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## **Evaluation/ Review**

BI H/97N05: UNV Assistance to Promote  
Community-Based Confidence-Building in  
BiH

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**TABLE OF CONTENTS**

<b>1. BACKGROUND 2</b>	
<b>2. PROJECT CONCEPT AND STRATEGY.....</b>	<b>2</b>
2.1 Findings:.....	3
<b>3. PROJECT IMPLEMENTATION .....</b>	<b>3</b>
3.1. Selection of Implementing partner:.....	3
3.1.1. Findings:.....	4
Findings:.....	5
3.2. Training of Trainers:.....	5
3.2.1. Phase One:.....	5
Findings:.....	5
3.2.2 Phase Two:.....	6
Findings:.....	7
3.2.3 Field visits/Workshops:.....	7
Findings:.....	8
3.3 Reconciliation Fund:.....	8
Findings:.....	10
3.4. Summer Camps:.....	10
Findings:.....	11
<b>4. Project Budget and Staffing .....</b>	<b>11</b>
<b>5. IMPLEMENTATION ISSUES.....</b>	<b>12</b>
5.1. Role of UNDP Country Office/UNV HQ.....	12
5.2. Role of Government Counterparts: National and Local.....	13
5.3. Linkages with other UN and NGO programmes.....	13
5.4. Security Provisions.....	13
<b>6. PROJECT STRENGTHS AND WEAKNESSES .....</b>	<b>14</b>
6.1. Strengths:.....	14
6.2. Weaknesses:.....	14
<b>7. STRATEGIES FOR SUSTAINABILITY .....</b>	<b>14</b>
<b>8. RECOMMENDATIONS.....</b>	<b>15</b>
8.1 Recommendations to the Project .....	15
8.2 Recommendations to UNDP/UNV HQ .....	16
<b>9. CONCLUSION .....</b>	<b>17</b>
<b>Annex I.....</b>	<b>18</b>
<b>MEETINGS HELD DURING EVALUATION MISSION.....</b>	<b>18</b>

## 1. BACKGROUND

When the Community-Based Confidence Building Project was formulated, Bosnia and Herzegovina was just emerging from a brutal conflict. Over 350,000 people had been killed, and about a million more displaced from their homes who fled to seek refuge in foreign countries or in other parts of the country. The Dayton Peace Agreement of 1995 and the

elections of September 1996 raised hopes for lasting peace and return to normality in the country. It became apparent that the civil war had provoked an identity crisis, which in turn precipitated further ethnic tensions as people returned to their homes. The fragile environment also contributed to the erosion of confidence among the people.

In the wake of the conflict, international relief effort was garnered to support the return, resettlement and reintegration of refugees, internally displaced persons, and others affected by the conflict. Activities focused on reconstruction and efforts to satisfy the material needs of the people. However, less attention was focused on addressing the social and psychological dimensions of the peoples' lives. It was within this context, that UNV prioritised community-based confidence building as a mechanism for empowering groups to renew confidence in living together and rebuilding their communities. The project was designed to encourage a culture of working together against the backdrop of peace.

## **2. PROJECT CONCEPT AND STRATEGY**

The project strategy was designed to appoint two experienced International UNV Community Facilitators working with national UNVs to implement community-based measures to enhance community reconciliation, reintegration and confidence building in Bosnia and Herzegovina. The project envisaged intervention in communities by empowering groups to interact with one another through activities that promote intercommunal partnership and confidence-building. Zene Zenama, a national NGO, was selected as an implementing partner of the project based on its experience in training, conflict resolution, and confidence building. In addition, the organisation has a network of NGOs in the provinces through which such activities could be implemented. The idea was to strengthen capacity building of local partners and to enhance reproduction of skills that would be passed on by the project team.

Project implementation was designed to cover four phases, namely:

2

- 1) Training of Core Trainers: Through training it was conceived that a core group of local trainers would be equipped with skills and techniques of conflict resolution, negotiation, mediation and community reconciliation.
- 2) Workshops: Core trainers would conduct community workshops for local authorities, community leaders, NGOs to promote team spirit, effective communication, as well as an opportunity to initiate community activities that bring people together rather than apart
- 3) Reconciliation Fund: A small reconciliation fund was created for community reconciliation activities to strengthen inter-ethnic relationships and the reconciliation process.
- 4) Summer Camps: Summer camps were to be organised to promote reconciliation and confidence-building activities among youth groups and children from different ethnic and

geographical locations in Bosnia and Herzegovina.

## **21 Findings:**

- 1) No changes were made to the original project document regarding concept and strategic planning. UNV specialists upon arrival, however, decided that it was not realistic to implement the youth camp activities during the first summer. This decision was based on the fact that UNV specialists had not developed the necessary community network to implement youth camp activities with multi-ethnic participation.
- 2) It was conceived that community workshops and the administration of the reconciliation fund projects would provide the opportunity to meet with the youth and their parents (for parental consent) in their communities before the camps are organised.

### **3. PROJECT IMPLEMENTATION 3.1. Selection of Implementing partner:**

In the process of formulating the project document, it was determined that Zene Zenema should be the implementing partner. Zene Zenema is a well-known national NGO on women's issues with varied experience in organising workshops to promote peace and reconciliation in Bosnia and Herzegovina. The organisation also has experience implementing several activities funded by the international donor community. The mission found out that Zene Zenema has developed a loose but effective network of individuals and organisations in the provinces working to promote peace and development with

3

emphasis on empowering women; an arrangement from which the project benefited in the initial stages.

#### **3.1.1. Findings:**

Zene Zenema played a significant role in the development of the original project document. Not only did the organisation facilitate the introduction of the UNV specialists into communities the project is presently working in, but also provided the necessary credibility and visibility to initial project activities.

The mission noted that, the project document did not clearly define the partnership role of Zene Zenema, nor did it stipulate the organisation's responsibilities in programme implementation with the UNV specialists. Thus, UNV specialists spent the first quarter defining this relationship. This constituted a drawback to the smooth start of project activities. Subsequently, a relationship was established, and reflected in the initial Service Agreement with Zene Zenema. The Service Agreement provided USD 24,000 for specific project activities related to Training of Trainers sessions and capacity building workshops. The amount was to be utilised as follows:

<b>ACTIVITY</b>	<b>AMOUNT (US Dollars)</b>
Training Material	3000
Travel costs	3000

Support for personnel and Trainers	12000
Communication	6000

The tenuous working relationship and miscommunication between Zene Zenema and UNV specialists resulted in the resignation of one of the leading partners of Zene Zenema from the operations of the project. Consequently, UNV and Zene Zenema redefined their specific roles and responsibilities to take into account the resignation. An amendment to the Service Agreement reflected the following:

- UNVs overall decision making responsibilities.
- Specific duties of the remaining Zene Zenema partner.
- A written authorisation of the remaining partner to work for the project.
- A commitment from Zene Zenema to submit quarterly reports to UNV regarding its participation in project activities.

4

#### Findings:

- 1) The mission found out that **steps have been taken to suspend the renewal of the contract with Zone Zenema** to forestall any further misunderstanding/conflict. A suggestion to retain one of the personnel of Zene Zenema as a consultant for the project as and when needed is being considered.

2)

The project document **could have been flexible** with the choice of an implementing partner among national NGOs to meet the specific objective of the project. Since the project is conceived of as a community based project, UNV specialists should have had the opportunity to participate in the selection of community-based NGOs/CBOs as partners.

### 3.2 Training of Trainers:

The Training of Trainers was conducted in two phases at two different locations, as follows: **3.2.**

#### 1. Phase One:

- Selection of Trainers: Zene Zenema and UNV specialists initiated a complex sociopsychological interview process (Group Dynamics, Personality Questionnaire, and Panel Interviews) to select the first group of trainers.

An informal advertising process was carried out through Zene Zenema's network with individuals and groups countrywide. As well, UNVs utilised their contacts with national and international NGOs to attract the most experienced and qualified persons. Twenty individuals were invited for interview. These persons were from varied professional backgrounds, geographical locations,

gender, religion and ethnicity. What united them was their interest and work in conflict resolution and community development. Interviews were conducted in three different locations to provide the opportunity for participants from different parts of the country to have access to the interview process. Eight trainers from Gorazde, Zenica, Banja Luka, Bijeljina, Travnik, Sarajevo, and Orasje (Brcko) were eventually selected.

**Findings:**

- 1) The project team made efforts to provide transparency within the selection process by contacting national and international organisations throughout the country. The interview process was rigorous and the outcome was not contested by any of the participants.
- 2) The selected trainers had diverse professional backgrounds and represented a mixed religious and ethnic balance essential to promoting community reconciliation activities.
- 5
- 3) The project, however, did not advertise through the media to create the opportunity for mass participation in the selection process.
- 4) The initial selection of trainers could have been concentrated in one or two locations for impact rather than attempt to select persons from across the country.

**3.2.2 Phase Two:**

~ Preparation/Training: The training programme and training content were prepared jointly by Zene Zenema and UNV specialists. The focus of the training was to provide skills in Communication & Group Dynamics, Reconciliation, and Community Development to a group of core trainers to conduct workshops on conflict resolution and community confidence building. The project conducted two Training of Trainers sessions. The first session lasted six days in Zenica within the Federation and another lasted two days in Jahorina within the Republic Srpska.

The first training session consisted of the following topics: a)

Personal Development b) Community Development

c) General Training Skills d) Conflict Resolution &

Mediation skills e) Project Development

The second training session covered the following topics:

a) Sender & Receiver Principles

b) Bern's Communication Theory and Practice c) Active

Listening

d) Messages

e) Non-verbal Communication

f) Co-operation vs. Conflict in workshop environments

6

### Findings:

- 1) Considerable effort was put into the design and organisation of the training sessions by the project staff working with Zene Zenema. All the **participants of the training programme found the subject matter very interesting and instructive**. Participants with previous experience in similar workshops were more comfortable with the sessions than those with little or no experience.
- 2) However, participants' **expectations to acquire the practical skills of conducting workshops did not coincide with the objective of the project**, which was to instruct them in Personal Development and Group Dynamics.
- 3) **Too many topics were included in the programme, thus, sacrificing quality of training content to quantity**. As a result, participants felt more training time was needed to meaningfully absorb the training materials provided.
- 4) The Project could **not make the necessary linkage between promoting reconciliation with community development, within the content of the training**. A separate session should have been designed to provide a strategic link of peacebuilding and community development involving the same trainers. The mission found out that, a participatory community development mechanism is needed to implement peace with development activities.
- 5) One of the two active members of Zene Zenema resigned after the second training session as a result of differences that occurred during project implementation. As indicated above, **irreconcilable differences between Zene Zenema and UNV specialists in sharing roles and responsibilities** were expressed openly during their first joint activity.
- 6) The project took action to amend the Service Agreement to reflect specific roles and responsibility of the representative of Zene Zenema. Subsequently, the UNV **specialists increasingly began to deal with an individual rather than the organisation**.

### 3.2.3 Field visits/Workshops:

Project workshops were preceded by eight separate field visits designed to introduce core trainers to the communities they would be working with as well as initiate contact with local authorities. While in the field, UNVs met with international agencies and NGOs, introduced the project, and explored ways of collaboration.

7

The idea to introduce trainers to communities was essential to establishing trust and confidence needed by core trainers to conduct conflict resolution workshops in devastated and multi-ethnic communities. They also benefited from the opportunity to learn and define the needs of communities, which was essential for designing the contents, context and structure of the workshops.

The visits also established a working relationship between project activities and local authorities. The project team determined that such contacts paved the way for initiating a proactive engagement with local authorities in conflict resolution activities. Field visits were undertaken to Gomji Vakuf/Uskoplje, Velika Kladusa Brcko, Travnik, Banja Luka, Foca/Srbinje and Gorazde.

In addition to local authorities, meetings were organised with local NGOs and community leaders. Most of these organisations welcomed the need for training in conflict resolution in their respective communities.

#### **Findings:**

- 1) The workshops **brought together individuals in communities who had not met since the war**. In some cases, where initial contacts had been established, the workshops strengthened the existing relationships.
- 2) Exercises and games used in all the workshops constituted **a unique method of dealing with sensitive issues and opening up discussion among communities**. Participants, mostly teachers, later applied the skills acquired in classrooms, thereby transferring the knowledge and skills to a wider audience.
- 3) Workshops in general would have had **greater impact if they had been carried out over a longer period** and immediately followed up with reconciliation fund-related activities.

#### **3.3 Reconciliation Fund:**

A reconciliation fund has been set up by the project to support peace and confidence building activities to rebuild relationships in communities through education, gender issues, youth organisations, cultural, and sporting events.

Twenty-seven reconciliation fund proposals were submitted based on the proposal format developed by the project team, of which twelve were approved. The team scrutinised all proposals, and where necessary, worked with the community groups to improve on relevant proposals before submission for approval. The approval process



was finalised with the consent of the UNDP Country Office and authorisation by UNV headquarters.

Activities being funded include:

- a) Dizdarsusa - Street lighting project: The activity was jointly identified and is being implemented by a multi-ethnic community group located in the Zone of Separation near Brcko. At the conclusion of the project activity, the entire Dizdarsu community will benefit from six power-line street lighting posts. A multi-ethnic group to benefit directly from the project is providing labour.
- b) Brodusa - Minor Road Repair: Brodusa is also located in the Zone of Separation. It has 300 returnees and 100 displaced persons. The activity was jointly initiated by the local community group and is being implemented by a multi-ethnic labour force.
- c) Gonji Vakuf/Uskoplje - Anti drug campaign: A joint effort by Croats and Bosnians through the youth centre would initiate a campaign among the youth from both ethnic groups. The activity will be implemented in schools and through other social activities.

Teachers would be encouraged to participate and continue the campaign activities regularly in the schools. The Youth Centre is experienced in implementing such activities as they have implemented similar campaigns with other donors.

- d) Repair of Mountain hiking house: This activity is to support two separate hiking clubs of Croats and Bosnians who have come together to rehabilitate a common recreational facility for group hiking expeditions. It will provide the opportunity and a place for the youth to gather and participate in common activities. The community is also providing labour for the rehabilitation work.
- e) Velika Kiadusa - Development of Parent Teacher Association: The project is supporting the establishment of a Parent Teacher Association by funding its legal registration and administrative set up. Once registered the association will be involved in the educational, legal, social and mental rehabilitation of school children. It will also provide a forum for parents and teachers to address the impact of trauma and other child-related social issues emanating from the war.

Youth Literary/Cultural activities: The youth centre has received support from other organisations such as OSCE, and also from local sources. The reconciliation fund is targeted at developing a theatrical group to support the youth. Activities are focused on children's expression of peace, through art and culture. It is expected that the group would become a symbol of youth mobilisation for reconciliation and development.

Six other approved activities are in the process of being funded and implemented.

#### **Findings:**

- 1) The reconciliation fund established a useful link between the workshops and, community groups and reconciliation activities. **Participants of the workshop benefited from training in proposal writing and community team building.** It brought together divided groups to

engage and work together on specific community social and minor rehabilitation activities.

- 2) These activities brought the values of reconciliation to the communities, **provided opportunities for local initiatives in the identification of community needs** and joint project activities. In some cases, the project assisted in focusing project proposals, and supported complimentary projects by other international organisations.
- 3) There is the **need for regular monitoring and follow up to ensure that projects initiated become sustainable;** that the objective of peace-building is not lost over time.
- 4) The mission found elements of reconciliation, capacity building and development in all the activities. Future design of project activities should establish a strong linkage between peace-building and development
- 5) The cap of USD 2000 place on each project activity did not encourage the design/formulation of realistic proposals to enhance the goals of the project.
- 6) Although, the period between project development and approval by UNV HQ did not create any delays in the implementation of activities, **UNV should delegate project approval to the UNDP Country Office.**
- 7) The NATO action in Kosovo and other security concerns in the country during this period created a gap between the workshops and the implementation of the reconciliation fund. Such security limitations, which resulted in travel restrictions, sometimes challenged the credibility of project team in the field.

### **3.4. Summer Camps:**

The project implemented three summer camps in Boracko, Kladanj-Muska Voda and Laktasi as part of the confidence-building strategy to bring youths from selected project sites to stay together for seven days. It was a bold initiative of the project team to undertake such an activity. Fifty persons participated in each summer camp. Two of the camps targeted secondary schools, and the third, primary school children. Activities in the camps included sports, the arts and counselling sessions for participants. Trainers of the

**10**

### **Findings:**

project also provided special workshop sessions on communication/personal development for the youth.

The summer camps brought children and youth from different ethnic groups together in different locations. Specifically, it enhanced contact between the youth from the Republic Srpska and the Federation who would have had no opportunity to engage in social, cultural and sporting activities.

The camps also helped to erase some of the prejudices and stereotypes harboured by the closed communities from which participants came. In addition, the travel to and from the camps was a confidence building event for the youth to see for themselves efforts in other parts of the country at reconstruction and peace-building. The camp experience also provided the opportunity for youth to freely interact and learn about one another in a safe environment.

Participants in future camps should be encouraged to engage in joint community activities with the local communities where the camps are organised.

The summer camps were the most popular activity of the project, and community groups requested that the project organise more of such summer camps in future.

#### **4. Project Budget and Staffing**

The total cost of the project, for the period May 1998 through August 1999 is **USD 225.175**. Additional funding is required for the second phase activities.

Direct beneficiaries including core trainers, workshop participants, beneficiaries of the reconciliation fund, and summer camps totalled over one thousand persons. Several thousands more including families and other community residents benefited indirectly. Overall project investment per beneficiary is low.

Project Staff:

- Two international UNV specialists (one of whom has recently resigned to take up another job outside the country).
- Two Programme Assistants, who initially functioned also as translators/interpreters, became increasingly involved in project implementation as

**11**

technical support staff. Their increased responsibilities were assessed, and have been translated into new contractual relations.

The UNVs are now being considered for ALD contracts. The project is in the process of recruiting two national UNVs: one to replace the out-going international UNV specialist, and the other, to serve as Administration Assistant. The recruitment of an Administration Assistant would strengthen the administrative set-up and improve record keeping at the project level. The two recruits will enhance the capacity of local staff on the project.

The mission recommends that UNDP/UNV recruit a security guard for the office premises. With the purchase of a second project vehicle, the mission also strongly recommends the recruitment of a driver (possibly a UNV) to facilitate travel to all the areas covered by the project.

## 5. IMPLEMENTATION ISSUES

### 5.1. Role of UNDP Country Ofce/UNV HQ

The UNDP Country Office has been very supportive of the project in delivering programmatic and administrative guidance. The project is UNV implemented and executed and therefore has a strong involvement of UNV HQ in both programme and administrative issues. The UNV specialists work through the UNV Programme Officer (who oversees UNV programmes in the country) to UNDP management, and to UNV HQ. **In most cases, project implementation was stalled because of delays in budget approval, authorisation for disbursement of funds and recruitment.**

UNDP Country Office should continue providing programmatic/administrative support to the project. Steps have already been taken to incorporate the UNV Programme Officer into mainstream UNDP programming. This will provide a useful link between the project and UNDP, and to make recommendations to the Office of the Resident Representative concerning approvals for Work-plans, Budgets, Activity proposals and other administrative issues. The proposed collaboration could develop the missing link between activities of the project and other UNDP projects focusing on peace-building. This arrangement would provide an in-country capacity to the project and enable UNV HQ to delegate to UNDP the authorisation for such approvals.

12

### 5.2 Role of Government Counterparts: National and Local

The original project document was not signed by the government and did not have a government counterpart. Zene Zenema a national NGO was designated as the national co-operating/implementing partner.

The second phase of the project has provision for the government to sign the document, although no government institution has been indicated as counterpart. The project team has developed co-operation with local communities and municipal authorities, sector ministry officials, at locations where project activities are being implemented.

The participation of local authorities provides legitimacy to the reconciliation activities of the project. In the socio-political context of Bosnia and Herzegovina, such loose co-operation with local government institutions is important to provide the impartiality and neutrality needed in community peace-building.

### 5.3. Linkages with other UN and NGO programmes

The project began its operations by cultivating significant contacts with UN agencies and international organisations working in the field of conflict resolution and peace-building.

These agencies made useful suggestions to the team that facilitated their choice of project sites, and contact with local community organisations. Significant contact was made with OHR, UNDP-VEEP, UNHCR, OSCE, ORT, UMCOR, and SFOR.

The project should build on existing relationships, and establish a partnership with the UNDP Area Development programme in the field. **More liaisons with local NGOs** should develop in order for resources and capacities from other organisations to be taken into account in project implementation, and thus **avoid duplication**.

### **SA Security Provisions**

Bosnia and Herzegovina still has a tenuous security regime. Although, the project staff has not faced any threatening security situation, **security concerns must be factored into all field operations**. UNV HQ should provide authorisation for the purchase and use of two mobile phones/radio communication equipment. This would ensure quick contact with the project office/UN offices if staff members should be caught up in compromising security situations.

13

## **6. PROJECT STRENGTHS AND WEAKNESSES**

### **6.1. Strengths:**

- 1) The **project has produced a core group of trainers** who have assumed the role of promoting confidence building measures through training workshops with local organisations.
- 2) Devastated **communities have benefited from reconciliation fund projects** that brought together diverse ethnic communities to implement activities.
- 3) Project staff **possess effective skills** in local capacity building and networking with communities.
- 4) **Women and youth constitute the majority of beneficiaries.**
- 5) **The desire to work in remote areas where other international organisations are not present**, but where the need for peace-building activities is essential is commendable.

### **6.2. Weaknesses:**

The Project:

- 1) **Does not have a well-defined and strategic network of implementation capacity.**
- 2) **Lacks programme evaluation and staff performance criteria.**

- 3) **Does not have a continuous field presence.** Project staff do not reside and work in the project locations. Dependence on vehicular travel to project sites is not always efficient. The distance compromises sustained interaction with community members in project locations.
- 4) **Has a narrow resource base.**

## 7. STRATEGIES FOR SUSTAINABILITY

- 1) Resource/Programme Integration and Consolidation: Community-Based Confidence building is still relevant in the context of the political and social environment in Bosnia and Herzegovina, and should be supported through sustainable mechanisms. In this

14

respect, **it is pre-mature to begin negotiating an exit strategy.** What is needed, is integration and consolidation of resources for sustainability and a larger impact.

- 2) Strengthening Capacity Building of Nationals: The project already has one of the most essential elements of sustainability: the **capacity building of nationals** through training, which **should be strengthened.**
- 3) Empowering Community Groups: The mission recommends that, the second phase of **the project should focus on activities to empower community groups and organisations.** Emphasis should be on groups with which the project has already started working to build a network of implementing capacity. Also necessary, is continued support for training, the reconciliation fund, youth activities, and **work/link up with other UNDP projects engaged in peace-building objectives.**
- 4) Innovative Resource Mobilisation Strategies: **A concerted effort should go into resource mobilisation** (from internal or external sources) to meet the budgetary target for the next phases. The initial contribution of USD188,250.00 from the Government of Ireland and USD 36,925 from UNVs SVF has been expended on project activities. A new budget proposal for the second phase requires an amount of USD 351,825. The Government of Ireland has committed USD 180,331 towards the second phase. UNDP/UNV should consider allocating some funds to the project and/or facilitate reaching-out to donors to ensure the successful completion of the long-term project objectives and a sustained impact.

## 8. RECOMMENDATIONS

### 8.1 Recommendations to the Project

The mission recommends that the project should continue with the second phase with a project revision to include the following; namely, that:

- 1) The project must have the flexibility to select NGOs/CBOs in target communities as implementing partners. The selection of a Sarajevo based NGO at the time the project document was being formulated, was inappropriate and has been counter-productive.
- 2) The processes of capacity building of trainers and the organisation of workshops should undergo improvements in methodology/design, structure, and implementation. Training should not be limited to only project team. Where necessary, specialised trainers in the field could be contracted to deliver advanced courses to the core trainers.

15

- 3) Core trainers should be provided with advanced and continuous training on conflict resolution and community reconciliation methodologies to enable them independently conduct training sessions. With the acquisition of new skills, core trainers can then function as a resource not only to the groups they belong to, but also be able to conduct similar workshops among new community groups.
- 4) **Core trainers when properly evaluated could become a resource for UNDP to introduce and facilitate elements of peace-building in other projects;** thus providing a bridge between peace-building and development.
- 5) Project activities should **focus on promoting youth activities.** The youth constitute the most vulnerable group in the society, especially in a post-war environment. Support should be extended to existing groups working with the youth to promote multi-ethnic social activities aimed at reconciliation and information sharing. Such support would empower the youth to develop healthy inter-ethnic relationships.
- 6) The project team should continue to **involve communities in the identification of needs through a community participatory approach,** to design small-scale projects. Where the project involves community development, strong elements of capacity building and peace-building should be included in the activity. The strategy should ensure that all potential beneficiaries/beneficiaries of the reconciliation fund go through a "reconciliation process". It could be workshops, social animation programmes, sports, culture/arts. Through such processes, communities begin to regain confidence to contribute to the broader recovery process.
- 7) With the remaining project time frame of one year, it is strongly advised that **activities in the second phase are not over-stretched to lose efficiency in monitoring and**

**supervision of first phase investments.** It is recommended that activities should be expanded into two or three new communities. If considered feasible, these should target areas where UNDP is already working or would be working.

- 8) Project activities should be designed to be consistent with the broader peace-building strategy/activities of UNDP and other agencies in the country.

## **8.2 R**

### **to UNDP/UNV HQ**

- 1) UNV HQ should delegate bi-annual approval of project Work-plans, Budget/ Activity Proposals to the UNDP country office.** A local PAC should be constituted to include UNDP, the UNV Programme Officer, and Project staff. UNDP would provide bi-annual reports to UNV HQ on project activities. This arrangement would enhance effective linkage and speed up project delivery.

**16**

- 2) A flexible budget should be approved for reconciliation fund activities to replace the current cap of USD 2,000.** This would provide the opportunity for the communities and project team to design realistic activities for sustainable impact.

- 3) Reconciliation fund projects should continue to focus on small-scale activities.** Such soft-ware activities continue to be essential in BIH to compliment the hard-ware activities being implemented by other organisations.

- 4) UNDP, through the UNV Programme Officer, should continue providing technical guidance to the project to enhance in-country managerial capacity and linkage.

- 5) UNV HQ should provide bi-annual budgetary approvals based on Work-plans for the disbursement of project funds to facilitate project implementation. If during the implementation period, changes in budget estimates occur, a detailed work-plan should be submitted to the UNDP Country Office for review and approval.

- 6) With the purchase of another project vehicle, a driver should be recruited to assist in driving project vehicles to cover the long distances travelled by project personnel.

- 7) If the government should sign the second phase document, a Tripartite Review Meeting should be scheduled for the project.

- 8) UNV HQ should consider fielding an audit team before the end of the project cycle.

## **9. CONCLUSION**



The mission's recommendations and conclusions were derived from interviews, field visits, reports and lengthy discussions with beneficiaries, the project team and implementing partners. By all accounts the project has contributed significantly to creating a degree of confidence within communities where activities have been implemented.

The local community groups will continue to be the institutional base for the project on which all confidence building activities in community service and development would be built. Other international organisations working in the same locations have recognised the role of these local organisations in reconciliation and minor community rehabilitation.