



Flood Recovery – Housing Interventions in the Federation of Bosnia and Herzegovina

For United Nation Development Programme - Evaluator: Gordana Alibašić

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Project and evaluation information details

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Implementing party	United Nations Development Programme UNDP (in partnership with Arbeiter-Samariter-Bund, Hilfswerk International)

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List of acronyms and abbreviations

ASB	Arbeiter-Samariter-Bund
AWP	Annual Work Plan
BiH	Bosnia and Herzegovina
CSA	Cost Sharing Agreement
CfP	Call for Proposal
COVID-19	Coronavirus disease of 2019
CSO	Civil Society Organisation
CRS	Catholic Relief Services
DEI	Directorate for European Integration
EC	European Commission
EU	European Union
EUD	Delegation of the European Union
FBIH	Federation of Bosnia Herzegovina
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GDP	Gross Domestic Product
HWI	Hilfswerk International
IDP	Internally displaced persons
IP	Implementing partner
IFI	International financial institutions
ILO	International Labour Organization
IOM	International Organization for Migration
LFA	Logical Framework Analysis
LID	Local Integrated Development
LG	Local government
MSMEs	Micro, small and medium enterprises
MoU	Memorandum of Understanding
MHRR	Ministry for Human Rights and Refuges
NGO	Non-Governmental Organisation
PB	Project board
RS	Republika Srpska
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

*

Executive summary

The Flood Recovery – Housing Interventions in the Federation of Bosnia and Herzegovina Project (the Project) was implemented from September 2017 until June 2021 by the United Nations Development Programme Bosnia and Herzegovina (UNDP), working together with the Arbeiter-Samariter-Bund and Hilfswerk International and flood affected partner municipalities and cities in the Federation of Bosnia and Herzegovina.

The total project budget stands at EUR 6,786,944.89 and it was co-funded by the European Union, the Government of the Federation of Bosnia and Herzegovina, 21 partner municipalities and cities¹ in the Federation of Bosnia and Herzegovina, Zenica – Dobož canton and the United Nations Development Programme. The Project built upon the lessons learned, and results achieved, of the earlier EU Floods Recovery Programme (EU FRP), focusing in particular on those prospective beneficiaries ineligible for assistance under the EU FRP umbrella. The overall objective of the Project was to assist the most vulnerable in recovering from the aftermath of the disaster by providing integrated shelter and livelihoods assistance, as appropriate. The specific objectives of the Project were to improve housing conditions for vulnerable households whose homes were substantially damaged, or destroyed, in the disaster, and to restore and develop economic and livelihood opportunities for low-income vulnerable households assisted through housing recovery. In total, the Project provided durable shelter for 385 families with 1,102 members, while also providing livelihoods assistance to a total of 88 supported households.

The Project implementation period coincided with the global outbreak of the COVID-19 pandemic, starting in March 2020. The COVID-19-imposed lockdown resulted in a temporary suspension of activities in the field, both within housing and livelihood components. The Project therefore adjusted the implementation dynamics and modality, wherever needed, in order to overcome new and unexpected circumstances.

Purpose and methodology of the evaluation

The purpose of this evaluation is to provide an impartial review of the Project. The evaluation exercise looked at the Project's relevance, effectiveness, efficiency, impact, sustainability, management and achievements. The information, findings, lessons learned, and recommendations generated through the evaluation are expected to assist the Project Board partners, to include the United Nations Development Programme, the Delegation of the European Union to Bosnia and Herzegovina, as well as any other relevant stakeholders, by informing future programming.

The evaluation methodology was participatory, involving relevant stakeholders, partners and beneficiaries. A combination of relevant quantitative (survey of partner local government representatives) and qualitative (interviews with stakeholders, institutional partners and selected beneficiaries as well as focus groups discussion with selected partner local government representatives) methods were employed to conduct the evaluation, with a focus on collecting gender sensitive data and the use of analytical methods and tools applicable to the circumstances. The evaluator combined all relevant tools and techniques in order to ensure the maximum level of reliability of the data and the

¹ Cazin, Dobož Istok, Domaljevac-Šamac, Goražde, Gračanica, Gradačac, Kakanj, Kalesija, Maglaj, Odžak, Orašje, Sapna, Srebrenik, Tešanj, Travnik, Tuzla, Vareš, Vogošća, Zavidovići, Zenica and Žepče

validity of the evaluation findings. The evaluation was conducted in June 2021 followed by a submission of a draft report in July.

The information obtained through surveys, interviews, focus groups discussions, and field visits was triangulated against available documented sources and information obtained from the Project Team and then synthesised using analytical judgment.

Key Findings

The Project design was clearly guided by the intended intervention results, directly bringing about a considerable improvement in living conditions for 385 vulnerable households whose homes were substantially damaged or destroyed in the disaster. The project benefited from strong management with appropriate mechanisms in place to ensure cost-effectiveness and efficiency in delivery. Ultimately, the intervention provided durable shelter for 1,102 people in flood-affected areas, thereby enabling those most affected by the disaster to resume normal life.

Overall, it is the finding of this evaluation that the Flood Recovery - Housing Interventions in the Federation of Bosnia and Herzegovina project was highly successful in delivering on its intended results.

Relevance

The evaluation concludes that the Project was **highly relevant**² to the needs of the beneficiaries because it improved their living conditions through returning into rehabilitated, or moving into newly built homes, constructed in line with the relevant national housing standards. Also beneficiaries received tailor-made livelihood support based on the individual circumstances of partner local communities, which helped them to improve livelihoods opportunities and earn extra income.

By delivering on its objectives, the Project as a whole contributed to the achievement of targets set within the Sustainable Development Agenda 2030. More specifically, SDG 13 (Take urgent action to combat climate change and its impact), SDG 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), and SDG 8 (Promote sustained inclusive and sustainable economic growth, full and productive employment and decent work for all).

The project was framed at the design stage by the United Nations Development Assistance Framework for Bosnia and Herzegovina 2015–2020 and the UNDP Country Programme Document 2015–2020 and this contributed directly to achieving greater change. Their Outcome 3 defines, “By 2019, there is effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters”, while Outcome 4 states, “By 2019, economic, social and territorial disparities are decreased through coordinated approach by national and subnational actors.” The project is also aligned with the UNDP Country Programme Document 2021–2025 as per Outcome 1, “By 2025, people benefit from resilient, inclusive and sustainable growth ensured by the convergence of economic development, and management of environment and cultural resources.”

² Scale for criteria assessment:

Excellent: all indicators exceeded the targets set at the inception, no project extension
Highly relevant/satisfactory: 90% - 100% of key indicators have achieved the target
Satisfactory: 50--89% of key indicators have achieved the targets
Partly Unsatisfactory: 25--49% of key indicators achieved the targets
Unsatisfactory: Less than 25 % of key indicators achieved the targets

Effectiveness

Under this criterion, the Project's performance is rated as **highly satisfactory** since the intervention not only met but also exceeded almost all of its targets. The Project has made a significant contribution towards the improvement of living conditions for vulnerable households affected by the disaster and although, strategically, the Project represents a continuation of an earlier intervention, the adaptation needed to ensure full implementation under the conditions of a global pandemic necessitated a thorough rethink by the Project Team.

The Project's exhaustive efforts to target the most vulnerable, according to pre-defined criteria, ensured that the intended beneficiaries, i.e. the marginalised communities, to include youth, persons with disabilities, returnees, internally displaced and minorities, were able to take advantage of opportunities offered. The Project also supported the transfer of knowledge to partner local authority representatives through their participation in all project phases, starting with the public call through beneficiary selection, monitoring of the construction works, and the final acceptance of rehabilitated and constructed houses.

Efficiency

The overall efficiency of the project was **satisfactory**, while the governance mechanisms were appropriate. The total expenditure was around EUR 6.5 million at the time of evaluation with more than 22 per cent secured in partner co-financing. The project had an efficient implementation process, considering that it executed the construction of 203 new homes and the rehabilitation of 182 homes in line with the relevant national housing standards in flood-affected areas. In addition to co-financing, the local governments provided additional help to beneficiaries for the purchase of land for houses, construction of infrastructure, issuance of urban and construction permits, construction of access roads and landscaping, geotechnical exploration works, the removal of the existing buildings, settlement of property relations, payment of administrative fees, commissions, etc.

The project results were achieved through the strategic allocation of financial, human and technical resources. The project appears to have had a strong management capacity with appropriate cost-effective measures in place. The project design was based on a realistic, clear and straightforward intervention logic. Annual utilisation of the planned financial resources showed quite a low execution rate in the first year but got on track by the end of the project.

The COVID-19 pandemic, alongside other challenges in implementation, caused delays necessitating an extension; the Project Team, however, displayed a great deal of flexibility and managed to overcome the obstacles encountered, exceeding nearly all targets. In total, the Project duration was extended by 16 months.

The cooperation between the European Union, as the donor, and UNDP, Arbeiter-Samariter-Bund and Hilfswerk International, as the implementing partners, was highly successful. The interaction with other relevant complementary projects contributing to the same goal triggered synergies that helped

maximise results, primarily the flood recovery counterpart project taking place in the Federation of Bosnia and Herzegovina, then the World Bank 'Investment in Flood Protection and Prevention' initiative, working on disaster reduction and recovery, the UNDP interventions targeting sustainable economic development, to include the EU-funded EU4Business and EU4Agri. In the segment of infrastructure improvement, the Project also cooperated with the Swiss-funded Municipal Economic and Environmental Governance Project.

Impact

The Project's performance in delivering on its intended impact is deemed "highly satisfactory". The intervention has effectively helped the disaster-affected recover, with some even managing to improve on their circumstances, not only through the provision of superior shelter but also through new livelihood opportunities. Livelihood assistance was pursued in parallel through support to subsistence farming and through self-employment programs, designed based on the circumstances and aspirations of individual beneficiaries.

Beneficiaries who were surveyed expressed their gratitude for the assistance and satisfaction with their new homes, the quality of the construction works, as well as with the utility of agriculture and entrepreneurship packages. Overall, the lives of beneficiaries involved with the Project have improved as a result of assistance received, with many benefiting from homes, and livelihoods opportunities, superior to those enjoyed pre-floods.

Sustainability

The sustainability of the project is rated as **highly satisfactory**. Considering its critical importance in disaster recovery operations and having in mind the likelihood of repeat events, sustainability was secured via several distinct but mutually reinforcing strategies. The aim was to directly minimise the risks posed by repeat events that have the potential to reverse the impact of recovery and thrust affected populations back into a position of vulnerability. The Project thus ensured that no investments were made in hazardous areas and that no work was undertaken on homes that could not meet the requirements for issuance of the construction permit. In the livelihoods sector, the affected population benefited from a number of income sources, which reduced their reliance on a single source of livelihood. In agricultural assistance, efforts were made to prioritise varieties that are adaptable to climate change and that can withstand mild to moderate weather events. Livelihood recovery geared towards development also led to a gradual reduction in inherent economic vulnerability, making beneficiary households more resilient in the event of future disasters.

At the same time, institutional sustainability was secured through the continuous and intensive engagement of the local authorities. All partner local authorities signed a Memorandum of Understanding outlining their long-term obligations and making them partly responsible for managing beneficiary relations. They also entered into binding contracts with beneficiaries that made them ultimately responsible for project results once its components had been implemented by United Nations Development Programme. The project also transferred tools to the relevant domestic authorities in order to ensure their future use.

Environmental sustainability was ensured through a direct improvement in energy efficiency of constructed and rehabilitated homes, reducing energy expenditure and contributing further to the financial sustainability of the recipient households.

Main Recommendations

The evaluation makes the following set of recommendations derived from the analysis presented in the previous sections of this report and the lessons learned:

Recommendation	Linked to conclusion/criterion	Addressed to	Comment on the recommendation
1. Cooperation among the implementers and unique standards in the delivery process should be set at the beginning of a project, as it was the case in this intervention. This is particularly important if there is more than one implementer.	Efficiency	UNDP Implementing partners	Project timeline
2. Flexibility during project implementation is important in terms of accommodating unexpected circumstances, such as the COVID-19 pandemic, and adapting to any project design failures that may arise.	Efficiency	UNDP	Future project design
3. Combining the housing and livelihood components of a disaster recovery project is crucial to project sustainability. Beneficiaries who have received both types of assistance benefited significantly. Designing disaster recovery projects needs to include both components in order for the beneficiaries to achieve sustainability. On the other hand, the selection of livelihoods beneficiaries from the pool of housing beneficiaries proved to be extremely challenging, thus limited the number of beneficiaries who could qualify for the economic support. The livelihood beneficiaries should not be selected exclusively from within the ranks of housing beneficiaries.	Sustainability	UNDP donors	Design for future disaster recovery projects
4. Encourage the creation of a platform that includes the potential risks and risk mitigation measures aimed at reducing the risk of disasters in each local governance unit.	Sustainability	UNDP Local governance partner	The platform would serve to coordinate the activities within a local governance unit related to the potential risks and the associated risks mitigation measures.

1. Introduction and overview

The following report presents the evaluation findings for the Flood Recovery – Housing Interventions in the Federation of Bosnia and Herzegovina Project, implemented from 1 September 2017 to 30 June 2021. The evaluation was commissioned by the United Nations Development Programme in order to provide an impartial review of the project in terms of its relevance, effectiveness, efficiency, impact, sustainability, management and achievements. In addition to assessing the performance of the Project, the report is also meant to inform future programming by Project Partners.

1.1 Background and context

Already difficult socio-economic conditions in the country were further exacerbated by the worst floods and landslides on record that struck the country in May 2014. The disaster that struck Bosnia and Herzegovina in May 2014 affected a quarter of the country's territory and approximately one million people or approximately 27 per cent of the population³. Over 50 per cent of local governments in the country were affected in some form by the event, with substantial damage recorded to the housing stock, infrastructure, vital service providers and productive assets. The effect of the disaster on the most vulnerable was to exacerbate their pre-existing problems and disproportionately impact their lives. Nowhere was this exhibited more than in the case of returnees and the internally displaced.

The international community reacted swiftly in the aftermath of the disaster, through the provision of emergency and humanitarian assistance and by convening a donor conference in July 2014 that led to substantial funds pledged for the rebuilding of the country. The first comprehensive recovery effort to hit the ground was the European Union financed Flood Recovery Programme, which rolled out in August 2014 and was spearheaded by the United Nations Development Programme in Bosnia and Herzegovina (UNDP) along with the International Organization for Migration (IOM) and the United Nations Children's Fund (UNICEF).

Phase I of the Flood Recovery Programme was implemented by UNDP in 2014 up until 2017 across 65 municipalities. The Programme was endowed with a budget of EUR 43.5 million of which EUR 42.2 million came from the EU and EUR 1.3 million from the UNDP. Phase I led to repair of 4,648 houses making it possible for 14,747 vulnerable persons to return to their homes⁴. 250,000 people in flood affected areas benefitted directly from improved public services and infrastructure in 51 local governments.

Yet despite the impressive outreach under Phase I of the Flood Recovery Programme with more than 610,000 people assisted, a significant number of the most vulnerable had yet to recover. Based on data collected through the Recovery Gap Assessment that was conducted by UNDP in 2015 and subsequently verified through visits to 45 affected localities in the Federation of Bosnia and Herzegovina and the Federation of Bosnia and Herzegovina and through contact with the relevant authorities at all levels of government, there were still around 28,000 households (12,000 in the Federation of Bosnia and Herzegovina and 15,700 in Republika Srpska) that required further assistance to recover. This included the need for durable housing solutions and/or livelihood support. More specifically, a total of 4,900

³ https://www.ba.undp.org/content/dam/bosnia_and_herzegovina/docs/Response%20to%20Floods/RNA.pdf

⁴ <https://europeanwesternbalkans.com/2017/05/17/evaluation-report-of-the-eu-flood-recovery-programme-in-bih-presented/>

families (1,200 in the Federation of Bosnia and Herzegovina and 3,700 in Republika Srpska) resided in temporary or sub-standard housing and another 10,800 low-income households continued to suffer from the economic effects of the disaster.

2. Description of the intervention

The Project was funded by the European Union and co-funded by the Government of the Federation of Bosnia and Herzegovina, Zenica-Doboj Canton, partner local authorities affected by the disaster and UNDP. UNDP was also the lead implementation agency, working together with the Arbeiter-Samariter-Bund and the Hilfswerk International, and the flood affected partner municipalities and cities in the Federation of Bosnia and Herzegovina.

The overall objective of the Project was to support the sustainable recovery of flood and landslide affected communities in the Federation of Bosnia and Herzegovina, assisting the most vulnerable in recovering from the effects of the disaster by providing multi-sectorial integrated assistance through both restoring homes and recovering livelihoods.

Specific objectives of the Flood Recovery – Housing Interventions in the Federation of Bosnia and Herzegovina were: i) to improve housing conditions for vulnerable households whose homes were substantially damaged or destroyed in the disaster, and ii) to restore and develop economic and livelihood opportunities for low-income vulnerable households assisted through housing recovery.

The results of the Project confirm lessons learned from the implementation of a series of recovery interventions in Bosnia and Herzegovina, suggesting that the most successful projects are those with a high degree of multi-sectoral integration, helping meet the affected population's full range of needs. Where housing assistance ensured that outstanding durable accommodation needs are met for the most acutely affected, the intervention also offered tailored income generation and employment opportunities. The Project prioritized the most vulnerable with recovery needs assessment taking place at household level through an analysis of requirements, capacities, vulnerabilities and the operational environment. Resilience building measures were mainstreamed across all activities, while key cross-cutting issues, such as gender equality, protection of minorities and the environment warranting serious consideration.

The Project represented the second phase of the European Union's flood recovery effort rolled out in 2014 and, as such, incorporated lessons learned arising from the first project phase.

Recommendations and lessons learned through Phase I and adopted for Phase II:

1. Beneficiary Selection

The efficiency and effectiveness of Phase I of the Flood Recovery Programme can in large part be attributed to the development and consistent application of clear beneficiary selection criteria that underpinned all project activities.

Additionally, in order to guide and manage the selection process, Municipal Beneficiary Selection

Commissions were established across all partner localities with membership that included municipal government officers from the relevant sectors and backgrounds (civil engineer or architect), representatives of the affected local communities (such as the presidents or representatives of the local communities – 'Mjesna Zajednica'), representatives of the local centres for social welfare, along with representation from the United Nations Development Programme.

2. Quality Assurance

In the course of implementation, UNDP introduced a series of quality assurance measures aimed at ensuring the highest standard of assistance for all beneficiaries. This entailed multi-level building supervision - encompassing UNDP engineers, municipal architects, and independent construction surveyors - taking place during construction, as well as post-construction quality surveys carried out once the beneficiaries had moved in.

In addition to taking on quality assurance measures pioneered in Phase I, the Project introduced a review of the beneficiary selection process, subjecting 5% of all beneficiaries selected to an exhaustive examination to assure their eligibility as well as overall process integrity.

3. Sustainability

The sustainability of the results of the initial flood recovery programme was greatly improved through the development and administration of a Housing Risk Assessment, a comprehensive examination of flood and landslide risks associated with housing settlements in Bosnia and Herzegovina. The findings of the Assessment helped guide the provision of assistance and steered the project away from at-risk areas where repeat events were likely, thus safeguarding the donor's investment. Likewise, Phase II was guided by the principle of 'building back better', meaning that no structures were to be erected or rehabilitated in at-risk areas. This ensured that all new and rehabilitated homes were disaster resilient. In addition, the housing component was accompanied by livelihood support in order to improve household sustainability in what was a difficult post-disaster context. Ultimately, livelihood recovery was geared towards development, in addition to recovery, and intended to lead to a gradual reduction in inherent economic vulnerability, therefore making beneficiary households more resilient in the event of future disasters.

The project governance mechanism entailed partner government institutions (Ministry of Human Rights and Refugees of Bosnia and Herzegovina, the Ministry of Spatial and Physical Planning of the Federation of Bosnia and Herzegovina - on behalf of the Government of the Federation of Bosnia and Herzegovina), the Delegation of the European Union to Bosnia and Herzegovina, and UNDP, along with Arbeiter-Samariter-Bund and Hilfswerk International, as a non-voting member.

UNDP's partnership with the Arbeiter-Samariter-Bund and Hilfswerk International was a key driver in the success of the Project, due to the co-applicants experience and track record in housing stock rehabilitation. While UNDP lead the overall project implementation, the Arbeiter-Samariter-Bund and Hilfswerk International were engaged in effectively delivering results contributing to Specific Objective 1 related to construction and rehabilitation of housing. Overall, Arbeiter-Samariter-Bund and Hilfswerk International performed rehabilitation of 121 and construction of 156 houses, which is around 72 per cent of the entire caseload. This enabled rehabilitation of more houses in a shorter period of time.

Overall Project design and implementation was guided by the findings of the Recovery Gap Assessment conducted in December 2016⁵. The exercise resulted in a snapshot of caseload needs by affected local government with information subsequently verified by relevant municipal authorities and cross-checked with entity and cantonal institutions. As part of the verification exercise, affected local authorities and the Federation of Bosnia and Herzegovina Government, expressed their commitment to the project and pledged to co-finance Project activities. Accordingly, memoranda of cooperation were signed with 21 affected partner local governments: Cazin, Dobož Istok, Domaljevac-Šamac, Goražde, Gračanica, Gradačac, Kakanj, Kalesija, Maglaj, Odžak, Orašje, Sapna, Srebrenik, Tešanj, Travnik, Tuzla, Vareš, Vogošća, Zavidovići, Zenica and Žepče, which defined partners' responsibilities in project implementation, including, among others, the designation of a municipal focal point, co-financing obligations, participation in beneficiary selection, land allocation and permitting commitments, commitment to social inclusion, etc. A separate agreement was also signed with Zenica – Dobož canton and the Government of the Federation of Bosnia and Herzegovina.

Selection of beneficiaries for both housing construction and rehabilitation assistance was guided by a uniform set of criteria developed through the project and endorsed by the Project Board. The criteria were designed in consultation with relevant local authorities. Special consideration was given to economically vulnerable people who were less likely to be insured for flood damage, returnees and internally displaced persons, persons with disability and illness, the elderly, single-parent households, unemployed men, women, youth and minorities, such as Roma, who are socially excluded and have limited access to finance.

The criteria set out general and specific conditions for eligibility that were verified with minimum burden on the beneficiaries and in partnership with relevant local institutions. The following criteria were considered as eliminatory: the applicant's home was damaged or destroyed as a result of the 2014 floods and/or landslides; the applicant was living in the damaged/destroyed home prior to and during the 2014 disaster; the applicant was residing in collective shelter, with relatives/friends, or in rented accommodation at the time of application; housing unit possesses construction permit or fulfils necessary conditions for its issuance; the applicant is the owner of the damaged/destroyed property; the applicant does not own another habitable housing unit and was not included in previous EU FRP housing rehabilitation.

The call was issued in all leading daily newspapers, posted on municipal websites and made available through representatives of local communities (MZs). The call contained critical information, such as criteria for eligibility, details on the application and selection processes, locations where the applications can be collected and submitted, information on selection methodology to ensure transparency, and any relevant instructions for the applicants. Partner local governments' staffs were trained on intake procedures. The application process under the public call also collected preliminary information on existing household revenue streams as a basis for the subsequent Livelihoods Needs Assessment.

Beneficiary selection was carried out at the local level through Municipal Beneficiary Selection Commissions, set up to include representatives of affected local communities, municipal government officers from relevant sectors and backgrounds (a civil engineer or architect, and an economist), representatives of local welfare centres, along with representation by UNDP and its partners, Arbeiter-Samariter-Bund and Hilfswerk International. The commissions managed and administered the selection and verification process. To ensure process uniformity across the project area and to provide a better

⁵ https://www.ba.undp.org/content/dam/bosnia_and_herzegovina/docs/Response%20to%20Floods/RNA.pdf

understanding of the roles for individual commission members, orientation training was conducted by UNDP for all selected local governments.

As for the economic recovery component, its design and implementation was guided by the results of the Livelihoods Needs Assessment, conducted in 2018. The assessment was designed to identify and tailor individual assistance packages for sustainable income generation for each beneficiary household. Based on the assessment, and the individual needs of each recipient, the Project amended targets related to the type of assistance to be delivered, with agricultural recovery support making up the bulk of support. Overall, with the amended targets, the Project assisted 22.8 per cent of the total beneficiary community (88 households). The relatively wide array of livelihood support opportunities was designed to include as many prospective beneficiaries as possible.

To ensure that the construction works are delivered up to a standard, the project engaged external companies to conduct the supervision of the works, alongside technical representatives of partner local governments, and UNDP and Arbeiter-Samariter-Bund and Hilfswerk International engineers.

The project also designed and administered a comprehensive post-delivery quality assurance process that included quality and quantity reviews for works implemented on all 385 housing units, which ensured maximum quality in delivery even after all works were concluded. Where necessary, contractors removed all detected defects, in line with relevant contractual provisions. The post-delivery quality assurance process of construction works was completed in June 2021 and served to provide support to beneficiaries in the post-implementation period. Quality control in the field of agricultural production was carried out in May and the first half of June 2021. It verified the quantity and quality of delivered agricultural assistance packages, checked the condition of equipment and machinery, storage and maintenance conditions, identified any and all possible failures on equipment and machinery subject to warranty, and ensured the elimination of any defects. The quality of delivered agricultural packages was found to be satisfactory and the exercise confirmed that all beneficiaries have adequately used and maintained donated equipment, while also taking on board the new skills acquired through the Project. Beneficiaries purchased seedlings in a timely manner with their own funds and activated the greenhouse production of tomatoes, peppers and onions for the spring season of 2021. Most beneficiaries expressed a desire to expand existing capacities in terms of greenhouse production and confirmed that this type of support was extremely important in generating additional income for their households. They especially expressed their gratitude for the professional support provided by agronomists during the project, which allowed them to acquire knowledge that is of great importance to them, especially when it comes to greenhouse production.

Target groups and beneficiaries

Local Governments: The Project worked with 21 local government partners in the Federation of Bosnia and Herzegovina: Cazin, Doboj Istok, Domaljevac-Šamac, Goražde, Gračanica, Gradačac, Kakanj, Kalesija, Maglaj, Odžak, Orašje, Sapna, Srebrenik, Tešanj, Travnik, Tuzla, Vareš, Vogošća, Zavidovići, Zenica and Žepče.

Vulnerable families whose homes were destroyed or damaged by the floods. The project targeted households from vulnerable social and economic categories permanently displaced by the 2014 flooding event, as well as those whose homes had been damaged or were deemed to fall short of the relevant housing standard. The intervention directly benefitted 385 vulnerable families or 1,102 individuals in the Federation of Bosnia and Herzegovina of which 49 per cent were women through housing construction

or rehabilitation support. Some of these families were also included in the livelihood component, which focused on assistance packages for agriculture and entrepreneurship.

Entity: The project engaged with the Entity of the Federation of Bosnia and Herzegovina in order to ensure that their financial commitments were met and to create synergies with their complementary investments and the livelihood support interventions in the target localities.

Impact of Covid-19

Starting in March 2020, Project implementation was abruptly halted by the global outbreak of the COVID-19 pandemic. The subsequent lockdown resulted in a temporary suspension of all activities in the field, both within the housing and the livelihood component, during the months of March and April. The project adjusted the implementation dynamics and modality wherever necessary in order to overcome the new and unexpected circumstances. Mentoring for entrepreneurs and agricultural producers was implemented via online platforms, while the construction activities continued gradually by adhering to strict health and safety guidelines when it came to protection measures and the number of construction staff present on site. Yet the rehabilitation and quality assurance activities, which require close contact with beneficiaries, took longer to resume because of the greater risk of spreading the virus.

3. Scope and objectives of the evaluation

Purpose

The purpose of this evaluation is to provide an impartial Project review, assessing its relevance, effectiveness, efficiency, impact, sustainability, management arrangements and achievements. The information, findings, lessons learned, and recommendations generated by the evaluation are intended to help Project partners achieve a greater understanding of Project performance, as well as effectively use those experiences to inform future programming.

Objective

The objective of the evaluation is to examine the overall performance of the Project. This includes its results, inputs and activities as well as how the outputs delivered by the projects added value to the target groups and institutional beneficiaries. In addition, this evaluation aims to provide forward looking recommendations to the Delegation of the European Union, United Nations Development Programme, the-Samariter-Bund and the Hilfswerk International and the institutional partners (Ministry for Human Rights and Refugees of Bosnia and Herzegovina and the Ministry of Spatial and Physical Planning of the Federation of Bosnia and Herzegovina (on behalf of Government of the Federation of Bosnia and Herzegovina) on any outstanding aspects of recovery from the 2014 disaster.

Scope

The evaluation looked at the extent to which the project outcomes and outputs have been achieved throughout the project implementation period (based on the Project Document and its results framework). The evaluation reviewed the two sets of activities implemented under the project and its contribution to the set of outputs, capturing the changes triggered in sustainable recovery.

The evaluation looked into the following aspects of the Project:

- Implementation of construction and rehabilitation efforts;
- Implementation of livelihoods activities;
- How the project adjusted the implementation strategy to take into account the new circumstances imposed by the pandemic;
- The innovations, strategic partnerships and linkages in relation to the specific country context that proved critical in producing the intended outputs; and
- The factors that facilitated and/or hindered progress in achieving the outputs, both in terms of the external environment and risks and internal factors, including weaknesses in design, management, human resource skills and resources.

The evaluation answered key questions provided in Evaluation Matrix, Annex 1, in order to determine the relevance, effectiveness, efficiency and impact of the Project, as well as the lessons learned and the sustainability of the achievements.

4. Evaluation approach and methods

The proposed methodology was participatory in design and administration, as required by the Terms of Reference for this evaluation, involving the relevant stakeholders, partners and beneficiaries, and, as such, it employed a combination of applicable quantitative and qualitative methods. The methodological approach was also heavily influenced by the relevant public health considerations resulting from the coronavirus pandemic.

Quantitative data collection included a survey of partner local government representatives, conducted on-line with all participating local authorities, while the qualitative section included interviews with stakeholders, institutional partners and selected beneficiaries, as well as focus group discussions with selected partner local government representatives. The Project Team provided a list of stakeholders and institutional partners to be interviewed while beneficiaries were selected directly by the evaluator.

Focus was also placed on to the collection of gender sensitive data and the application of analytical methods and tools applicable to the relevant circumstances. The evaluator combined all available evaluation tools and techniques in order to ensure the maximum reliability of data and the validity of the evaluation findings.

4.1. Methodological approach

The evaluator first conducted a desk review of the documents provided in Annex 2 and then organised a meeting with the members of the UNDP Project Team in order to gain a better understanding of the Project itself, and to decide on the evaluation criteria. The survey and interview questions, and the data collection tools, were generated based on these inputs. Different questionnaires were designed for the donor, key stakeholders and beneficiaries.

The donor representative and key project stakeholders were interviewed virtually; all contacted individuals were responsive to the evaluator's request and were very informative with their observations.

The survey designed for local government partners was made available online to be completed and returned to the evaluator by the mayor and the project coordinators for housing and livelihoods components. Local authorities were given a ten-day timeframe to complete the survey.

The evaluator also conducted a focus group discussion with two partner local governments in the Federation of Bosnia and Herzegovina: Gradačac (one participant) and Zavidovići (2 participants) as well as two representatives of Hilfswerk International - the implementer. The explanation for inviting the implementer is provided in 6.4.3. (page 37). Participating local governments were selected based on their responses to the survey; overall, five local governments were invited to take part in the focus group but, ultimately, only two were able to do so.

Finally, field visits were conducted to 17 households across 6 local governments to verify the status of the assistance received and to interview the beneficiaries on their experiences with the Project.

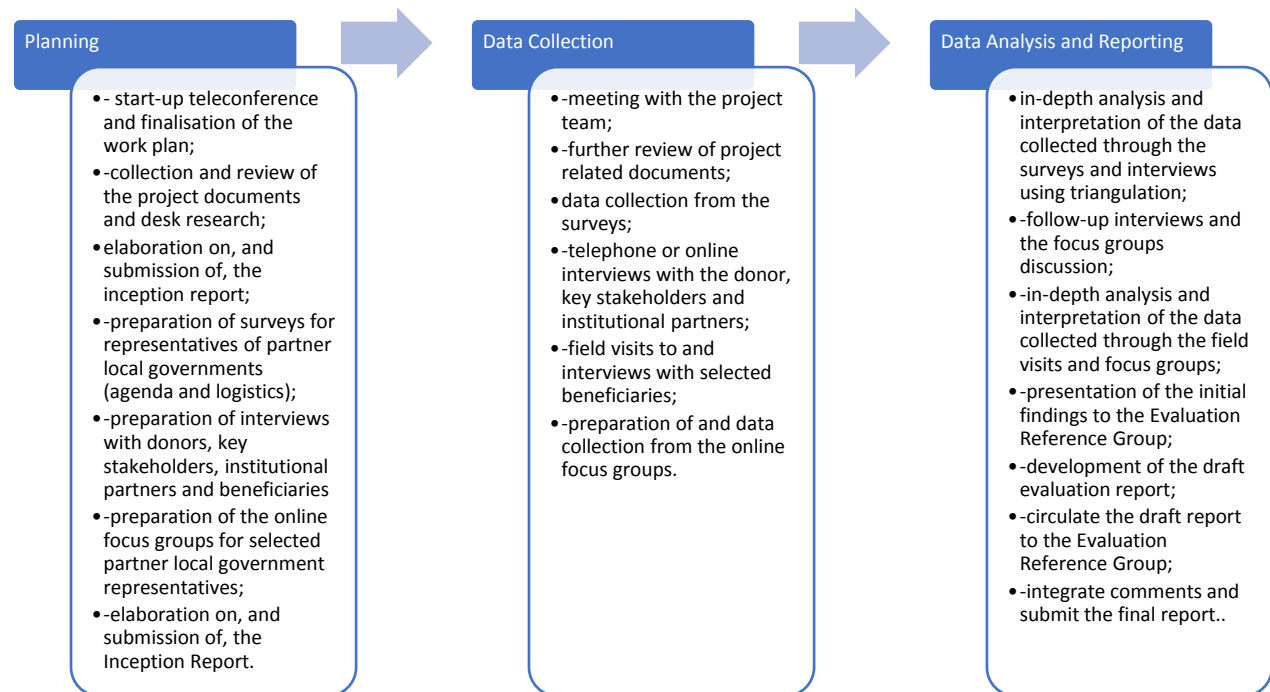
The information obtained through the surveys, interviews, the focus groups discussion and field visits was then triangulated against the available documented sources and the information obtained from the Project Team.

Based on the terms of reference, the methods used were deemed the most suitable for the work given the circumstances at the time, as the methodology involved a combination of both quantitative and qualitative methods. While most of the data collection happened virtually, to reduce the risk of infection and/or transmission, a limited number of field visits was necessary to ensure a complete insight into the project results.

4.2. Evaluation Steps

The Chart below shows the evaluation steps with activities performed under each step.

Figure 1: Evaluation steps and activities performed under evaluation steps



4.3. Evaluation tools

Data collection methods applied in the evaluation included the following:

Desk review: The evaluator conducted a detailed review of the project materials and deliverables, including but not limited to the Project Document and Addendums, the theory of change and the results framework, monitoring and project quality assurance reports, annual work plans and consolidated progress reports. The detailed list of documents made available by the project team for desk review is provided in Annex 2.

Meetings: Using virtual platforms, the evaluator remotely conducted meetings with the project team/board members. The list of interview questions contained in Questionnaire 1 is provided in Annex 3.

Online surveys: The evaluator conducted online surveys involving the representatives of 21 partner local governments participating in the project, achieving a 76 per cent response rate. The survey tools (Survey 5) are provided in Annex 3.

Key informant interviews: Using virtual platforms, the evaluator remotely interviewed the representative of the donor (Delegation of the European Union), Project Board members, the Arbeiter-Samariter-Bund and the Hilfswerk International, as well as the main institutional partners, including the Ministry of Human Rights and Refugees of Bosnia and Herzegovina and the Ministry of Spatial and

Physical Planning of the Federation of Bosnia and Herzegovina. The list of persons interviewed is provided in Annex 4.

Field visits/spot checks: Visits to selected beneficiaries were conducted in order to collect relevant evidence on the results and beneficiaries of the project, done in compliance with all epidemiological measures related to the COVID-19 pandemic.

Based on the lists of beneficiaries provided by the project team, the evaluator selected 22 beneficiary households to be visited and/or interviewed by telephone. The evaluator ultimately visited six different local governments and 17 beneficiary households in total, including 2 self-employed beneficiaries. The additional beneficiary households were interviewed by telephone. The list of selected beneficiaries and field visit schedule are provided in Annex 5.

The beneficiaries were selected based on the assistance they received with the aim to ensure adequate representation across all types of beneficiaries (housing and livelihood support). The selected beneficiaries represented a near-identical gender ratio as the overall pool of beneficiaries (33 and 52 per cent overall visited female beneficiaries against 385 and 49 per cent for the overall female population supported), making the sample highly representative. The table below shows characteristics of beneficiary sample visited.

Figure 2: Characteristics of visited beneficiaries

Number of visited Local governments	No. of visited/interviewed Households	No. of visited beneficiaries	No. of visited female beneficiaries
6 (29% of total partner local governments)	17 (4.4% of total households assisted)	63 (6% of total beneficiaries)	33 (52% in the sample)

The online focus group discussion involving selected local government partner representatives included five participants, drafted in from the ranks of municipal coordinators for each project component. In selecting focus group participants, the evaluator focused on those local governments that did not respond to the survey and/or whose answers were not clear enough for the analysis required.

Accordingly, the evaluator invited representatives of five local governments (Goražde, Gradačac, Srebrenik, Tuzla and Zavidovići) to participate in the focus group but only two ultimately provided representations due to availability (Gradačac and Zavidovići). The evaluator also invited the representatives of the Hilfswerk International - the implementer. The reason for inviting the implementer was the fact that the field visit found the works conducted in one house built under Hilfswerk International's responsibility in Orašje reported minor errors. Beneficiaries of the local governments participated in the focus group did not complain about the quality of the performed works. The questions guiding the work of the focus group were designed based on the responses collected through the survey and the depth of response required.

As an integral part of the evaluation report, and specifically of its impact section, the evaluator focused on the impact and effects of the project on the intended target groups. Combined with the results of on-site interviews with assisted households, the results of the focus group discussion provided the evaluator with valuable insight into the perspectives of both partners and beneficiaries.

Stakeholder involvement: During the evaluation process, the evaluator spoke to the Project Team as well as representatives from the Delegation of the European Union, the International Organization of Migration and members of the Project Board, as well as selected representatives of the target local governments included in project implementation. The questionnaires for the surveys and interviews are provided in Annex 3.

A total of six different sets of questionnaires were designed for the different target groups.

Figure 3: Types of questionnaires used for data collection:

Questionnaire No.	Aimed at:
1	Project Team
2	Delegation of the European Union to Bosnia and Herzegovina
3	Implementing partners (Arbeiter-Samariter-Bund and Hilfswerk International)
4	Institutional partners (Ministry of Human Rights and Refugees BiH; Ministry of Spatial and Physical Planning of the Federation of Bosnia and Herzegovina)
5	Partner local government representatives
6	Beneficiaries

Once data collection was completed, the findings were analysed using the triangulation method. Based on the analysis, the evaluation generated evidence on the project's relevance, effectiveness, efficiency, impact, sustainability and coherence to answer key questions that arose, and to define lessons learned.

Lastly, on the basis of the evaluation findings, the evaluator made forward looking actionable recommendations, outlining the key strategic priorities and assessing whether the recommendations from the first phase of the Flood Recovery Programme had been incorporated into the second programming phase under evaluation here.

Briefing on immediate findings

After the initial assessment was completed on 22 June 2021, the evaluator provided a short briefing on immediate findings to the UNDP Project Team.

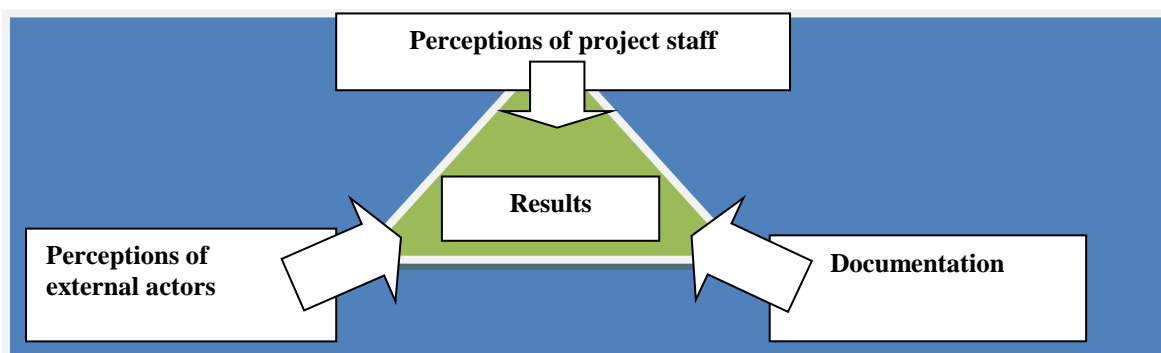
Workshop – debriefing session

Once the Final Report has been accepted, an evaluation debriefing will be held with the representatives of UNDP, the European Union Delegation, the Project Board and other key stakeholders in order to present the main findings and recommendations through an online form (i.e. Skype/Zoom/Microsoft Teams briefing).

5. Data analysis

The evaluation questions for the questionnaires were designed in order to provide an insight into the specific evaluation criteria with the Project Team validating the relevance of all questionnaires. The inputs collected from the Project Team, stakeholders, beneficiaries and partners, as well as the desk review of the documentation received was analysed in terms of content. The assessment of the evaluator, based on observations collected during field visits and evidence found on site was also taken into consideration during the data analysis stage. A triangulation approach was applied to data analysis, meaning that three information sources needed to confirm the same statement before it was considered true. This is how the conclusions were drawn and the recommendations derived. The method of triangulation is shown in the figure below.

Figure 4: Method of Triangulation



A summary of the content analysis for each evaluation criteria is provided under the Findings section. The conclusions, lessons learned and recommendations were derived from the aforementioned findings.

6. Findings and conclusions

6.1. Relevance

Overall finding: The overall rating for the criterion ‘relevance’ is very high⁶. The evaluation found that the project objectives were very relevant to the needs of the beneficiaries given the political, social, legal and institutional context of Bosnia and Herzegovina. The project consulted widely with key stakeholders, partners and beneficiaries to ensure relevance. As a result, the beneficiaries improved their living conditions through moving into rehabilitated, or newly built homes, constructed in line

⁶ Scale for criteria assessment:

Excellent: all indicators exceeded the targets set at the inception, no project extension
Highly relevant/satisfactory: 90% - 100% of key indicators have achieved the target
Satisfactory: 50--89% of key indicators have achieved the targets
Partly Unsatisfactory: 25--49% of key indicators achieved the targets
Unsatisfactory: Less than 25 % of key indicators achieved the targets

with the relevant national housing standards. The project also resulted in the provision of tailor-made housing and livelihood solutions based on the individual circumstances of partner local communities, as well as each individual beneficiary. This helped beneficiaries not only gain a safe ‘roof over their heads’ but also have a chance to improve livelihoods opportunities and earn extra income.

The project was closely aligned to the objectives and recovery priorities identified in the wake of the implementation of the first phase of recovery. It prioritised vulnerable people whose houses were destroyed by the floods in 2014 and who had not solved their housing problem by the start of the project – what is important to note is that the one key limitation of Phase 1 was the mandate to focus exclusively on rehabilitation, leaving aside beneficiaries whose homes were completely destroyed. The project applied an inclusive and partnership-based approach throughout its activities, introducing the principles of gender equality and social inclusion when addressing housing and livelihood needs and thus contributing to increased living standards in the selected communities. The close and continuous cooperation with the local authorities attests to the relevance of the project because their support and participation was critical to the success of the intervention, including co-financing as well as the provision of construction land where needed, and the provision of critical communal infrastructure.

The Project has also contributed towards the achievement of targets set within the Sustainable Development Agenda 2030 (SDG), more specifically, SDG 13 (Take urgent action to combat climate change and its impacts), SDG 11 (Make cities and human settlements inclusive, safe, resilient and sustainable), and SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all).

At the design stage, the Project was framed by the United Nations Development Assistance Framework for Bosnia and Herzegovina 2015–2020 and the UNDP Country Programme Document 2015–2020. This contributed directly towards greater change as defined by the Outcome 3, “By 2019, there is effective management of war remnants and strengthened prevention and responsiveness for man-made and natural disasters” and Outcome 4, “By 2019, economic, social and territorial disparities are decreased through coordinated approach by national and subnational actors.” The project contributed to four different indicators under Outcome 3 related to the local governments, dwelling and people affected by floods. Then the project also contributed to the Outcome 4 through five different indicators linked to the people who directly benefit from improved water supply and waste management services, gender disaggregated, as well as quality and accessible infrastructure and services within target localities “ The project also contributed to Outcome 12, “By 2019, more women take part in decision making in political fora and in the economy” with two indicators: “Number of jobs created for vulnerable groups (gender-disaggregated)” and “Number of women directly benefiting from employability related capacity development, employment and business development services at local level.”

The Project was aligned with the UNDP Country Programme Document 2021–2025 under Outcome 1, “By 2025, people benefit from resilient, inclusive and sustainable growth ensured by the convergence of economic development, and management of environment and cultural resources”, and directly contributing to the RRF indicator 1.1.2.3.B.2 “Country has an improved enabling environment for expansion of decent work and livelihoods: “ through “Direct support of livelihood in private sector” and “Direct creation of employment in private sector”.

Within the evaluation criteria “Relevance”, the Evaluation responded the following questions:

6.1.1 Were the project objectives relevant to the needs of the beneficiaries, having in mind the political, social, legal and institutional context of the country, and how does the project contribute towards ensuring adequate development processes in the future?

All surveyed local government representatives, and interviewed stakeholders, noted the relevance of the project to the needs of the beneficiaries, having in mind the political, social, legal and institutional context of the country. Project implementation directly provided the necessary preconditions for normal life for the most vulnerable part of the population that suffered the effects of the 2014 disaster. In addition to receiving housing assistance, the beneficiaries were provided with greenhouses, agriculture packages, and agricultural machinery, beehives, from which they could derive benefit in terms of improved agriculture and business capacities and increased income for their households. Field visits showed that the newest houses and livelihood packages had improved the lives of beneficiaries significantly. In some localities previously massive emigration has slowed as result of the Project.

One representative of local government stated, “The project was the light at the end of the tunnel for vulnerable beneficiaries.”

The project logic model and results chain of the project are straight forward and clearly described.

6.1.2 To what extent was gender equality respected and mainstreamed within the project?

Gender equality was mainstreamed and integrated into project design and implementation throughout its duration, which added significant value. In the livelihood component, female beneficiaries were provided with additional points to ensure their economic empowerment, resulting in 100 per cent of new jobs going to women. Overall, 49 per cent of housing beneficiaries were women, attesting to their significant interest in participation as a result of effective project outreach. All new homes handed over to spouses came with shared ownership between the two, ensuring women were given equal property rights.

Based on above, it is the conclusion of the evaluator that gender as a consideration was mainstreamed fully throughout the project and that no gender discrimination was observed or reported.

6.1.3 To what extent did the project contribute to human rights in relation to the target groups?

The project contributed to safeguarding and promoting the human rights of the target groups chiefly by consistently applying the UNDP-designed Beneficiary Selection Criteria, developed to ensure that those most in need are provided priority assistance based on merit. The criteria preclude any discrimination based on gender, religion, nationality, race or other affiliation, ensuring the assistance is provided to

those most in need. The selection criteria were described in the public call, encouraging all vulnerable eligible people to participate, and highlighting the needs of the most vulnerable, to include low income families, families with unemployed members, youth, women, minorities and displaced persons, among others. Beneficiaries were selected through public calls issued for each locality where transparency was maintained at a consistently high level through keeping the public updated on the selection process. Encouragingly, the evaluation found no allegation or indeed evidence of discrimination.

Special attention was paid to households with disabled members, evidenced by the fact that their homes were adapted for maximum accessibility through access ramps and specially designed bathrooms facilities.

In addition, adjustments were made to homes constructed for the elderly, where shallow shower trays were installed to ensure easier access, while handrails were placed for easier use of toilets, etc. In general, wherever there was a need to adapt a house to meet the needs of the beneficiaries, this was done by the Project.

6.1.4 Were the steps taken by the project to adjust its implementation strategy to the new circumstances and needs imposed by COVID-19 pandemic relevant?

During the last 15 months, from March 2020 up until the end of the project, project implementation continued under conditions imposed by the COVID-19 pandemic. All project stakeholders strictly adhered to public health recommendation, such as maintaining distance, wearing masks, washing hands and having a limited number of passengers in cars when travelling. Monitoring was conducted online during the most difficult periods; construction workers were kept at a distance from beneficiaries to limit the possibility of spread – this was especially important for the many beneficiaries who fall into the particularly vulnerable categories when it comes to contracting the virus. The pandemic did affect small businesses started as a result of the Project and this needed to be addressed. For example, the Project Team provided additional assistance to struggling businesses to ensure their survival until normal business could be resumed. The Project additionally invested in marketing and advertising on public portals and social networks in order to enable the beneficiaries to extend their client networks during the pandemic. All assisted businesses survived and are still operational.

6.2. Effectiveness

Overall finding: This criterion was rated as highly satisfactory⁷ since there was substantial progress towards the overall objective of the project: to support the sustainable recovery of flood and landslide affected communities in the Federation of Bosnia and Herzegovina. A total of 1,102 people directly benefitted from flood recovery assistance in the targeted areas of which 536 or 48.64 per cent were women. The main project accomplishment is the fact that beneficiaries were given durable shelter in the form of new or rehabilitated homes, frequently to a higher standard to what they enjoyed pre-disaster. The Project outreach was especially impressive when it comes to marginalised groups: 48 families with family members with disabilities; 7 returnee and internally displaced families; and 7 minority families were all assisted. All interviewed beneficiaries were very satisfied with the assistance they received. The implementer involved the representatives of the local authorities in all operations and managed to transfer knowledge and experiences, thus raising the capacities of local governments to manage and implement complex emergency rehabilitation projects.

Within the evaluation criteria “Effectiveness”, the evaluation looked to answer the following questions:

6.2.1 To what extent were the project activities implemented and the intended results achieved? What were the main accomplishments of the project?

The targets for all indicators were either met or exceeded. The reasons for project extension are slow Project uptake due to lagging response from partner local governments in the initial project phase as well as the COVID-19 pandemic, which slowed down project activities from March up until July 2020. An overview of project progress set against its indicators is provided in Annex 6 of the Evaluation Report.

The main project accomplishment was that beneficiaries were given safe and sustainable shelter, often to a standard higher than that enjoyed by beneficiaries pre-disaster. All project activities were completed, and the intended results were not only achieved but exceeded. A total of 203 new homes were constructed and 182 homes rehabilitated in line with the relevant national housing standards, ultimately benefiting 1,102 vulnerable people (of which 536 or 48.64 per cent were women). Additionally, 85 flood-affected households were engaged in sustainable farming and 3 flood affected households benefitted from self-employment and small business income streams; ultimately, some EUR 113,694 in additional annual income was generated for the beneficiary households as a result of the project activities for both categories.

The table below shows the main project achievements against the targets set.

⁷ Scale for criteria assessment:

Excellent: all indicators exceeded the targets set at the inception, no extension
Highly satisfactory: 90% - 100% of key indicators have achieved the target
Satisfactory: 50--89% of key indicators have achieved the targets
Partly Unsatisfactory: 25--49% of key indicators achieved the targets
Unsatisfactory: Less than 25 % of key indicators achieved the targets.

Figure 5: Project achievements

Indicator	Target	Result
Number of people in the targeted areas directly benefiting from flood recovery assistance (disaggregated by gender).	Approximately 1,105 people, out of whom at least 40% are women, benefit directly from recovery assistance.	1102, of whom 536 were women (48.64%)
SO1. Number of affected households provided with adequate and disaster resilient housing.	378 households provided with adequate and disaster resilient housing. (2020)	385
SO2. The amount of additional annual income generated for beneficiary households as a result of the action.	Approximately EUR 57,000 in additional annual income generated. (2020)	EUR 113,694.69
Output 1.1. Number of new homes constructed in line with the relevant national housing standards.	202	203
Output 1.2. Number of homes rehabilitated as per the relevant national housing standards in flood affected areas.	176	182
Output 2.1. Number of Flood affected households with identified opportunities for income generation support.	85	88
Output 2.2a Number of flood affected households engaged in sustainable farming.	82	85
Output 2.2b: Number of Flood affected households benefiting from self-employment and small business income streams	3	3 (3 female)

Handover of newly constructed houses was followed by quality assurance of all works, conducted by independent engineers. The process took place on two different levels with: i) a quality assurance conducted by the partner agency for their batch of housing units, ii) a final quality assurance conducted by UNDP. The final post implementation quality assurance process entailed activities related to the quality and quantity control of the performed works across a total of 385 housing units. The review covered 60 contracts, valued at around 9.5 million BAM. In all instances where shortcomings were identified in terms of the quality of works, responsible contractors were immediately brought in to address and eliminate all defects and liabilities, as confirmed by the final audit reports.

The Project also provided a channel for communication between the beneficiaries and the local authorities on issues that may arise in the post-implementation period. This was implemented through the introduction of mandatory visits to beneficiaries by municipal staff.

Review of local value chains informed and shaped the agricultural packages content, to include tomatoes and peppers, as sale prices for 2019 have been, rightfully, assessed to be able to generate significant additional income, as compared to other vegetable greenhouse produce.

The households engaged in sustainable farming received material assistance in the form of greenhouses, seedlings, small agricultural equipment, beehives, protective clothing, and other items needed to

optimize production. Prior to distribution of any assistance, all beneficiaries signed contracts with the partner local governments which stipulated transfer of ownership from partner local governments to beneficiaries following three years of proper usage and prohibition of sale of any donated items. Material assistance distributed to the beneficiaries was complemented by technical know-how, through extensive training and field monitoring provided by the specialized agronomists. This was done in order to maximize yield and improve quality, both of which had a direct effect on the size of generated income. The agronomists have extended advisory services to the selected beneficiaries, through trainings and mentoring modules. The training covered the entire production cycle, including land plot preparation, planting, fertilization, plant protection, harvest preparation, and post-harvest care. In addition to this, relevant EU standards, specifically regarding food safety and product quality, have been prioritized. Majority of trainings were delivered in the field and on site, so that the agronomists could show case best practices. The visited beneficiaries were especially appreciative of this type of assistance.

Entrepreneurship and self-employment beneficiaries developed skills and were provided with modular training in order to maximize their chances for success. Once the trainings have been completed, all the participants were obliged to prepare detailed business plans, which were presented and evaluated by the Evaluation Commission. The three that successfully passed the training and business plan evaluation are the following: hairdresser salon (Zavidovići), car wash (Travnik) and pastry shop (Goražde).

<p>6.2.2 To what extent and how effectively have the Project's specific approach and actions contributed to Project's outputs and outcomes?</p>

The Project's approach to activity design and implementation was well thought out, detailed and took into account all relevant external considerations that could be foreseen at the time. Compared to other interventions of this type and size, there is a much greater level of detail and more planning involved, especially across key areas such as beneficiary selection. The support provided to beneficiaries, and prospective beneficiaries, by UNDP was exceptional. This is especially evident in the quality assurance component of the Project where both the selection and construction processes were subjected to rigorous review. The overall approach was more operational, more concrete and more transparent and the effects on the ground were more visible, including a larger number of beneficiaries as well as a better-adapted livelihood component. The representatives of the partner municipalities received orientation training at the beginning of the process, and then received on-the-job training through learning by doing. At the same time, beneficiaries received on-site technical assistance on growing greenhouse vegetables and the self-employed received a set of trainings on how to manage their small businesses.

The combined types of support (housing and livelihood) were extremely useful to selected beneficiaries. Nonetheless, the requirement of selecting livelihoods beneficiaries exclusively from within the ranks of recipients of housing assistance proved a hugely complicating factor for the Project Team as the housing beneficiaries were by and large selected based on their poor economic status that was often attributed to disability or lack of livelihood potential (no land, no skills, etc.). All of this resulted in a smaller number of households being selected for economic support and the complete closure of the

project subcomponent on employment. Perhaps, from a Project level point of view, the result would have been better if these two groups of beneficiaries had not been linked (as was the case in phase I of the Floods Recovery Programme).

6.2.3 To what extent and through what mechanisms has the project managed to transfer knowhow on implementing emergency rehabilitation projects to local government?

Overall, the Project benefited hugely from the inclusion of local stakeholders across all stages of its implementation. Local government staff were drafted from the start in to serve as members of selection commissions after receiving training from the project with the aim of ensuring local buy-in as well as process uniformity across all selected local governments. This process enabled on-the-job transfer of skills and knowledge onto local staff that can use this newly acquired expertise beyond the confines of this intervention. Municipal staff were also brought in to work on livelihoods assistance selection bodies, supervision of construction works, implementation of economic empowerment measures, overall project monitoring, and more. This all had the immediate effect of strengthening the capacities of those local governments to manage complex multi-stakeholder processes and projects, something that will surely come in handy even beyond the emergency recovery and reconstruction arena.

Local government representatives that worked together with the Project Team, learning the benefits of a clearly mapped out process with measurable indicators, now clearly appreciate a more structure approach to project management. In addition, they now understand how to prepare a merit-based public call, score and select beneficiaries and implement projects.

In addition, UNDP has developed a toolkit desk reference guide to assist local governments as they plan and implement livelihood support projects in the future.

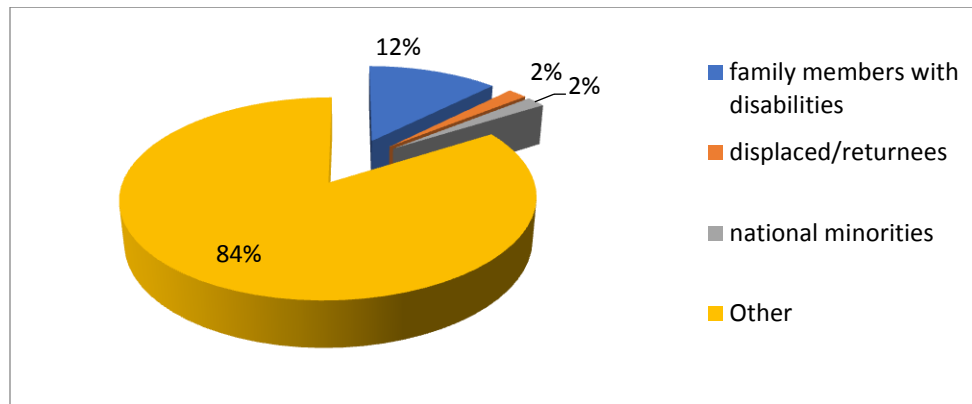
6.2.4 To what extent has the Project outreached marginalized groups (i.e. youth, persons with disabilities, returnees, internally displaced, minorities...)? Has the Project been implemented in accordance with a civic and human rights perspective: i.e. have target groups been participating in planning, implementation and follow up? Has anyone been discriminated by the Project through the implementation? Have the Project been implemented in a transparent fashion? Are there accountability mechanisms in the Project?

The project reached a total of 385 families including 48 family members with disabilities, 7 displaced persons/returnees, and 7 families that belong to ethnic minority groups. In total, the project reached 1,102 vulnerable people⁸ (of which 536 or 48.64% were women).

The chart below shows beneficiaries' structure.

⁸ <https://krupljani.ba/bih/eu-stambeno-osigurala-2-700-osoba-i-stabilne-prihode-za-204-porodice-sirom-bih.html>

Figure 6: Structure of beneficiaries'



All beneficiaries were selected according to the same scoring system, as provided for in the beneficiary selection criteria, while the Livelihood Needs Assessment took into account their social status and their housing and financial conditions, as well as capacities for engaging in agricultural or business activities. The clear criteria were defined in the public call and all persons whose homes were damaged during the 2014 floods and who had not received any previous assistance were encouraged to apply. The Beneficiary Selection Commission comprised representatives of local governments, the municipal centre for social welfare, and UNDP or Arbeiter-Samariter-Bund and Hilfswerk International. This illustrates the level of involvement by local authorities in both implementation and monitoring. Public calls, joint commissions and transparent lists of beneficiaries ensured that the project was implemented in a transparent manner.

Beneficiary selection process included the following: the Beneficiary Selection Commission carried out a pre-selection of applicants according to minimum eligibility criteria. All applicants who met the eliminatory criteria were included in the field verification. After the field verification phase, preliminary lists were publicly announced on the bulletin board of the municipality, the centre for social welfare and in the local communities where dissatisfied applicants were invited to appeal or contest the preliminary list. All appeals were reviewed by the second instance commission that considered and resolved the received complaints. Upon completion of this process, the final lists were published with priority afforded to households residing in temporary shelter and families with large numbers of household members.

Transparency within the Project was paramount and was ensured through continuous publication of information related to the selection process in all partner communities. There was no evidence that anybody was discriminated against during the project.

6.2.5 Did the project apply innovative approaches and solutions during the course of its implementation?
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Strategically, the Project was a legacy intervention building on Phase I of the EU flood recovery programme. However, the COVID-19 pandemic created a need to identify and apply innovative solutions to adapt the Project to dramatically new circumstances. For instance, while performing construction or rehabilitation works, new building protocols were devised to allow for execution of the construction works while ensuring distancing between crews and beneficiary households; at the same time, monitoring was largely moved online. Also, compared to Phase I, the quality assurance segment was expanded significantly.

Given the previous experience, the Project was very well planned. There was one significant innovation related to sustainability where the Project, in concert with local partners, developed a new ownership modality: where municipal land was allocated to beneficiaries older than 65 with no descendants, the housing unit will remain in the ownership of the local governments, but with lifetime usage granted to the beneficiary. This will then ensure that the municipality can reallocate the housing unit to another socially and/or economically disadvantaged family once the original resident passes away. Such a modality increases effectiveness of investment and allows for long-term sustainability of housing assistance.

6.3. Efficiency

Overall finding: The criterion is rated as satisfactory⁹. Overall, the project had an efficient implementation process with the total value of construction works placed at around BAM 9.5 million with BAM 1,153,000 provided as co-financing by the local authorities and BAM 1,100,000 BAM by entity of the Federation of Bosnia and Herzegovina. Furthermore, local governments provided additional help to the beneficiaries amounting to more than BAM 866,000. This additional amount was provided for the purchase of land for houses, construction of infrastructure, issuance of urban and construction permits, construction of access roads and landscaping, geotechnical exploration works, the removal of the existing buildings, settlement of property relations, payment of administrative fees, commissions etc. The financial, human and technical resources were allocated strategically in order to achieve project results. The Project appears to have had a strong management capacity with appropriate cost-effective measures in place. Furthermore, Project design was based on a realistic and clear intervention logic that was straightforward. The annual utilisation of the planned financial resources was quite low in the first year but it was on track by the end of the Project. The COVID-19 pandemic was a challenge but the team adapted and managed to overcome most of the challenges that arose as a result of the pandemic.

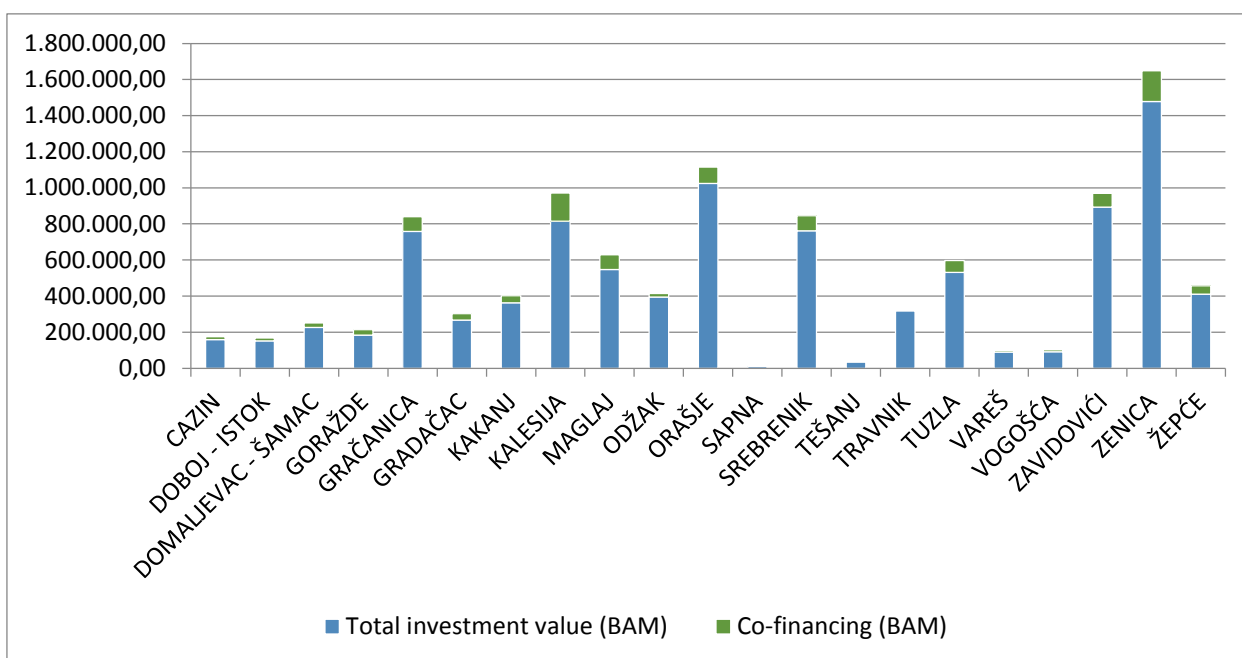
⁹ Scale for criteria assessment:

Excellent: all indicators exceeded the targets set at the inception, no project extensions
Highly satisfactory: 90 - 100% of key indicators have achieved the target, no extensions
Satisfactory: 50--89% of key indicators have achieved the targets
Partly Unsatisfactory: 25--49% of key indicators achieved the targets
Unsatisfactory: Less than 25 % of key indicators achieved the targets

Local and entity governments took an active role in implementing all phases of the project with significant financial and in-kind contributions.

The chart below shows the amount of overall investment and the amount of co-financing for each partner local government.

Figure 7: Amount of overall investment and co-financing for each partner local governance



Management and organisational arrangements

The United Nations Development Programme in Bosnia and Herzegovina assumed full responsibility and accountability for the overall management of the Project, including monitoring and evaluation of the intervention, achievement of the objectives and specified results/outputs, and the efficient and effective use of resources. ASB and HWI, as implementing partners, in sixteen local governments, were heavily involved in housing rehabilitation and construction responsibilities. Both of these implementing partners were chosen due to their previous experience with the implementation of flood recovery interventions in Bosnia and Herzegovina which suggested ample opportunities to add value to the Action. In addition, they demonstrated experience in dealing with the socially and economically vulnerable groups, including, among others, minority groups such as Roma, returnees and internally displaced persons, the elderly, persons with disability and illness, etc.

The Project's institutional structure comprised the Project Board, Assurance, and the Project Team, interacting in the broader Project context with partners and all interested stakeholders.

The Project Board was responsible for making, through consensus, management decisions for the project. The scope of work of the Project Board included regular review of work plans, reports and procedures submitted by the team. More specifically, the Project Board reviewed and adopted the

annual work plans as well as the progress, annual and final reports for the project. It also supervised the progress of works, provided strategic guidance and gave final approval for milestone strategic and operational matters. The Project Board included representatives of the Ministry for Human Rights and Refugees of Bosnia and Herzegovina the Ministry of Spatial and Physical Planning of the Federation of Bosnia and Herzegovina (on behalf of the Government of the Federation of Bosnia and Herzegovina), Delegation of the European Union and UNDP along with Arbeiter-Samariter-Bund and Hilfswerk International as non-voting members.

The Project Assurance role supported the Project Board by carrying out objective and independent oversight of the project and monitoring functions. This role ensured that the project milestones were managed and completed. Project Assurance was independent of the Project Manager and was performed by UNDP structures.

The Project Team was located in Sarajevo. Project staff carried out various duties, including management, administration and technical assistance, which were directly attributable to the implementation of the Project. The team comprised both full-time dedicated and part-time specialised project staff. The Project also employed a core team of specialists to support the implementation of financial, administrative, logistical, communications and monitoring commitments.

The Project Team implemented activities according to the annual plans. It managed to reorganize and adapt to overcome the COVID-19 pandemic influence and complete its objectives and hit all of its intended targets.

Arbeiter-Samariter-Bund and Hilfswerk International as implementing partners also engaged their own staff principally tasked with housing construction and rehabilitation responsibilities along with overall project administration.

The Project Board met on a semi-annual basis and according to schedule. Since the COVID-19 pandemic began, the meetings were organised online with well-prepared reports and plans for the next reporting period. The Project was managed very well, especially having in mind the very difficult period from the onset of the COVID-19 pandemic.

Within the evaluation criteria “Efficiency”, the evaluator responded to the following questions:

6.3.1 Were resources (financial, human and technical) allocated strategically to achieve the project results? Were the Project activities implemented as scheduled and according to the planned financial resources?
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According to the Agreement with the European Union, the target budget was defined only for the first year of project implementation and amounted to EUR 327,611.79. The donor did not request the definition of annual budgets for other years. The precondition for payment of the second tranche of

donor funds required spending/contracting at least 70 per cent of the funds paid for the first tranche and/or spending at least 70 per cent of the funds from the second tranche, and 100 per cent from the first tranche for the third tranche payment.

Budget management for all other years of project implementation was done in accordance with the UNDP annual plan at the level of the calendar year in US dollars.

The table below shows the amount of planned spending in US dollars and the realised spending as of 31 December of the calendar year along with the execution rates.¹⁰

Figure 8: Planned versus realised spending for the Flood Recovery – Housing Interventions project in US\$

FY	SECTOR/Project title	Project ID	AWP/MDP=TARGET	2017 Expenses	Execution Rate	
2017	UNDP Flood recovery - Housing FBIH	00106342	162.102,47	55.568,13		
	ASB Flood recovery - Housing FBIH	00106343	93.950,67	0,00		
	HWA Flood recovery - Housing FBIH	00106344	71.558,65	0,00		
	Total Flood Recovery FBIH 2017		327.611,79	55.568,13	17%	
	SECTOR/Project title	Project ID	TOTAL AWP in Atlas	2018 MD PLAN = TARGET	FINAL 2018 Expenses	
2018	UNDP Flood recovery - Housing FBIH	00106342	796.132,52	485.167,47	569.023,68	
	ASB Flood recovery - Housing FBIH	00106343	1.430.963,91	535.317,07	406.630,37	
	HWA Flood recovery - Housing FBIH	00106344	1.344.036,89	214.028,40	213.791,22	
	Total Flood Recovery FBIH 2018		3.571.133,32	1.234.512,94	1.189.445,27	33% 96%
	SECTOR/Project title	Project ID	TOTAL AWP in Atlas	2019 MD PLAN = TARGET	FINAL 2019 Expenses	
2019	UNDP Flood recovery - Housing	00106342	666.805,65	691.990,66	666.925,85	
	ASB Flood recovery - Housing F	00106343	1.645.306,87	1.669.519,20	1.651.544,03	
	HWA Flood recovery - Housing F	00106344	2.066.149,80	1.786.426,69	2.065.986,46	
	Total Flood Recovery FBIH 2019		4.378.262,32	4.147.936,55	4.384.456,34	100% 106%
	SECTOR/Project title	Project ID	TOTAL AWP in Atlas	2020 MD PLAN = TARGET	2020 Expense	
2020	UNDP Flood recovery - Housing	00106342	1.275.352,00	876.276,36	830.597,05	
	ASB Flood recovery - Housing F	00106343	701.457,16	678.068,95	646.727,78	
	HWA Flood recovery - Housing F	00106344	351.944,12	351.944,13	324.122,42	
	Total Flood Recovery FBIH 2020		2.328.753,28	1.906.289,44	1.801.447,25	77% 95%
TOTAL Flood Recovery FBIH:			10.605.760,71	7.288.738,93	7.430.916,99	70% 102%

The execution rate was very low in the first year, largely because of the size of the initial payment and the type of activities implemented in the initial Project period, but it had picked up by the end of the project, reaching full capacity.

The reason for the lower spending in the first year was the fact that the beneficiary selection process was extended to allow for maximum process integrity, and the bulk of the spending is directly related to the rehabilitation and construction of houses, which followed the end of the beneficiary selection of process. The beneficiary selection process was initially planned for a period of four months, but this timeframe was extended due to several considerations. 987 applicants were visited as part of the field verification process, with multiple locations requiring additional follow-up visits. In addition to an exhaustive verification process, participating local governments needed continuous coaching and assistance throughout the process. This translated into operational delays in terms of processing applications, but it was a necessary compromise in order to ensure local process ownership. Finally, as a supplementary safeguard measure, the Project introduced an independent quality assurance for the

¹⁰ The numbers presented in the table are from the internal UNDP planning / monitoring tools.

beneficiary selection process, auditing around 5 per cent of all applicants to ensure process integrity and quality of outcomes.

At the beginning, the Project was planned to last from September 2017 up until February 2020. However, the project was extended on two occasions: first for a period of ten months and later for an additional six months. The reason for the first extension relates to a number of factors, to include the savings generated by downsizing the scope of the livelihood component, with funds used to increase the number of houses to be built or rehabilitated. These activities required re-launching design and procurement procedures, as well as obtaining the relevant permits, which were more time consuming. The second extension was caused by the onset of the COVID-19 pandemic. The pandemic disrupted project dynamics and, in most cases, caused an extension of the contracts with the contractors for 40-60 days. In addition, the savings generated through the efficiently conducted procurement processes and the dollar exchange rate change were used to again increase the scope of housing interventions and number of beneficiaries, which required additional time for construction and rehabilitation activities.

Human and technical resources were assigned strategically. This was achieved through the development of clear beneficiary identification criteria modelled on and harmonised with the Criteria for Beneficiary Selection that was applied in all of the localities and an overall improvement in the housing stock quality after the introduction of monitoring and quality assurance measures.

<p>6.3.2 Were there any weaknesses in the project design, management, human resource skills and resources?</p>
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The logic of the project and its results chain (inputs, outputs and outcomes) are straight forward and clearly described. The Project design did not include infrastructure expenses, such as water and electricity supply, connection to the sewage system or access roads for newly built houses as per the donor's request. This placed a significant burden on local government budgets and posed a problem for some smaller municipalities with lower budgets. These expenses were sometimes almost as high as the agreed amounts to be financed by the local governments, and in some cases they were even higher (Kalesija and Travnik).

An overview of the additional financial contributions to the project is provided in Annex 7 to this report. As mentioned before, these additional funds were used mainly to purchase land for houses, for the construction of infrastructure roads, issuance of urban and construction permits, construction of access roads and landscaping, geotechnical exploration works, the removal of the existing buildings, settlement of property relations, payment of administrative fees, commissions, etc. Due to the fact that in most cases the beneficiaries came from socially vulnerable categories, in some extreme situations, beneficiaries experienced delays in moving into their new houses caused by their inability to buy some basic items such as a stove, bed, etc. Perhaps the Project should have considered allocating funds to cover these emergency costs.

The Project initially planned activities aimed at increasing beneficiary income generation through the integration of farming assistance beneficiaries into economically viable agriculture co-operatives and/or regional value chains. Yet the small production capacities of the beneficiaries meant that the prospective buyers were not interested due to high associated costs and low expected yield. The analysis showed that it was more cost-effective for the beneficiaries to sell their products on the doorstep because they could generate higher prices without incurring any additional costs.

The Project also originally planned to match a certain number of unemployed beneficiary household members with SMEs, offering vocational training in order to overcome the gap between the competencies of the beneficiary and the needs of SMEs. Ultimately, however, this sub-component failed because of a lack of interest on the side of the private sector and the limited baseline capacities of project beneficiaries.

6.3.3 To what extent did the target groups and other stakeholders take an active role in implementing the project? What modes of participation took place? How efficient were the partner institutions in supporting project implementation?

Partner local governments actively participated in the implementation of both components of the project. They were actively involved in reaching out to beneficiaries in order to get them to apply, providing feedback to prospective applicants throughout the public call period, provision of the necessary documentation, review of the applications, field visits, supervision of construction works, technical acceptance, provision of construction land, issuance of all building and usage permits, provision of infrastructure, as well as co-financing newly built houses and, in select cases, providing assistance with furniture and household appliances.

The active role played by the local governments in implementing the project is illustrated through their financial commitment, as they provided co-financing in the amount of BAM 5,000 for each newly constructed house, amounting to BAM 1,053,000 in total.

A detailed overview of the project expenditure and co-financing provided by the local governments is provided in Annex 6. It includes some additional contributions from the local government side and shows that these amounts are rather significant for certain municipalities.

6.3.4 Were the monitoring and quality assurance aspects of the project adequately covered?

As a result of recommendations stemming from Phase I of the Recovery Programme, where the assurance regime successfully detected a range of defects in works performed, the Project decided to conduct multiple levels of supervision for construction and rehabilitation works, as well as comprehensive quality assurance.

Supervision of the construction of houses was threefold, namely the supervision and quality control was performed by the following:

- Representatives of the authorised company (external supervision);
- UNDP, Arbeiter-Samariter-Bund and Hilfswerk International field engineers;
- Technical representatives of the local government.

Some implementing partners felt that too much time and resources were spent on monitoring and quality assurance; however, the evaluation finds that the results were worth the effort. The quality of the houses was very good and this increased the level of satisfaction among the beneficiaries. The field visit showed that all visited beneficiaries were very satisfied with the quality of the construction works, which was primarily a result of the detailed monitoring and quality assurance. Upon completion of construction and rehabilitation works, UNDP conducted the quality assurance processes for all works. This resulted in the speedy elimination of defects, as attested by both beneficiaries and the final audit reports.

6.3.5 To what extent did the project utilise meaningful synergies with other relevant projects, e.g. in the area of agriculture and livelihood, floods recovery support, etc.?

There was a high level of synergy between the Project and similar interventions, especially the flood recovery counterpart project taking place in Republika Srpska. Other projects include the World Bank 'Investment in Flood Protection and Prevention' initiative¹¹, working on disaster reduction and recovery, and UNDP interventions targeting sustainable economic development, to include the EU-funded EU4Business¹² and EU4Agri¹³. In the segment of infrastructure improvement, the Project also cooperated with the Swiss-funded Municipal Economic and Environmental Governance Project¹⁴.

The Regional Housing Programme, implemented by the Ministry for Human Rights and Refugees, had developed guidelines for minimum housing standards for beneficiaries and displaced persons which were adopted and internalized by the Project.

¹¹ <http://documents1.worldbank.org/curated/en/720501557754245708/pdf/A-Review-of-Flood-Protection-Investment-Projects-Financed-by-the-World-Bank.pdf>

¹² https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/development-impact/eu4business.html

¹³ https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/development-impact/eu4agri.html

¹⁴ https://www.ba.undp.org/content/bosnia_and_herzegovina/en/home/development-impact/MEG.html

6.4. Impact

Overall finding: The criterion is rated as highly satisfactory¹⁵. There is no doubt that the project has had a positive effect and impact on people's lives both in terms of housing and livelihood. A total of 1,102 (of which 536 or 48.64 per cent were women) people were able to move to their rehabilitated or new homes and 88 vulnerable households benefited from a steady and sustainable income stream. All stakeholders and the vast majority of local government representatives, as well as beneficiaries, were very satisfied with the project implementation and with the level of partnership support and in particular with the project implementers and local governments. Although not its ultimate objective, the project managed to elevate cooperation among the institutions involved.

Within the evaluation criteria "Impact", the evaluator responded to the following questions:

6.4.1 What were the effects and impact of the project in terms of sustainable recovery for flood and landslide affected households and communities in Bosnia and Herzegovina, both in qualitative and quantitative terms?

All interviewed stakeholders, donors and beneficiaries, as well as surveyed local governments believe that the effects and impact of the project are largely sustainable. Parallel to solving the housing problem, local governments instigated interventions to strengthen local infrastructure, drainage systems, embankments and watercourses. Many other projects implemented by UNDP, as well as others, worked to restore damaged road communications, riverbanks and to clear landslides. UNDP, along with Catholic Relief Services (CRS) and other organisations, played a leading role in reconstructing areas along rivers which not only strengthened the sustainability of this project but improved flood and landslide protection in the country.

Sustainability of project results was achieved both in the areas of housing and livelihood. The quality of the houses built is very high and, importantly, they are placed in geologically safe locations and flood-free zones. In some cases, the beneficiaries now reside in homes far superior to those they lived in prior to the disaster. Meanwhile, livelihood measures enabled beneficiaries to restore some of what they had lost.

The effects and impact of the project are indeed sustainable in the long-run in terms of the works performed; however, larger scale, national-level flood protection works are needed to ensure outcome sustainability for the foreseeable future.

¹⁵ Scale for criteria assessment:

Excellent: all indicators exceeded the targets set at the inception, no extension
Highly satisfactory: 90% - 100% of key indicators have achieved the target
Satisfactory: 50--89% of key indicators have achieved the targets
Partly Unsatisfactory: 25--49% of key indicators achieved the targets
Unsatisfactory: Less than 25 % of key indicators achieved the targets

6.4.2 What are the positive or negative, intended or unintended, changes brought about by the project interventions? This may, inter alia, include an overview of the number of beneficiaries benefiting from the housing rehabilitation or construction works and the economic support implemented by the project.

The Project has had a positive effect on the lives of people affected by the disaster, with the most vulnerable households afforded an opportunity to dramatically improve their housing situation. The intended positive changes relate to the improvement in the quality of life for 1,102 people, of which 536 were women (48.64 per cent). The Project also delivered increased opportunities for income generation across 85 households who received tailor-made farming packages and greenhouses, while three beneficiaries registered small businesses and became self-employed.

Beneficiaries who received greenhouses and agriculture packages also received professional assistance in farming, gaining valuable knowledge that can be applied in their day-to-day agricultural production. Visited beneficiaries noted a significant improvement in the quality of their lives as a result of the assistance received through the Project.

Furthermore, the Project also increased the level of trust among citizens in their local administrations and in the international community. Expressed in one sentiment, should another disaster befall them, the beneficiaries, and the local governments, will know that they are not alone. The Project's focus on vulnerable categories was important, while, for some families, assistance received through this intervention convinced them to stay in Bosnia and Herzegovina rather than emigrate abroad.

There was some dissatisfaction by individuals who did not qualify for assistance under the conditions of the call and continue to reside in flood-damaged homes. This mainly applies to applicants who did not meet the eliminatory selection criteria - many within this group live in homes for which they could not provide valid documentation, to include damage assessment reports, ownership certificates, or other.

6.4.3 To what extent were the key stakeholders/final beneficiaries satisfied with the implementation of the project, specifically in terms of the partnership support and what are the specific issues remaining in the area of concern?

The vast majority of local governments were very satisfied with project implementation. They were especially satisfied with partner support and the communication with the project team, which was available around the clock.

All of the beneficiaries visited were very satisfied with their new or renovated homes, and the livelihood support they had received, as well as the partnership support provided by local governments. The only exception was a beneficiary from Maglaj. The beneficiary there had gained a new house and a greenhouse with agriculture packages for two years. The beneficiary had planted the greenhouse area but with lower quality plants. They complained that they are old and ill and could not work in the greenhouse anymore or sell their surplus vegetables because they could not deliver them to the buyers.

The evaluator's judgment is that these beneficiaries were not satisfied with their lives because of their health condition but that this had no relation to the assistance they had received.

The field visit found the works conducted in one house built under Hilfswerk International's responsibility in Orašje¹⁶ reported minor errors, although the beneficiary expressed satisfaction with support she received. The quality assurance report states that the errors were identified, but also eliminated; however, the beneficiary continues to complain about the quality of the works. The evaluator also visited other houses constructed by Hilfswerk International and the beneficiaries were satisfied with the quality of the works performed. It can be concluded that this was a separate case rather than general conclusion of the implementer's work quality.

Several local governments (Domaljevac, Doboj Istok, Srebrenik, Sapna, Vogošća) reported that there were still people out there who were residing in flood or landslide affected homes due to their ineligibility to take part in the Project. A large proportion of this caseload could not prove ownership of the housing unit put forth for rehabilitation. This was a basic criterion for beneficiary selection.

It is important to emphasise that all applicants who took part in the public call and met the basic eliminatory criteria received assistance through the Project. There were some households which did not submit their applications on time but were taken on board at a later stage when additional funding became available.

All stakeholders were very satisfied with the project implementation and the communication within the stakeholder community, to include donors, implementing partners and the participating line ministries.

6.4.4 To what extent has the project elevated cooperation between the relevant institutions?

Cooperation between the relevant institutions, such as the line ministries, was very good. There were no competency disputes between the various levels of government as the institutional boundaries were well defined prior to the start of project implementation.

Local governments cooperated among themselves in specific situations where certain innovative solutions or practices, regarding allocation of construction land, solving of infrastructure issues, and permitting, were shared within the group. The Project managed to achieve a synergy between local authorities and line ministries by working together through the format of the Project Board and beyond.

¹⁶ https://www.ba.undp.org/content/bosnia_and_herzegovina/bs/home/presscenter/vijesti/2020/familiesinOrasje.html

6.4.5 How have cross-cutting issues such as disability, sustainability of housing solutions and reaching the most vulnerable been effectively taken up?

The criteria for beneficiary selection actively encouraged participation of the most vulnerable, such as people with disabilities, minorities, the displaced and returnees. Furthermore, housing assistance provided is deemed sustainable as the works were only performed in areas considered safe from repeat flooding and landslide events.

In general, the Project always met the specific needs of each disabled beneficiary when it came to access, or any other relevant issue encountered.

6.5. Sustainability

Overall finding: The sustainability of the project is rated as highly satisfactory¹⁷. New homes constructed through the Project are disaster resilient and, where applicable, disabled friendly and accessible. Beneficiaries received tailored farming assistance that enables them to meet their financial needs and achieve a gradual reduction in their economic vulnerability. Although many local authorities have improved flood protection in affected areas, the cleaning and maintaining of riverbeds, along with regular monitoring of illegal construction to prevent landslide activation, remain crucial for ensuring the sustainability of project outputs and outcomes. Many local authorities have improved the condition of their riverbanks in an effort to reduce the risk of flooding but there is still room to improve. Combining housing and livelihood components under one Project umbrella was crucial in terms of beneficiary sustainability because they received durable shelter alongside an opportunity to generate income. At the same time, the method of selecting livelihoods beneficiaries from within the ranks of housing assistance recipients was a complicating factor for the Project as only a small number of eligible households qualified for assistance.

The sustainability of the Floods Recovery – Housing Intervention in the Federation of Bosnia and Herzegovina was analysed on two levels:

- Project level sustainability and
- Overall sustainability.

The latter took into consideration the likelihood of a repeat disaster, and the government's activities to prevent it. In order to ensure sustainability and protect against floods, authorities need to continue cleaning riverbeds, building and maintaining flood defences, and regularly monitoring illegal

¹⁷ ¹⁷ Scale for criteria assessment:

Excellent: all indicators exceeded the targets set at the inception, no extension
Highly satisfactory: 90% - 100% of key indicators have achieved the target
Satisfactory: 50--89% of key indicators have achieved the targets
Partly Unsatisfactory: 25--49% of key indicators achieved the targets
Unsatisfactory: Less than 25 % of key indicators achieved the targets

construction to avoid triggering landslides. Interviews with local governments indicate a great deal of willingness to reduce disaster risk but limited capabilities. Disaster risk reduction infrastructure tends to be complex and expensive so local governments often depend on external funding (entity or donors). Accordingly, the overall sustainability was rating as satisfactory.

Within the evaluation criteria “Sustainability”, the Evaluation responded the following questions:

6.5.1 To what extent are the project outcomes and outputs sustainable? How could the project results be made more sustainable and expanded, having in mind the remaining issues pertaining to flood recovery?

Project outputs and outcomes are considered highly sustainable. The construction/rehabilitation of residential buildings has improved housing conditions for beneficiaries, while the livelihood component has enabled recipients to produce food for their households but also to augment their income by selling it on the market. All of this has contributed to the sustainability of the project.

Beneficiaries now live in safe homes located in areas deemed free from risk. Some local authorities have enhanced riverbed management to help prevent flooding but there is room for improvement in terms of building flood prevention infrastructure.

Additionally, in some cases, beneficiaries that were especially economically vulnerable could not move into their new homes due to lacking furniture or appliances.

The Project also addressed the economic recovery of beneficiaries through small scale interventions that were highly significant for affected beneficiaries. However, economic sustainability was not always possible due to weak baseline beneficiary capacities and lack of and skillset.

6.5.2 To what extent did the project approaches (intervention strategies) manage to create a sense of ownership among the key institutional stakeholders?

Significant co-financing provided by the entity and partner local governments ensured that all partners had a vested stake in the intervention. In addition, active local government participation across all project phases meant that staff had both an understanding of the situation but also an interest in ensuring all activities were implemented smoothly. Local authorities will, in addition, continue post-implementation monitoring beyond the project cycle for a period of 5 years, as stipulated in the MoUs signed between partner local governments and UNDP, ASB, HWI. Overall, this project is a quality example of long-term cooperation between all levels of government and UNDP.

6.5.3 To what extent have the capacities of the relevant government institutions been strengthened in terms of sustaining the results of the project? In this regard, what are the challenges that they will have to overcome and the potential that could be unlocked in the future?

The experience and knowledge gained by line ministries involved in project implementation bodes well for any such future project as the responsible ministry staff now possess the key skills needed to manage recovery interventions.

At the same time, capacities of local governments were strengthened both through direct training as well as on-the-job learning as local staff were exposed to all phases of project implementation, learning from their UNDP, Arbeiter-Samariter-Bund and Hilfswerk International counterparts. This has strengthened their capacities and created a better basis for a more efficient response to similar disasters in the future.

In addition, local governments were provided with a toolkit containing detailed instructions for independent implementation of future economic support projects.

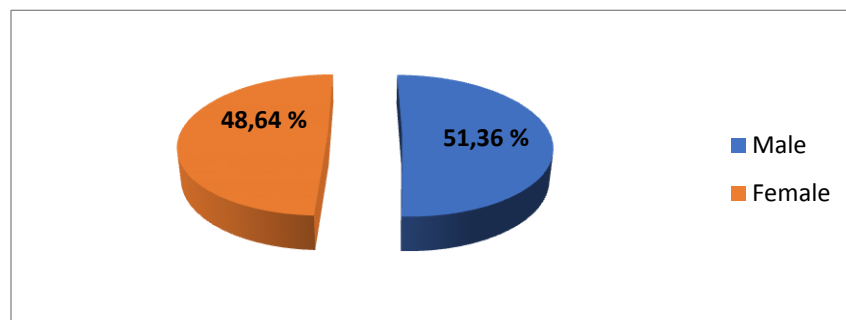
The experience partners gained is also applicable to other projects. Overall, this intervention is a good example of how a project can be implemented quickly, efficiently and successfully. The biggest obstacle was the lack of financial resources available for disaster recovery projects within local government budgets. It is therefore necessary for local governments to include planning for natural disasters with their annual budget funds, although the main potential that needs to be unblocked relates to higher levels of government.

7. Cross-cutting issues

Note: In evaluating this segment of project implementation, the evaluator consulted the United Nations Evaluation Group Guidance on Integrating Human Rights and Gender Equality in Evaluation.

The chart below shows the male to female ratio with the overall Project beneficiary population.

Figure 9: Ratio of women in overall population of beneficiaries



The Project itself was primarily designed to target vulnerable social and economic categories displaced by the 2014 disaster event. When selecting beneficiaries, special consideration was afforded to the elderly, single-parent households, minorities, such as Roma, who were socially excluded and had limited access to finance, and to economically vulnerable persons who were less likely to be insured for flood damage, returnees and internally displaced persons, persons with disability and illness and unemployed men, women and youth. Livelihood assistance prioritised the most vulnerable within the beneficiary selection criteria, while the targeting and tailoring of recovery packages for each family was based specifically on the Livelihoods Needs Assessment and took place at household level.

Questionnaires used in the evaluation surveys and interviews were designed to generate feedback from partners and beneficiaries on gender equality considerations and women's empowerment, human rights aspects, and the involvement of vulnerable beneficiaries. Field visits further complemented survey and interview findings.

The gender dimension was explored thoroughly through each project activity, and gender disaggregated data was used to the greatest possible extent. All new homes were legally classified as joint property of both spouses, thus providing them with equal ownership going forward. The sample of beneficiaries who were visited and interviewed by the evaluator represented both project components: housing and livelihoods. The gender ratio of visited beneficiaries (52% women) corresponded to the ratio of the entire pool of beneficiaries (49% women). All three entrepreneurs supported through the project are women and they were visited and interviewed face-to-face.

According to available data, the Project reached nearly all of the eligible vulnerable households (385 in 21 partner municipalities) whose homes were damaged substantially or destroyed in the disaster event of 2014.

Communication among all involved parties and beneficiaries was at a highly satisfactory level.

8. Lessons learned

1. Repeat cooperation between the European Union as the donor, and UNDP as the implementing partner, proved to be very effective.
2. Defining clear and unambiguous criteria for beneficiary selection, uniformly and transparently applied across all localities, proved to be crucial in terms of the project's contribution towards ensuring human rights and represented a critical first step towards beneficiary satisfaction as it was the case in the Project.
3. Intensive monitoring of construction and rehabilitation works, and overall quality assurance, ensured the excellence of construction works and led to a high level of beneficiary satisfaction, as well as satisfaction with partner local authorities.
4. Infrastructure-related expenses increased the financial burden on local governments, which in some cases were not able to cover both the agreed contribution for construction works and the investments in infrastructure. These expenses may need to be planned into the project budget.
5. The method of exclusively selecting livelihoods beneficiaries from within the pool of housing assistance recipients proved to be a limiting factor for the Project as housing beneficiaries were largely vulnerable individuals with limited ability or skillsets for work. This led to great difficulty in

identifying a sufficient number of beneficiaries for this component, and ultimately led to the cancellation of employment sub-component due to lack of applicants and interest by prospective employers. The result here would have likely been better had these two groups of beneficiaries not linked (as was the case with Phase I of the Flood Recovery Programme). However, combining housing and livelihood support in disaster recovery projects should be encouraged, since it is crucial in terms of sustainability. Having a 'roof over your head' and being able to produce food, and even earn extra income, contributes greatly to quality of life of beneficiary families. The integration of livelihood beneficiaries into economically viable agricultural co-operatives and/or regional value chains largely depends on their level of agricultural production. The integration for small scale producers proved to be challenging thus should not be considered for the future disaster recovery projects.

6. When designing projects, beneficiary structure and characteristics should be analysed in detail, because they may significantly affect delivery. Sometimes the most vulnerable beneficiaries may have limitations that preclude them from joining the labour force – these factors may include physical fitness, age, level of education, etc. Vocational training also is unlikely to overcome this gap.
7. During evaluation, in some cases, it was not possible to obtain feedback from select local governments due to absence of staff previously assigned to disaster recovery activities. In order to maintain institutional memory, local governments should ensure backstopping personnel that would be able to respond when needed and to maintain the flow of project related activities.
8. Local government ownership of project results, achieved through active participation in all segments of implementation, along with significant financial and in-kind contributions, proved to be crucial for sustainability and success of the Project.
9. Detailed surveys of construction land, although time and money consuming, proved to be crucial in ensuring the long-term viability of the recovery investment. As a result, no new flood damages to Project-build homes were reported since the beginning of project implementation until today, despite regular spring flooding that occurs almost annually in BiH. Further actions by local governments on flood protection, such as cleaning riverbeds, building and maintaining the embankments along the river and prevention of illegal housing in risk areas will likely further expand the positive impact of the Project through improved disaster risk management.

9. Recommendations

The evaluation makes the following set of recommendations derived from the analysis presented in the previous sections of this report and the lessons learned.

Recommendation	Linked to conclusion/criterion	Addressed to	Comment on the recommendation
1. Cooperation between UNDP and other implementing partners and stakeholders, as well as the standardization of processes across the Project, has proven to be of immense importance in ensuring the high quality of delivery. This should be replicated in any future similar endeavour.	Efficiency	UNDP Implementing partners Project's stakeholders	Project timeline and management
2. Flexibility and adaptability to unforeseen scenarios during project implementation is important, as evidenced during the COVID-19 pandemic. This resulted in many adaptations of activities to the new reality caused by the pandemic, which were proposed and implemented by UNDP, but which also were accepted and encouraged by the donor.	Efficiency	UNDP Donors	Project design and project management
3. Combining housing and livelihood components of a disaster recovery project is crucial to project sustainability, especially on a micro level that focuses on the beneficiary households. Beneficiaries who have received both types of assistance benefited significantly. Designing disaster recovery projects needs to address both components in order to enable the beneficiaries to achieve sustainability. On the other hand, selection of livelihoods beneficiaries from the pool of housing beneficiaries proved to be extremely challenging, thus limiting the number of beneficiaries who could qualify for the economic support. In the future, livelihood beneficiaries should not be selected exclusively from within the ranks of housing beneficiaries but rather the two components should be implemented side-by-side.	Sustainability	UNDP Donors	Design of the future disaster recovery projects

4. Encourage the creation of a platform that will map potential risks and risk mitigation measures for each local government.	Sustainability	UNDP Local governance partner Donors	The platform would serve to coordinate all activities within a local government related to disaster risk management.
<p>5. Target groups and beneficiaries should be analysed closely in terms of needs and capacities, prior to defining project details and projecting results.</p> <p>In future project designs, limiting the selection of the livelihoods beneficiaries from within the ranks of emergency-impacted beneficiaries, who largely consist of the elderly, people with disabilities, economically marginalized population that does not possess resources or abilities to engage in agricultural activities, entrepreneurship or to seek full-time employment, should be avoided. Instead, livelihood beneficiary selection should be open to wider range of individuals residing in the disaster affected area.</p>	Effectiveness	UNDP Donors	Projects design
6. The disaster recovery projects should integrate into the budget the expenses of the basic communal infrastructure (water, sewage, electricity) in order to ensure that all the connections are provided in time and houses are fully functional upon completion of the construction works. This recommendation comes out of the consideration that this obligation presented significant burden to some of the local governments, which subsequently delayed moving into the houses for the project beneficiaries.	Impact	UNDP Donors	Disaster recovery projects design
7. Encourage the authorities in Bosnia and Herzegovina to accelerate activities related to the disaster risk reduction. Greater focus and investment would not only secure the sustainability of the flood recovery measures but also help mitigate future reoccurrence.	Sustainability	UNDP International community in Bosnia and Herzegovina All levels of government of Bosnia and Herzegovina	Future recovery disaster projects funding

8. Encourage local authorities to maintain institutional memory of the project implementation and processes to be retained within local administration. Given the level of staff turnover at the local government level, providing back-up for each role within project implementation and keeping updated documentation would be very useful.	Sustainability	UNDP Local governments	Keep the institutional memory on projects within the local governments by maintaining documentation on projects implemented by the local governments and create back-up roles at local governments.
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10. Annexes

Annex 1. Evaluation Matrix

Relevant evaluation criteria	Key Questions	Data Sources	Data collection Methods / Tools	Methods for Data Analysis
Relevance	Were the projects' objectives relevant to the needs of their beneficiaries, having in mind political, social, legal and institutional context of the country, and what are the projects' potentials to adequately contribute to development processes in the future?	project data, UNDP M&E tool, interview records, survey records	desk review, key informant interviews, surveys	Content analysis
	To what extent is gender equality respected and mainstreamed within the projects?	project data, UNDP M&E tool	desk review	Content analysis
	To what extent the projects contributed to human rights of target groups?	project data, UNDP M&E tool, interview records, survey records	desk review, key informant interviews, surveys	Content analysis
	Were the steps taken by the projects to adjust its implementation strategy to the new circumstances and needs imposed by COVID-19 pandemic relevant?	Project data, interview records, survey records	desk review, key informant interviews, surveys	Content analysis
Effectiveness	To what extent were the projects' activities implemented and intended results achieved? What are the main projects' accomplishments? Overview of the projects' progress against its indicators is to be provided in an Annex of the Evaluation Report.	project data, UNDP M&E tool, survey records	desk review, surveys	Content analysis
	To what extent and how effectively have the projects' specific approach and actions contributed to projects' outputs and outcomes? If so, why? If not, why not?	interview records, survey records	key informant interviews	Content analysis
	To what extent and through what mechanisms have the projects managed to transfer knowhow of implementing emergency rehabilitation projects to local governments?	project data, survey records	Desk review, key informant interviews, surveys	Content analysis
	To what extent have the projects outreached marginalized groups (i.e. youth, persons with disabilities, returnees, internally displaced, minorities...)? Have the projects been implemented in accordance with a civic and human rights perspective: i.e. have target groups been participating in planning, implementation and follow up? Has anyone been discriminated by the projects through the implementation? Have the projects been	Project data, interview records, survey records	desk review, key informant interviews, surveys	Content analysis

	implemented in a transparent fashion? Are there accountability mechanisms in the projects?			
	Have the projects applied innovative approaches and solutions in the course of its implementation?	Project data, interview records, survey records	desk review, key informant interviews, surveys	Content analysis
Efficiency	Have resources (financial, human, technical) been allocated strategically to achieve the projects' results? Were the projects' activities implemented as scheduled and with the planned financial resources?	project data	desk review	Content analysis
	Are there any weaknesses in the projects' design, management, human resource skills, and resources?	Project data, interview records, survey records	desk review, key informant interviews, surveys	Content analysis
	To what extent have the target groups and other stakeholders taken an active role in implementing the projects? What modes of participation have taken place? How efficient have partner institutions been in supporting the projects' implementation?	Project data, interview records, survey records	desk review, key informant interviews, surveys	Content analysis
	Were monitoring and quality assurance aspects of the projects adequately covered?	Project data, UNDP M&E tool	Desk review	Content analysis
	To what extent the project utilized meaningful synergies with other relevant projects (UNDP or external), e.g. in the area of agriculture and livelihoods, floods recovery support, etc.?	project data, key informant interview records	desk review, key informant interviews	Content analysis
Impact	What are the projects' effects and impact in terms of sustainable recovery of flood and landslide affected households and communities in Bosnia and Herzegovina, both in qualitative, as well as quantitative terms?	Project data, UNDP M&E tool. Interview records	desk review, key informant interviews	Content analysis
	What are the positive or negative, intended or unintended, changes brought about by the projects' interventions and the Programme as a whole? This may, inter alia, include an overview of the number of beneficiaries benefiting from the housing rehabilitation or construction works and economic support implemented by the projects?	Project data, interview records, survey records	desk review, key informant interviews, surveys	Content analysis
	To what extent are key stakeholders/final beneficiaries satisfied with the implementation of the projects, specifically in terms of the partnership support and what are specific remaining issues in the area of concern?	Project data, interview records, survey records	desk review, key informant interviews, surveys	Content analysis
	To what extent have the projects elevated cooperation between relevant institutions?	interview records	key informant interviews	Content analysis

	How have cross-cutting issues, such as disability, sustainability in the housing solutions, as well as reaching the most vulnerable, been effectively taken up?	interview records, survey records	key informant interviews, survey	Content analysis
Sustainability	To what extent are the projects' outcomes and outputs sustainable? How could projects' results be further sustainably projected and expanded, having in mind the remaining issues of the floods recovery?	project data, UNDP M&E tool, Interview records	desk review, key informant interviews	Content analysis
	To what extent has the project approach (intervention strategy) managed to create ownership of the key national stakeholders?	Project data, UNDP M&E tool, Interview records	desk review, key informant interviews	Content analysis
	To what extent have the capacities of relevant government institutions been strengthened to sustain the results of the projects? Which are, in this regard, challenges to overcome or potentials to be unlocked in the future?	Project data, UNDP M&E tool, Interview records	desk review, key informant interviews	Content analysis

Annex 2. List of the documents consulted during the desk review for the Flood recovery – Housing Interventions in the Federation of Bosnia and Herzegovina

- UNDAF for Bosnia and Herzegovina 2015-2020
- CPD for Bosnia and Herzegovina 2015-2020
- Description of Action with Annexes
- Recovery Needs Assessment for BIH 2014
- Livelihoods Needs Assessment entity reports
- Project Progress Reports for 2018, 2019, 2020 and Inception Report
- Donor reports
- Project Board Meetings Minutes
- FRP Evaluation Report Phase I
- MR Flood Recovery

Annex 3. Questionnaires for the interviews and survey

Questionnaire 1 – Project Team		
No.	Question	Answer
1.	What are the main projects' accomplishments?	
2.	To what extent and how effectively have the projects' specific approach and actions contributed to projects' outputs and outcomes? If so, why? If not, why not?	
3.	Have the projects applied innovative approaches and solutions in the course of its implementation?	
4.	To what extent the project utilized meaningful synergies with other relevant projects (UNDP or external), e.g. in the area of agriculture and livelihoods, floods recovery support, etc.?	
5.	What are the positive or negative, intended or unintended, changes brought about by the projects' interventions and the Programme as a whole? This may, inter alia, include an overview of the number of beneficiaries benefiting from the housing rehabilitation or construction works and economic support implemented by the projects?	
6.	To what extent has the project approach (intervention strategy) managed to create ownership of the key national stakeholders?	
7.	What are the main lessons learnt that can inform future recovery interventions?	
8..	What would be directions to expand positive effects of the projects' concept in the area of disaster risk management in the future?	
9.	To what extent is gender equality respected and mainstreamed within the projects? Could gender mainstreaming have been improved in planning, implementation or follow up?	

Questionnaire 2 – Donors: European Union Delegation,		
No.	Question	Answer
1.	Has the project utilized meaningful synergies with other relevant funded by EU?	
2.	To what extent are you, as a Donor, satisfied with the implementation of the projects, specifically in terms of the cooperation and communication with the project team?	
3.	What do you think to what extent are the projects' outcomes and outputs sustainable??	
4.	What do you think what are the main lessons learnt that can inform future recovery interventions?	
5.	What would be directions to expand positive effects of the projects' concept in the area of disaster risk management in the future?	
6.	What could be possible after-projects priority interventions?	
7.	What would be your general recommendations in terms of sustainability of the project achievements and overall?	

Questionnaire 3 – Implementing partners: the Arbeiter-Samariter-Bund and the Hilfswerk International

No.	Question	Answer
1.	What is your experience with project implementation? What are the good practice examples? What could be done differently?	
2.	Have the target groups and other stakeholders taken an active role in implementing the projects? What modes of participation have taken place?	
3.	Were monitoring and quality assurance aspects of the projects adequately covered?	
4.	What are the projects' effects and impact in terms of sustainable recovery of flood and landslide affected households and communities in Bosnia and Herzegovina?	
5.	To what extent are you, as implementing partner, satisfied with the implementation of the projects, specifically in terms of the partnership support and what are specific remaining issues in the area of flood recovery?	
6.	What do you think to what extent are the projects' outcomes and outputs sustainable?	
7.	Has the project approach managed to create ownership of the key national stakeholders?	
8.	What are the main lessons learnt that can inform future recovery interventions?	
9.	What are the general recommendations, which could further ensure sustainability of the Project?	

Questionnaire 4 – Stakeholders – Institutional partners: Ministry for Human Rights and Refuges of Bosnia and Herzegovina, Ministry of Spatial and Physical Planning of the Federation of Bosnia and Herzegovina		
No.	Question	Answer
1.	Were the projects' objectives relevant to the needs of their beneficiaries, having in mind political, social, legal and institutional context of the country?	
2.	To what extent has the institution in which you work taken an active role in implementing the project and in which way?	
3.	What are the positive or negative, intended or unintended, changes brought about by the projects' interventions and the Programme as a whole?	
4.	To what extent are key stakeholders/final beneficiaries satisfied with the implementation of the projects, specifically in terms of the partnership support and what are specific remaining issues in the area of concern?	
5..	To what extent have the capacities of the relevant government institutions, been strengthened in order to maintain project results?	
6.	To what extent are the projects' outcomes and outputs sustainable? How could projects' results be further sustainably projected and expanded, having in mind the remaining issues of the floods recovery?	
7.	To what extent has the project succeeded in enabling institutional partners to take on the realization of these problems themselves?	
8.	To what extent have the capacities of the relevant partner local government, been strengthened in order to maintain project results? In this regard, what are the challenges that need to be overcome or the potentials that need to be enabled /unblocked in the future?	
9.	What experiences can be used for future flood recovery interventions?	
10.	What could be possible after-projects priority interventions and general recommendations, which could further ensure sustainability and scaling up of Project's achievements?	
11.	What would be your recommendations, so that the sustainability of the project could be further ensured?	

Survey 5 – Local Governments

The local government should filled by a team at a joint meeting, consisting of: the mayor, the housing component coordinator and the livelihood component coordinator, if applicable

No.	Question	Answer
1.	<p>What is your experience with the implementation of the Flood Recovery Project? Was this project different from previous similar projects And if so, please explain:</p> <p>a) housing component</p> <p>b) livelihood component?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
2.	<p>Did the local government unit in which you work participate in the implementation of the project, and if so, how and in what phases?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
3.	<p>Are the project objectives relevant to the needs of their beneficiaries, given the political, social, legal and institutional context of the country?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
4.	<p>To what extent and through what mechanisms did the project manage to transfer knowledge about the implementation of the emergency rehabilitation project to local self-government units?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
5.	<p>Given that the local government unit participated in the provision of local infrastructure, explain how the implementation went and what could be further improved?</p> <p>(housing component)</p> <p>Please explain in the space for answer.</p>	
6.	<p>How were the beneficiaries selected and what were the criteria for their selection? Has anyone been discriminated against during the implementation of the project? Was the project transparent?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	

7.	<p>What is your experience with the realization of a project with this type of user?</p> <p>(livelihood component)</p> <p>Please explain in the space for answer..</p>	
8.	<p>What are your experiences with the implementation of the Beneficiaries Assessment and Beneficiaries Needs Assessment Manual, which you used in the selection of beneficiaries?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
9.	<p>What is your experience with the introduced quality control of construction works?</p> <p>(housing component)</p> <p>Please explain in the space for answer.</p>	
10.	<p>What, in your opinion, the positive or negative, intentional or unintentional changes occurred as a result of this project?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
11.	<p>To what extent are you satisfied with the implementation of the project, especially in terms of partnership support and communication with the project team, and what important issues remain to be addressed in the field of flood recovery?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
12.	<p>To what extent, in your opinion, are the results of the project sustainable?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	

13.	<p>To what extent have the capacities of the local-government unit in which you work have been strengthened, and can you maintain the results of the project? In this regard, what are the challenges that need to be overcome or the potentials that need to be enabled-unblocked in the future?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
14.	<p>What is your best experience regarding the implementation of this project? What would you like to be different?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
15.	<p>How could the positive impact of the project be extended to the field of disaster risk management in the future?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
16.	<p>What would be the possible priority interventions for possible future projects and your recommendations, in order to further ensure the sustainability of the project?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
17.	<p>To what extent, in your opinion, is gender equality respected and integrated into this project?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	
18.	<p>In your opinion, have relevant steps been taken to adapt the project implementation strategy to the new circumstances and needs imposed by the COVID-19 pandemic?</p> <p>(both components)</p> <p>Please explain in the space for answer.</p>	

Questionnaire 6 – Beneficiaries										
No.	Question	Answer								
1.	Did you get help from FRP And if so, what kind of help was that? (Please circle the correct answer and enter the required data) C	<p>a) A new residential building was built b) The residential building has been repaired c) Assistance in recovery to meet the living needs of the family</p> <ul style="list-style-type: none"> • sustainable agriculture and / or beekeeping • self-employment in small trades • employment with the employer • number of new jobs: <table border="1"> <tr> <td colspan="2">Income to the family household realized as a result of FRP income generation assistance – livelihood component</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td>2019</td> <td>KM</td> </tr> <tr> <td>2020</td> <td>KM</td> </tr> </table> <p>Number of household members: from what:</p> <ul style="list-style-type: none"> • woman: • children: • returnees: • Internally displaced persons: • persons with disabilities: • national minorities: 	Income to the family household realized as a result of FRP income generation assistance – livelihood component				2019	KM	2020	KM
Income to the family household realized as a result of FRP income generation assistance – livelihood component										
2019	KM									
2020	KM									
2.	What was the situation before the project implementation? Was the help you received tailored to your needs?									
3.	What were the criteria based on which you were included in the program? What is your view on gender equality in beneficiaries' selection?									
4.	What is your view of equality in beneficiaries selection? Did everyone have the same rights to get help? Has anyone been discriminated against?									
5.	How did the whole situation with the COVID-19 pandemic affect the realization of the aid granted?									
6.	What impact did the help you received under the project on the quality of your life? How									

	does this project affect you and your family in the long run?	
7.	To what extent are you, as the beneficiary, satisfied with the implementation of the project, communication with the project team and local government representatives, etc.	
8,	Is the help you received from the project sustainable, i.e. will you benefit from it in the future? Have all the problems you had as a result of the floods been solved with this project? If not, what else could be done to maintain or improve the results of this project?	
9.	What is your best experience during the implementation of this project? What would you like to be different?	

Annex 4. List of stakeholders' interviews and the schedule for the interviews

#	Name	Organisation	Email	Meeting Date	Meeting timing
1	Sanja Hamidović	EU Delegation in BH	sanjahamidovic@eeas.europa.eu	May 31, 2021.	11:30 AM
2	Muhidin Hadžibegić	Ministry of Human Rights and Refuges BH	muhidin.hadzibegic@mhr.gov.ba	June 1, 2021.	12:00 AM
3	Hamid Suljović	Ministry of Spatial and Physical Planning FBiH	Hamid.Suljovic@fmpu.gov.ba	June 16, 2021.	1:00 PM
4	Elmir Bojadžić	Arbeiter Samariter Bund	elmir.bojadzic@asb-see.org	May 31, 2021.	10:40 AM
5	Vedad Hadžiosmanović	Arbeiter Samariter Bund	vedad.hadziosmanovic@asb-see.org	May 31, 2021.	10:00 AM
6	Suzana Jašarević	Hilfswerk International	suzanaj@hwi.ba	May 31, 2021.	9:00 AM
7	Muris Kodžaga	Hilfswerk International	murisk@hwi.ba	May 27, 2021	4:00 PM

Annex 5. List of beneficiaries interviewed and the field schedule

Or.	Information on beneficiaries						family member		Visited
No.	Internal No.	Municipality/ City	Surname	Name	Kind of help	Entity	Female	Total	date
1	GO-0002	Goražde	Halilović	Aida	Construction + self employment (pastry shop)	FBiH	1	3	by phone
2	GR-0022	Gračanica	Spahić	Šaban	Construction	FBiH	1	2	by phone
3	GR-0045	Gračanica	Đogić	Hatidža	Construction	FBiH	2	5	by phone
4	GR-0051	Gračanica	Mujić	Hajrudin	Construction	FBiH	1	2	by phone
5	D/MA-0088	Maglaj	Isić	Semir	Construction + cultivator with mower	FBiH	0	2	June 11, 2021
6	D/MA-0089	Maglaj	Karabegović	Ahtaba	Rehabilitation	FBiH	1	2	June 11, 2021
7	OR-0023	Orašje	NEDIĆ	LUJA	Rehabilitation	FBiH	1	1	June 10, 2021
8	OR-0085	Orašje	STOJANOVIĆ	MILORAD	Rehabilitation	FBiH	2	3	June 10, 2021
9	OR-0126	Orašje	GRGIĆ	IVO	Construction	FBiH	2	4	June 10, 2021
10	OR-0129	Orašje	STANIĆ	ANKA	Construction	FBiH	1	1	June 10, 2021
11	OR-0140	Orašje	MILIČIĆ	SUZANA	Rehabilitation + greenhouse	FBiH	3	3	June 10, 2021
12	SB-0009	Srebrenik	Rikanović	Petar	Construction	FBiH	1	1	by phone
13	SB-0037	Srebrenik	Hasić	Osman	Construction	FBiH	3	6	by phone
14	TR-0003	Travnik	KARALIĆ	ADNAN	Construction + self employment (car wash)	FBiH	5	8	June 9, 2021
15	TR-0010	Travnik	KADRIĆ	EDIN	Construction + mower	FBiH	1	4	June 9, 2021
16	ZA-0066	Zavidovići	Buljubašić	Hamdo	Construction + self employment (hairdressing shop)	FBiH	2	6	June 11, 2021
17	ZE-0027	Zenica	Šišman	Nermin	Construction+ beekeeping equipment	FBiH	3	5	June 9, 2021
18	ZE-0065	Zenica	Fejzić	Mirsad	Construction + greenhouse	FBiH	2	4	June 9, 2021
19	ZE-0070	Zenica	Karić	Nezir	Construction + greenhouse	FBiH	2	6	June 9, 2021
20	ZE-0075	Zenica	Beganović	Almin	Construction	FBiH	2	4	June 9, 2021
21	ZP-0008	Žepče	Spajic	Mirko	Construction	FBiH	4	6	June 11, 2021
22	ZP-0047	Žepče	Sliskovic	Niko	Construction	FBiH	1	2	June 11, 2021

Annex 6. Logical Framework Floods Recovery – Housing Intervention in the Federation of Bosnia and Herzegovina

	Results chain	Indicators	Baseline (incl. ref. year)	Current value, June 2021
Overall objective: Impact	<p><u>Overall objective of the Action:</u> To support the sustainable recovery of flood- and landslide-affected communities in the entity of the Federation of Bosnia and Herzegovina (RS).</p>	<p>Number of people in targeted areas directly benefiting from flood recovery assistance (disaggregated by gender).</p>	<p>Approximately 3,700 people in flood-affected areas still in need of housing recovery support (2016).¹⁸</p>	<p>1,102, out of whom 536 are women (48,64%)</p>
Specific objective(s): Outcome(s)	<p><u>SO1:</u> To improve living conditions for vulnerable households whose homes were substantially damaged or destroyed in the disaster.</p> <p><u>SO2:</u> To restore and develop economic and livelihood opportunities for low-income vulnerable households assisted with housing recovery.</p>	<p><u>SO1:</u> Number of affected households provided with adequate and disaster-resilient housing.</p> <p><u>SO2:</u> Amount of additional annual income generated for beneficiary households as a result of the Action.</p>	<p><u>SO1:</u> 1,243 disaster-affected households residing in temporary or substandard housing (2016).¹⁹</p> <p><u>SO2:</u> N/A</p>	<p>385</p> <p>EUR 113,694.69</p>

¹⁸ Source: UNDP Recovery Gap Assessment and statistics available at municipal and entity level. Findings are subject to verification during inception.

¹⁹ Ibid.

Outputs / Results	<p><u>Output 1.1:</u> Socially and economically vulnerable households, rendered homeless by the 2014 disaster, provided new homes.</p>	<p><u>Output 1.1:</u> Number of new homes constructed in line with relevant national housing standards.</p>	<p><u>Output 1.1:</u> 208²¹ households reside in temporary shelter as their homes were destroyed in the 2014 disaster.</p>	203
	<p><u>Output 1.2:</u> Socially and economically vulnerable households, residing in disaster-affected substandard housing, benefit from restored and improved homes.²⁰</p>	<p><u>Output 1.2:</u> Number of homes rehabilitated as per the relevant national housing standards in flood-affected areas.</p>	<p><u>Output 1.2:</u> 1,035 homes damaged in flood-affected areas.</p>	182

²⁰ The standards are based on the relevant guidelines proscribed by the Sectoral Working Group of the State Ministry for Human Rights and Refugees.

²¹ While this is the number coming out of the preliminary assessment report, it is expected to increase substantially through the Public Call.

	<p><u>Output 2.1:</u> Livelihoods needs identified, enabling tailoring of income generation support for housing assistance beneficiaries.</p>	<p><u>Output 2.1:</u> Number of flood-affected households with identified opportunities for income generation support.</p>	<p>Output 2.1: N/A</p>	88
	<p><u>Output 2.2:</u> Vulnerable households benefit from a steady and sustainable income stream.</p>	<p><u>Output 2.2a:</u> Number of flood-affected households engaged in sustainable farming.</p>	<p>Output 2.2a: N/A.</p>	85
		<p><u>Output 2.2b:</u> Number of flood-affected households benefiting from self-employment and small business income streams.</p>	<p>Output 2.2b: N/A.</p>	3

Annex 7. Information on interventions in FBiH and co-financing

No.	Local Governance	Total investment value (BAM)	Co-financing (BAM)	In-kind Contribution
1	CAZIN	159.297,93	15.000,00	12.000,00
2	DOBOJ - ISTOK	152.271,46	15.000,00	20.695,00
3	DOMALJEVAC - ŠAMAC	225.844,71	25.000,00	14.200,00
4	GORAŽDE	184.378,89	30.000,00	Data not provided
5	GRAČANICA	757.596,15	82.000,00	98.000,00
6	GRADAČAC	267.506,24	35.000,00	47.164,46
7	KAKANJ	363.003,78	39.000,00	25.000,00
8	KALESIJA	815.561,88	155.000,00	342.700,00
9	MAGLAJ	548.001,77	80.000,00	10.428,75
10	ODŽAK	394.492,44	20.000,00	99.740,00
11	ORAŠJE	1.024.610,68	90.000,00	47.793,20
12	SAPNA	10.759,46		Data not provided
13	SREBRENİK	762.328,50	82.000,00	10.000,00
14	TEŠANJ	34.098,96	5.000,00	2.943,90
15	TRAVNIK	318.763,04	5.000,00	80.000,00
16	TUZLA	531.284,73	65.000,00	Data not provided
17	VAREŠ	88.889,10	10.000,00	16.802,83
18	VOGOŠĆA	91.728,19	10.000,00	Data not provided
19	ZAVIDOVIĆI	893.623,78	75.000,00	Data not provided
20	ZENICA	1.477.933,99	170.000,00	Data not provided
21	ŽEPČE	411.215,04	45.000,00	39.350,00
	TOTAL FBiH	9.513.190,72	1.053.000,00	866.818,14