Ms Edita Miftari, UN WOMEN Governance and Leadership Coordinator Ms Masha Durkalić, Communications Associate
20 – Apr – 2021	09:00	Central Elections Commission of Bosnia and Herzegovina	Ms Irena Hadziabdagic, member of CEC
	12:30	Gender Centre of the Federation of Bosnia and Herzegovina	Ms Lejla Hodovic, Expert Associate on FIGAP Ms Ana Vukovic
21 – Apr – 2021	09:00	Committee on Gender Equality, Parliamentary Assembly of Bosnia and Herzegovina	Ms Zana Primorac Secretary of Committee on Gender Equality Mr Adil Osmanovic, MP, Chairman of Committee on Gender Equality
	10:45	Gender Equality Agency of Bosnia and Herzegovina	Ms Samra Filipovic – Hadziabdic, Director
	12:30	Tesanj Municipality	Mr Hasan Plancic, Senior Officer for MZ (Local Communities). Tesanj Municipality
	14:30	City of Gracanica	Ms Dzenana Tukulj, Secretary of the City Council, City of Gracanica
22 – Apr – 2021	09:00	CSO HRID, Ljubuški	Ms Ana Bubalo, Member of CSO
	10:45	City of Ljubuski	Ms Monika Cuvalo, Project Coordinator
	12:30	US Embassy in Sarajevo	Ms Irma Harambašić, Programme Manager
	14:30	CSO HRID project beneficiaries	Ms Ivana Lavrić, Women's cooperative Ms Lidija Herceg, Women's cooperative
23 – April – 2021	09:00	Follow Up Meeting with UNDP and WiE Project Teamnas	Ms Lejla Ramic – Mesihovic, WiE Project Manager Mr Emir Basic, WiE Project Officer Mr Pavle Banjac, UNDP Head of Communications
	10:00	Follow Up Meeting with UNDP and WiE Project Team	Ms Lejla Ramic – Mesihovic, WiE Project Manager Mr Dzenan Kapetanovic, UNDP Sector Associate (WiE Quality assessment) Mr Emir Basic, WiE Project Officer
	11:00	Westminster Foundation for Democracy (WFD)	Ms Nermina Voloder, Country Representative
	12:30	CSO Osmjeh zene, Laktasi	Ms Svetlana Malešević Pejašinović, President of CSO

	14:30	CSO Osmjeh zene project beneficiaries	Ms Oksana Lunić, project beneficiary Ms Dragica Jovanović, project beneficiary
26 – April – 2021	09:00	CSO LARA Foundation, Bijeljina	Ms Radmila Zigic, executive director
	10:45	CSO LARA project beneficiaries	Ms Svetlana Rašević Sarić, Women's cooperative Ms Maja Mršić, Women's cooperative
	12:30	Women Forum for Development	Ms Alisa Ramic – Dudic, professor Moderator of WF4D communication platforms
	14:30	Women Forum for Development	Ms Jelena Joksimovic, editor in chief (Ljepota&Zdravlje) Moderator of WF4D communication platforms
27 – April – 2021	09:00	Laktasi Municipality	Ms Sanela Ratkovic, Head of the Department for Social Affairs, Laktasi Municipality
	11:00	Focus group with participants of capacity building activities	Ms Mia Pojskic, City of Zenica, mia.pojskic@zenica.ba Ms Senada Bosno, VP of Narod and Pravda, senada.bosno@gmail.com Ms Danica Bartolic Vukelic, member of CSO Osmjeh zene, danica.bartolic.vukelic@gmail.com Ms Jasminka Joldic, member of CEC, Jasminka.Joldic@izbori.ba Ms Vildana Dzekman, legal adviser in BH Novinari Association, vildana.dzekman@bhnovinari.ba
	13:00	Gender Centre of Republika Srpska	Ms Mirjana Lukac, Director
	15:00	UN WOMEN	Mr David Saunders, UN Women representative in Bosnia and Herzegovina
28 – April – 2021	09:00	OSCE Mission in Bosnia and Herzegovina	Ms Lejla Mamut Abaspahić, Programme Officer Lejla.Mamut@osce.org
	10:45	Delegation of the EU to Bosnia and Herzegovina	Ms Ajsa Adrovic – Beslagic, Task Manager, ajsa.adrovic-beslagic@eeas.europa.eu
	12:30	International Republican Institute	Ms Almedina Karic, Project Manager, akaric@iri.org
	14:30	Sarajevo Open Centre	Ms Emina Bosnjak, Executive director, emina@soc.ba
10th Mary 2021	10.00	IRI	Ms Almedina Karic, Programme Officer

Figure 29: List of persons interviewed

7.5   Annex V: List of documents consulted

Bosnia and Herzegovina – Ministry for Human Rights and Refugees – Gender Equality Agency of Bosnia and Herzegovina – Gender Action Plan of Bosnia and Herzegovina 2018-2022

BiH Law on Prohibition of Discrimination – BiH official Gazette No. 59/09, Published on 28 July 2009 – Entered into force on 5 August 2009

Committee on the Elimination of Discrimination against Women - Sixth periodic report submitted by Bosnia and Herzegovina under article 18 of the Convention, due in 2017* [Date received: 19 April 2018]

Convention on the Elimination of All Forms of Discrimination Against Women – Adopted and Opened for Signature, ratification and accession by General Assembly Resolution 34/180 of 18 December 1979

Council of Europe Gender Equality Strategy 2018-2023 – March 2018

European Parliament – Policy Department for Citizens Rights and Constitutional Affairs - Women's Rights in Western Balkans -January 2019

European Commission – Instrument for Pre-Accession Assistance (IPA II) 2014-2020
Bosnia and Herzegovina EU Gender Equality Facility

Human Rights Papers – Paper 44 – 2019 Alternative Report on the Application of Bosnia and Herzegovina for the European Union Membership: Political Criteria

Law on Gender Equality in Bosnia and Herzegovina

Maja Radevic - Western Balkans Regional Platform for Advocating Media Freedom and Journalists Safety – Bosnia and Herzegovina – Indicators on the level of media freedom and journalists safety 2019 – 2019

Prof Zarfa Hrnjic Kuduzovic, PHD, Docent Zlatiborka Popov Momcinovic, PHD, MA Amela Delic, Senior Assistant – Status of Female Journalists in Bosnia and Herzegovina – Interdisciplinary Study – February 2019

Roadmap for Gender Equality in Elected Office: 6 Step Action Plan – Final Report – April 2018

UNDP – Social Inclusion in Bosnia and Herzegovina – 2020 National Human Development Report

UNDP Women In Elections Prodoc Final (2017)

UNDP Women in Elections ProDoc Final Revised 1 August 2019

UNDP Women in Elections ProDoc Revised 8 June 2020

UNDP Women Leadership in Action: Emancipation in service of humanitarian and emergency practices in the times of pandemic crisis – support to the Covid-19 Emergency Response and Early Recovery in Bosnia and Herzegovina – April 2020

UN Women and UNDP – Political Parties and Gender Equality – A Guide to Inside-Out Transformation – 2021

UNDP – Women in elections in Bosnia and Herzegovina – Narrative Report Accompanying the RRF (draft of 27 April 2021 – Reporting Period 1 December 2017 – 31 March 2021 – April 2021

UNDP – Women in Elections in Bosnia and Herzegovina – Risk and Assumptions update March 2020

UNDP Proposed Synergies Between Strengthening Local Communities and Women in Elections Programmes in Bosnia and Herzegovina

UNDP Financial Report 1-January – 31 December 2018

UNDP Annual Report Dec 2017-Nov 2018

UNDP Financial Report – 1 January – 31 December 2019

UNDP Annual Report Dec 2018 – Dec 2019

UNDP Ad Interim Report – January 2020 – August 2020

UNDP Progress report based on the baseline study on barriers to political participation of women

UNDP Women in Elections in Bosnia and Herzegovina – Annual Progress Report (1 December 2018-31 December 2019)

UN Women and UNDP – Baseline Study on Barriers to Political Participation of Women in Bosnia and Herzegovina - 2020

UN to UN Agreement with UN Women

UN to UN Agreement, April-December 2019

UNDP CO BiH Gender Action Plan (2015-2019)

UNDP Country Programme Document for Bosnia and Herzegovina (2015-2019) 4 June 2014

United Nations Development Assistance Framework - One United Nations Programme and Common Budgetary Framework Bosnia and Herzegovina 2015-2019

Westminster Foundation for Democracy – Violence Against Women in Politics in Bosnia and Herzegovina – May 2019