

**Evaluation of UNDP/UNESCO/UNICEF
Dialogue for the Future (DFF)
Project
Final Report**

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List of Abbreviations

AA	Administrative Agent
BiH	Bosnia and Herzegovina
BiH Presidency	Presidency of Bosnia and Herzegovina
CCA	Common Country Assessment
CDA	Conflict-related Development Analysis
CSO	Civil Service Organization
DCD-DAC	Development Co-operation Directorate
DDF Project	Dialogue for the Future Project
DPA	Dayton Peace Agreement
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
JICA	Japan International Cooperation Agency
KAP	Knowledge, Attitude and Practice
M&E	Monitoring and Evaluation
MPTFO Gateway	Multi- Partner Trust Office
NGO	Non-governmental organization
OECD	Organization for Economic Cooperation and Development
PB	Peace Building
PBF	Peace Building Fund
PBM	Project Board Meeting
PBSO	United Nations Peacebuilding Support Office
RCO	Resident Coordinator's Office
RS	Republika Srpska
RUNO	Recipient United Nations Organization
RYCO	Regional Youth Cooperation Office of the Western Balkans
SGF	Small Grants Facility
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
USAID	United States Agency for International Development

Project name:	The <i>'Dialogue for the Future: The promotion of Coexistence and Diversity in Bosnia and Herzegovina'</i>		
Implementing agency/ agencies:	UNDP, UNICEF, UNESCO		
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Executive Summary

The *'Dialogue for the Future: The promotion of Coexistence and Diversity in Bosnia and Herzegovina'* (hereafter referred as DFF Project) is a project that has been developed on the basis of a joint initiative of the Presidency of Bosnia and Herzegovina (BiH Presidency) and the Secretary General of the United Nations (UN) to further advance peacebuilding efforts in BiH. The DFF Project lasted for 24 months, from July 2014 to July 2016. Namely, recognizing the need to create a space for dialogue on peacebuilding efforts, trust building and appreciation of diversity especially among the youth in BiH the BiH Presidency in 2011 requested United Nations assistance from the Secretary-General to further advance in this regard. The BiH Presidency identified education, culture and youth as areas, that can act as a springboard for dialogue and trust building to take root in the country. The UN has been recognised as a strategic partner given its extensive experience in the two focus areas of culture and education. UNICEF and UNESCO were well placed to implement activities in the sectors of education and culture respectively, with UNDP adding a broader, youth-focused development assistance focus, including experience working at the local level with municipalities and civil society.

The Overall Project's outcome was **to increase citizen engagement in peacebuilding and improve attitudes and perceptions towards coexistence, trust building and appreciation of diversity** is in line with Priority Area 2 of the PBF Global Results Framework: To promote coexistence and peaceful conflict resolution¹.

DFF Project builds upon other peace building initiatives and tackles a critical and very sensitive issue of peace building in Bosnia and Herzegovina (BiH). Namely, during the violent break-up of the former Yugoslavia in the 1990s, BiH suffered a terrible conflict that resulted in half of its pre-war population being displaced, thousands lost their lives or disappeared and most of its infrastructure and economy were destroyed. The Dayton Peace Agreement (DPA) signed in 1995 ended the violent conflict and brought peace. The DFF Project through its efforts intended to fill in some of the critical gaps related to overall peace building process in BiH to an extent possible. Having support from the Presidency of BiH, which in itself is an indicator and a guarantee of commitment to common BiH interests, facilitating development of dialogue mechanisms, DFF Project strived to develop a clear comparative advantage over other actors in the peacebuilding arena.

The budget of the DFF was US\$ 2.0 million over an effective 24 months implementation period (from 2014 until 2016, including 6 month time-only extension). Over US\$ 1.000,000 of the Project's funds were allocated to the small grants facility (SGF) component with 40 projects (UNESCO 16, UNDP 13, and UNICEF 11) that were financed through joint SGF. Additional 9 projects were implemented (UNESCO 3, UNICEF 3, UNDP 3) that were financed through RUNOs individual grant modalities with focus on achieving project outcomes. Given the number of SGFs financed and number of direct and indirect end users reached (please see the section Achievements) by the SGFs projects and through the Dialogue Platform, the project shows an **adequate level of efficiency** as regards to its activities and outputs. The Evaluation Team revised the project financials to obtain a sense of how the funds were spent, but the focus of the Evaluation was more on the lessons learned and less on cost efficiency analysis of the DFF.

From the point of view of the achievement of concrete results, targeted in the main Project document, DFF Project can undoubtedly be considered as **successfully implemented** contributing towards the overall project's outcome. Project's outputs and outcomes have contributed to the achievement of the main goal (creation of the space for dialogue, reconciliation and building of trust in BiH) however, its long term effects presently are difficult to assess given a short time-span of the project and the timing of the evaluation, which is at the very end of a project of only 24 months length.

The DFF Project **supported the BiH Presidency in the set-up of the Dialogue Platform**, a longer term mechanism envisaged to provide the formal yet functional space for interaction between citizens and decision makers combining top-down and bottom-up approaches enabling the civil society, citizens and governments to jointly identify, promote and implement dialogue and trust building activities.

Implementation of 40 SGFs projects both financially and operationally sound, represented the core set of interventions. Generally, their implementation can be considered **successfully conducted**. Individual achievements of the small grants are positive, as the recipient organizations financial

¹ The UNDAF document 2015-2019 has a clear outcome addressing peacebuilding: *Outcome 2: By 2019, BiH consolidates and strengthens mechanisms for peaceful resolution of conflicts, reconciliation, respect for diversity and community security.*

effectiveness was in line with the stated objectives of the grants facility. Civil Service Organizations (CSOs) involved targeted specifically marginalized and vulnerable groups, as shown by the categories of beneficiaries (e.g. youth, women, persons with disabilities, etc.). Specific stories of success and of capacity development of NGOs were also reported. In certain cases these grant recipients gained more exposure in their local communities and in some cases became better known through media coverage of their actions. Several SGFs projects (which in total reached out more than 70 municipalities) had **additional catalytic effect** in their local communities by co-funding specific activities with bilateral development donors (U.G. Mali Most, Mostar co-funded by JICA) or the private sector (e.g. DVD Jelah co-funded by local businesses), while each of the 11 SGFs projects in the field of education were co-financed either by the implementation agency or through an additional/complimentary project/donor (in amount of over 13%).

Notwithstanding the fact of direct and tangible impact of the SGF's projects on the target groups, **the Evaluation does consider such an approach to have been strategic enough and focused enough to create a critical mass of like-minded CSOs that could be used to advocate for the peace building in BiH only if applied to bigger number of CSOs.** The Evaluation agrees with the need to work with civil society using a participatory, bottom-up approach with the partners, but considers that this should be done at a higher level in RUNOs, through a partnership with CSOs in BiH, involving them, from the very beginning, in projects' design development phase in order to assure their full participation in development initiatives.

The Evaluation clearly supports the articulation of some concrete activities with civil society organisations in BiH. It is not realistically possible to work only through the institutions and given the complexity of the system, it is entirely necessary to work using a bottom-up approach to show the types of results that can be achieved. The question is to know the unit of analysis that should be used for this approach, and what sorts of results are sought. If the results remain at the individual level, then practically any type of project is likely to yield positive results.

There is no doubt about the relevance of the DFF Project to the context of BiH. There is also no doubt about the necessity to promote and support peace building in BiH, and the DFF Project covers a number of issues related to the peace building (PB) that are very close to the hearts of people in the country, like human rights, reduction of violence, gender and youth issues, etc. The difficulty is to vanquish the divisive barriers at the political level which reflect at the local level, among the citizens of BiH, in order to have a real and effective support and ownership over initiatives of this character.

As far as concern the **Project Design, each of the Project components is clearly relevant to the needs of the country and of the people of BiH** and the DFF Project has fulfilled its immediate goals. Each project component was able to obtain good results by itself. It is however more difficult to aggregate the different components given the limited added value they bring to each other and given the fact that each component was largely developed as a separate project with little interaction with the other components. **However, the DFF Project can be considered to have reached its immediate objective.**

The DFF Project was supposed to be sustainable operationally and financially by leveraging the support of the BiH Presidency at the political level towards making the Dialogue Platform which should remain operational beyond the life cycle of the Project itself. To better direct this process and further stages of the initiative, a Joint Declaration on Peacebuilding/Trust Building were developed and signed by participants to the Dialogue Platform. The approach to the peace building process in the Project's manner (through three different components) is a novelty. As far as concern the sustainability of this and future initiatives in this area, **there is a need to "anchor" Dialogue Platform to BiH institutions, so that they accept it as their "own" initiative to build upon and not an external phenomenon to the existing decision-making and administrative systems.** Relevant institutions have to be empowered to support dialogue and trust building initiatives and to manage small funds and grants facilities for projects on peacebuilding and intercultural understanding.

Whilst the Project was successful in implementing the Outputs, mindful of future continuation of Project activities one should stress the need to place additional efforts on applying existing Guidelines for streamlining management and supervision arrangements for implementation of UN Joint Projects.

It is too soon to judge the impact of the DFF Project and the scope of the evaluation does not allow capturing all the potential spin-off effects related to the process of peace building in BiH, although beneficiaries directly involved in the Project expressed their very positive experiences in working with it.

What is more, the BiH Presidency would like to see the continuation of the DFF Project as a regional project in the framework of the Brdo–Brijuni Process². In terms of the DFF Project contribution to capacity development, **the impact proved very positive for all three components, and for the individuals that were part of it.** However, based on the evaluation findings, it is less evident how PB process is being streamlined within the relevant institutions and through the various aspects of their involvement. Nevertheless, **there is a clear need to continue the efforts in the field of supporting creation of space for dialogue and trust building and further capacity development.**

Since the BiH Presidency showed interest in a second phase of the Project, in which BiH could take the initiative to a regional level, looking at social cohesion issues, **the Dialogue Platform should be scaled up to a regional level** and a Peacebuilding strategy or action plan should be developed to identify structures in charge of the process. This particular momentum where closed cooperation between two Entities' Ministries in charge of education and culture and Youth Associations has to be created mustn't be lost. Taking into account aforementioned, **the Evaluation team recommends the continuation of the work in this field under the form of the newly developed Project, relying on existing DFF foundations**, with the facets of the regional character **focussing on “intercultural understanding”, “social cohesion”, “trust building” and “appreciation of diversity.** Given the still present interest amongst key donors in BiH in trust building and dialogue, UN through a future initiative/project should be able to attract **additional funding** and in kind support to continue to deal with these still so important issues for the country and the region.

Based on aforementioned, Evaluation proposes the following key recommendations:

- Established **Dialogue Platform** is to be further developed along with support to peacebuilding local civic initiatives, in order to enable establishment of the safe spaces for decision makers and civil society, contributing to first Region-wide peacebuilding process. There is a need for institutions from all administrative levels in BiH, in charge of the issues of youth, education and culture, **to get more involved in the process of creation a space for dialogue and trust building, to include the Dialogue Platform as the initiative in their policies** and to **support financially** the organisation of the Dialogue Platforms events in the future in order to take dialogue process forward. As part of the Dialogue Platform, there is **a need for continuation of work on development of a work stream (umbrella initiative)** that provides youth and youth civil society with an opportunity to influence policy making in order to increase their participation, awareness and influence on policy dialogue in BiH, impacting entire Reform Agenda.
- **For a follow up DFF initiative youth issues that need to be addressed more prominently are economic integration of youth, prevention of radicalization of youth and political participation of youth. Youth as a cross-sectoral issue needs to be streamlined into all governments' work Projects.**
- **Joint Declaration on Peacebuilding/Trust Building signed with BiH Presidency should remain as a base for scaling up the project to a regional initiative, as per the Presidency's recommendation, involving senior leaders from neighbouring countries.**
- **Future interventions including follow up DFF Project need to be well linked with the Sustainable Development Goals and 2030 Agenda of the country, in particular SDG 16.**
- **As far as concern the sustainability of future initiatives in this area, there is a need to “anchor” Dialogue Platform to BiH institutions**, so that they accept it as their “own” initiative to build upon and not an external phenomenon to the existing decision-making administrative system (when it comes to dealing with PB matters).
- Implementation ***modus operandi* for the future initiatives (of this or similar kind) could be improved and more synergetic modus operandi for JPs is most important for success.** If concrete outcomes cannot be jointly implemented, then at least RUNOs should strive to strengthen their synergies. **It is strongly advisable to ensure implementation of the UNCT modalities for managing Joint projects adopted in 2015.**

² The process of Brdo-Brijuni was started in 2013, by Slovenia and Croatia in order to further stabilize conditions in the South East Europe through regional cooperation and solving of opened issues later including Serbia, Montenegro, BiH, Kosovo, Albania, FYRoM participating in the Brdo-Brijuni process.

- **For any future initiative it is advised to work much more closely with the civil society using a participatory, bottom-up approach with the partners, particularly during projects' design development phase in order to assure their full participation in development initiatives.**
- **All future SGF Projects need to be clearly linked to overarching "umbrella" initiative and collaboration and information exchange between SGF Projects needs to be strengthened.**
- Furthermore, **a more intensive and robust communication and outreach strategy should be put in place**, so that the overall process gains the necessary visibility that has been lacking in previous initiatives.
- **The role of culture and intercultural dialogue needs to be continually fostered** through the Dialogue Platform and citizens' participation (particularly vulnerable groups) in order to enable them to increasingly participate in intercultural activities, in particular whole communities that need to have a greater role in the process of achievement of peacebuilding goals.
- In terms of creation of space for dialogue and trust building, all levels of government in BiH are advised **to maximize the opportunities for people to engage in culture, sports, science and arts, and to have access to "neutral spaces where politics and ethno-national affiliations do not interfere" and where youth can come together**. This would contribute to the creation of a pluralistic and inclusive society, which is a central precondition for building trust, peace and economic development in the country. Clarity in terms of expectations and engagement of BiH institutions in further strengthening and sustainability of Dialogue Platform needs to be discussed at the earliest opportunity.

Background

Bosnia and Herzegovina (BiH) faces a growing number of challenges that still could exacerbate conflict: governance crisis and political and institutional deadlock, declining economy and social safety net, weak institutions, corruption, lack of rule of law, a slow European Union (EU) accession process³, the legacy of war crimes and transitional justice, and remnants of war that threaten human security. The uniquely complex and intricate network of institutions that the DPA created in BiH has not managed to resolve the underlying causes of the conflict between the three principal ethnic groups (Bosniaks, Serbs and Croats) - i.e. divergent visions of how BiH should be structured; the manner by which BiH's ethnic balance should be maintained and the interests of the principal national groups secured; as well as divergent views and narratives with regard to transitional justice and addressing war crimes, amongst others. Therefore, conflict between BiH's three principal ethnic groups, as well as within these groups continues to manifest itself in political, social, economic and cultural terms. Consequently, 20 years after the DPA came into force BiH remains a fragmented and divided country, with each national group living in its own political and cultural space, growing further apart. There is a need, therefore, to create space in BiH for dialogue, reconciliation and building of trust. Twenty years after the conflict, the country's peacebuilding processes are set within the political framework of the EU accession agenda. Not branded as such per se, they are piecemeal manifested through a set of State-level strategies, more specifically the State War Crimes Strategy and Justice Sector Reform Strategy. Additional State-level strategies failed to reach consensus and were never adopted, such as the Transitional Justice Strategy, clearly showcasing a general lack of consensus on issues related to dealing with the past. The effect of inadequate State-level consensus on a number of peacebuilding issues, coupled with ethnic/nationalist politics, has resulted in cemented sub-national policies and diametrically opposing Projects in areas such as truth-seeking, reparations, memorialization, etc. In turn, such Projects have left extensive secondary effects on important societal aspects that contribute to peacebuilding, such as education, culture, mobility, etc.

As a second-tier of interventions to peacebuilding efforts, socio-economic interventions are being made to stabilize the country. As per the 2015 EC Progress Report for BiH "the adopted Reform Agenda, which set out major socio-economic reforms to be carried out, was followed by initial progress in its implementation", yet "closer cooperation and coordination between all levels of government need to be established, not least to be able to tackle the major socioeconomic challenges." Whilst noting the decentralized nature of the State, the lack of adequate communication and coordination as well as vertical integration of decision-making apparatus needs to be emphasized as stumbling blocks that also affect the country's peacebuilding efforts. During the course of developing the 2015-2019 UNDAF in late 2013, the UNCT conducted a comprehensive Common Country Assessment (CCA), which included a Conflict-related Development Analysis (CDA), and identified a number of areas where BiH faces significant challenges with regard to its peace and development agenda⁴.

Based on the assessment and in conjunction with activities already being conducted by the 13 UN agencies present in the country, the DFF Project was developed on the basis of a joint initiative of the BiH Presidency and the Secretary-General of the United Nations. The project is developed under the leadership of the Resident Coordinator of the UN, in cooperation with the BiH Presidency, which is jointly implemented by the UN agencies UNDP, UNICEF and UNESCO. It builds upon other initiatives and projects conducted thus far with the UNCT. The activities were designed to be catalytic by consolidating existing UN agencies Projects around peace and development, as well as mobilizing additional local and international resources and commitment toward the peacebuilding agenda guidance of the United Nations Peacebuilding Support Office (PBSO).

Evaluation Methodology

Details on Evaluation ToR, as well as the Evaluation Methodology as per the Evaluation Inception Report can be found in the Annexes IV and V of the Report.

³ There was the progress in the BiH approximation to the EU during 2015 and 2016. Namely, the Stabilisation and Association Agreement (SAA) between the EU and Bosnia and Herzegovina (BiH) entered into force on 1st of June 2015. Consequently, on 25th February 2016 BiH submitted the application for the EU membership.

⁴ Project has its anchorage in the UNDAF 2015-19, which has a clear outcome addressing peacebuilding: *Outcome 2: By 2019, BiH consolidates and strengthens mechanisms for peaceful resolution of conflicts, reconciliation, respect for diversity and community security*. This PBF-funded Project is thus a key component of the UNCT's peacebuilding programming scheme.

Project Analysis

The DFF Project is a four component project whereby each of three UN organisations has implemented its component (youth by UNDP, education by UNICEF and culture by UNESCO) and first component (including the BiH Presidency through the establishment of the Dialogue Platform) has been jointly implemented by all three UN organisations with the UN Resident Coordinator's Office having a coordinating role.

The project objectives were: (1) creating spaces for dialogue to enable the process of building understanding across the country; (2) promoting coexistence and respect for diversity; (3) increasing participation, awareness and influence of youth in political dialogue related to issues that affect program development and reform in BiH; (4) ensuring that education supports greater social cohesion; and (5) supporting citizens and communities achieve common goals in terms of building coexistence through culture. The specific outcomes/components of the Projects were:

Outcome 1: Established dialogue spaces for decision makers, civil society and citizens that enable country-wide peacebuilding process to promote coexistence, trust building and appreciation of diversity;

Outcome 2: Increased participation awareness and influence of youth civil society organizations in policy dialogue with decision makers on issues impacting BiH's development and reform agenda;

Outcome 3: Education and peacebuilding initiatives support greater cohesion at national level and in targeted communities and

Outcome 4: Citizens and communities promote culture, intercultural dialogue, trust building and appreciation of diversity to advance common peacebuilding goals.

The Project was implemented across BiH and without focus on specific local administrative units. The project aimed to work directly with citizens, leaders and "champions" of intercultural dialogue from different sections of the society, with a particular focus on youth. Thus, beneficiaries include youth, parents, teachers, school children, people active in arts and culture, civil society, religious and business leaders, marginalized groups and communities (Roma, LGBT) and citizens in general, emphasizing the involvement of young women and girls from less developed and neglected areas of the country.

Based on Project's monitoring data, Project indirectly engaged over **154,000** citizens through 3 Dialogue Platforms (400), 26 Youth Forums (600), trainings (300) and 40 SGFs projects (direct beneficiaries 153,031, indirect 26,600). With over **1.350** positive stories, 20 TV episodes targeted youth engagement, positive stories and Grants Facility initiatives, with estimated **890,560** viewers, **27,494** YouTube and **135,419** FB views, **3,680** social platform users, DFF Project claim to have made a tangible impact when it comes to youth focused initiatives in both macro and micro communities, promoting trust building and appreciation of diversity. In total, based on figures presented above, it is estimated that 1,138,084 persons or more than **29%** of the population in BiH were engaged via various Grant Facility, outreach, communications and advocacy activities⁵.

An overarching element of the DFF Project, to which the majority of the budget was allocated, is a Small Projects and Grants Facility (SGF) through which all SGF's projects from three components Youth, Education and Culture were financed/implemented by CSO's and institutions. Given that the each UN organisation has its 'own' component they were allocated with the appropriate budget accordingly.

Organisation	UNDP	UNICEF	UNESCO	TOTAL
Amount planned	300,000 USD	400,000 USD	400,000 USD	1,100,000USD*
Amount spent	274,793.22	323,861.60	415,661.01	1,001,779

Table 1: Overview of budget planned and spent for financing SGF's projects⁶

⁵ Source: DFF Project Annual Report 2015

*This figure does not include other costs such as M&E (final evaluation and research) and communications and outreach which were included in the initial budget under the budgetary item Contractual Services amounting to 1,545,000 USD

In total 40 SGFs projects were implemented in more than 70 municipalities through ~~three~~ ad thematic groups – youth, education and culture. Each SGF project was implemented in at least three local communities scattered across the country, aiming at better (and possibly sustainable) interconnection among them. Moreover, USD 165,000 or 15% of the Grants Facility funds were aimed at vulnerable groups (children/youth with disabilities, minority groups e.g. Roma, and women). Due to initial delays in project implementation, caused by formation of national government bodies after 2014 general election in BiH, and in order to ensure quality implementation and completion of project activities the DFF Project requested a no-cost time-only extension of six months which was granted. Initially planned to last for 18 months, from 21st July 2014 to 21st January 2016, the DFF Project lasted for 24 months ending on the 21 July, 2016. However, this is still significantly less than foreseen by the initial Project design, where the Project was supposed to last at least four years (as it would have been expected for a project of this nature). Although, the implementation period was meaningfully reduced, identified targets and outcomes remained unchanged.

Target group/beneficiaries

The DFF Project aimed to work directly with citizens, leaders and “champions” of intercultural dialogue from different layers of the society, with a particular focus on youth. The beneficiaries include youth, parents, teachers, school children, people active in arts, culture, civil society, religious and business leaders, marginalized groups and communities and citizens in general emphasizing the involvement of young women and girls from less developed and neglected areas of the country.

Project relevance and design

The DFF Project and its overall project's outcome **to increase citizen engagement in peacebuilding and improve attitudes and perceptions towards coexistence, trust building and appreciation of diversity** is in line with Priority Area 2 of the PBF Global Results Framework: *To promote coexistence and peaceful conflict resolution*. The UN Country Project Document for BiH 2015-2019 stresses the unresolved ethnic tensions being ever present in communities, as in politics, and requires concerted reconciliation efforts understanding that the theory of change cannot imply a simplistic pathway, but demands a multi-faceted facilitation of reform processes and social healing. The DFF Project has its anchorage in the UNDAF 2015-19, under the Strategic Area 1: Rule of law and human security which has a clear outcome addressing peacebuilding: *Outcome 2: By 2019, BiH consolidates and strengthens mechanisms for peaceful resolution of conflicts, reconciliation, respect for diversity and community security*. This PBF-funded Project is thus a key component of the UNCT's peacebuilding programming scheme and as such has undoubtedly contributed to the achievement of the goals within the UNDAF Rule of law and human security strategic area. In addition, one of the UNDAF indicators relating to the achievement of the Outcome 2: *having a state wide mechanism for peaceful resolution of conflicts, reconciliation and respect for diversity by 2019*. Through the Dialogue Platform the DFF Project such mechanism has been formally established under the auspices of the BiH Presidency. Further, the DFF Project relates also to the strategic area 3: Social inclusion and strategic area 4: Empowerment of women of the UNDAF.

Although the DFF Project contribution can more or less directly be placed within the each of 17 Sustainable Development Goals (SDGs) in more particular it contributes to the achievement of the following SDGs⁷:

- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 8: Decent Work and Economic Growth
- SDG 10: Reduces Inequalities

⁷ On September 25th 2015, at an historic UN Summit world leaders adopted a set of goals to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years.

- **SDG 16: Peace and Justice, Strong Institutions**
- SDG 17: Partnership for the Goals

As mentioned in the speech of the UN Resident Coordinator in BiH, Ms. Sezin Sinanoglu on the occasion of the third Dialogue Platform/Final Conference of the DFF Project held in Sarajevo on 27 June 2016, one of the key aspects of the SDG agenda and to which the DFF Project has contributed is the complementarity between peace and development. This is especially reflected in the SDG 16 which aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. In other words, no other SDG can be achieved unless the SDG 16 is achieved.

Project efficiency

Implementing *modus operandi*

This project was implemented by the RCO office and three RUNOs (UNDP, UNICEF and UNESCO). Locally-based implementing partners were identified through a call for proposals from the Small Projects and Initiatives Grants Facility. As already mentioned, the three RUNOs have previous experience in Joint Projects in BiH, in particular through the 2008-2012 “Culture for Development” project that was funded by the Millennium Development Goals Fund. In 2013 the UNCT started implementation of two integrated returns and area-based development projects, with implicit peacebuilding components, entitled “Applying the Human Security Concept to Stabilize Communities in Canton 10” and “Biraz Regional Advancement and Cooperation”.

Another Joint Project that is currently being implemented: “Seeking Care, Support and Justice for Survivors of Conflict Related Sexual Violence in BiH representing the combined efforts of IOM, UNDP, UNFPA and UN Women. Each project involved a number of RUNOs (UNICEF, UNDP, UNHCR and IOM). Upon these initiatives, the DFF Project was developed. For the IRF/PBF project submission UNICEF and UNESCO were placed to implement activities in the cultural and education sector, while UNDP added a broader development assistance focus, including experience working at the local level with municipalities and civil society organizations.

As the crucial part of the Project delivery, the small Grants Facility Scheme was designed. It was envisioned to be flexible without predetermined activities, nor pre-approved CSOs and other implementing partners (though, strict selection criteria were applied along the guiding principles stated in the ProDoc). The three RUNOs had a well-established record of accomplishment of working with local CSOs and other implementing partners. The capacities of implementing partners coming from the CSO sector were strong and it was expected that there would be enough applicants well equipped to meet the selection criteria of the Grants Facility.

Whilst the Project was successful in implementing the Outputs, mindful of future continuation of Project activities one should stress the need to place additional efforts on applying existing Guidelines for streamlining management and supervision arrangements for implementation of UN Joint Projects.

Project management and coordination – administrative arrangements

The project was overseen by a **Project Board**, which consisted of the BiH Presidency, the UN Resident Coordinator (chairs), and the Heads of three RUNOs implementing the project as members, with the Project Coordinator as the Secretary. The project was coordinated on a day-to-day basis by the Project Coordinator, who was responsible for overall project management and coordination.

The Project Board was supposed to meet quarterly to provide overall guidance and oversight of project implementation. However, Project Board met three times during the project implementation, but the project team was in constant contact with the Project board members and continually kept them posted on the project component. The frequency of the PB meetings didn't negatively affect implementation of the Project in any way. The Project Board developed and agreed on an annual work plan and Communications and Outreach Strategy; approved proposals to the Grants Facility (technically reviewed and selected by the Project Team and technical experts provided by the three RUNOs and the RC's office i.e. Peace and Development Adviser); advised on and provided strategic guidance for priorities (e.g. themes, geographic locations, target groups etc.) for clusters of projects funded by the

Grants Facility; advised on coordination priorities of the Dialogue Platform with other dialogue initiatives and Projects; and reviewed progress against Work Plan and Results Framework.

The UNDP MPTF Office served as the Administrative Agent (AA) of the PBF and was responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transferred funds to RUNOs based on the signed Memorandum of Understanding between each RUNO and the MPTF Office. RUNOs assumed full programmatic and financial accountability for the funds disbursed to them by the AA. Such funds were administered by each RUNO in accordance with its own regulations, rules, directives and procedures. Each RUNO established a separate ledger account for the receipt and administration of the funds disbursed to it by the AA from the PBF account. The separate ledger account was subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

There were some organisational shortcomings which were pointed out to the Evaluation Team and which should be taken into account when developing similar JPs. Those are the following:

- Financial books were kept separately by each of three RUNOs involved in the implementation of the Project (there was no immediate insight in the overall spending of each RUNO);
- The role of the Project's Coordinator was more a coordinating role without the 'competences' of project manager who would have a complete insight and information of each RUNO included into the Project's implementation.

UNCT elaborated ToR⁸ which clarifies how JPs need to be implemented and provide good guidelines how organizational shortcomings we identified should be avoided.

Initial Budget break-down

PBF PROJECT BUDGET				
CATEGORIES	UNDP	UNESCO	UNICEF	TOTAL
1. Staff and other personnel	73,700*	35,000	40,000	148,700
2. Supplies, Commodities, Materials	5,000	4,500	3,600	13,100
3. Contractual services	668,334	438,333	438,333	1.545,000
4. Travel	25,000	3,000	4,000	32,000
5. General Operating and other Direct Costs	84,359	23,000	23,000	130,359
Sub-Total Project Costs	856,393	503,833	508,933	1.869,159
6. Indirect Support Costs*	59,948	35,268	35,625	130,841
TOTAL	916,341	539,101	544,558	2.000,000

* Although it was not clearly stated in the Prodoc these funds were intended for RCO staff, i.e. Joint UN project Coordinator and Project Assistant (UNDP is administrating finances for RCO, therefore this was presented in the document as UNDP project staff share). The fact is that UNDP did not charge the DFF project for staffing and provided implementing staff as an in-kind contribution to the project.

⁸ Standard Operating Procedures for Countries Adopting the "Delivering as One" Approach, Guidance Note on Joint Programmes, August 2014

CONTRACTUAL SERVICES INCLUDING M&E RESEARCH					
CATEGORIES	UNDP	UNESCO	UNICEF	RCO	TOTAL
M&E (final evaluation and research)	28.334	28.333	28.333		85.000
Communications and Outreach	340.000	10.000	10.000		360.000
Grants Facility	300.000	400.000	400.000		1.100,000
TOTAL	668.334	438.333	438.333		1.545,000
Gender and Vulnerable Groups related budget from the Grants Facility					165.000*

* 15% of the Grants Facility (in US\$)

Risk management – M&E activities

The DFF Project sought approval of a six-month non-cost extension of the Project due to change in the enabling environment within which the Project operates. The request had no pecuniary implications, nor did it affect the overall Project outcomes and activities, but aimed at ensuring more qualitative achievement of planned objectives. Governance vacuum left in the period prior to, during and after general elections in BiH changed the enabling environment based on which Project activities could not be completed as initially planned leading to delay in organizing a third Dialogue Platform Conference. General Elections were held on 12 October 2014, whereas the first session of the new Presidency was held on 23 December 2014. This two and a half month period was preceded with over a month long election campaign and a backlog of pending items that the new BiH Presidency had to prioritize.

Additionally, new members of the Presidency, their advisors and support staff that coordinated with the Project required additional time to re-engage with the Project activities. Finally, procrastinated formation of governments at various levels, including 14 legislative assemblies had additional impact on implementation of Project activities most notably Dialogue Platform Conference whose goal is to engage decision makers and the youth.

General approach the Project had in relation to mitigation of the risks was satisfactory. Both, risks foreseen by the Project design, as well as those newly identified in the course of Project implementation, were addressed through the following positive risk management actions:

- Project strived to emphasize the support of inter-cultural dialogue as a general process whilst maintaining a clear neutral stance with regards to the content;
- Project maintained a continuous contact with the BiH Presidency on inter-cultural dialogue to ensure transparency and coordination;
- Project clarified modalities through outreach events and trainings to the maximum possible extent in order to provide local partners and stakeholders with clear criteria in respect of small scale projects they were supposed to implement;

- Project was proactive in coordination with other donors⁹ active in the peacebuilding/reconciliation (in particular with United States Agency for International Development (USAID));
- Project set up the Dialogue Platform in order to complement it with other IC-funded efforts, both those that are explicitly and implicitly peacebuilding in nature;
- Bringing specific focus to culture, youth and education sectors under the overall umbrella of the peacebuilding, elevating its importance politically and providing greater visibility to the whole process;
- Managing to kick-start bulk of the project activities (launch of the Dialogue Platform, Grants facility and TV show) before the elections;
- Including measures of confidence building in the Project itself;
- Encouragement of parties/stakeholders to implement their activities only if not too risky from the point of security;
- Facilitation of discussion with stakeholders working on peacebuilding projects to adjust Project response to the changed situation.

Cooperation with others

Project continuously worked on establishing cooperation with other similar projects in BiH such as USAID financed project PRO Budućnost. Although very similar in structure of activity components, the USAID project differs from the DFF in a sense that it is dealing with the past, working in limited number of local communities, and does not strategically involve decision makers. DFF Project initiated several meetings with USAID's project team, unfortunately, substantive cooperation was absent¹⁰. DFF Project had close cooperation with UNDP project "Building and Consolidating National Capacities for Conflict Prevention" financed by the EU whereby DFF project used its dialogue platform to introduce the modality of European Youth Parliament work, emphasizing EU perspectives for youth of BiH. The existing national system for coordination of youth issues was not functioning in previous political setup, however, the DFF received a letter from the Secretary General of the BiH Ministry of Civil Affairs, on behalf of the newly appointed Commission for Coordination of Youth Issues in BiH, seeking cooperation and support for development and implementation of the work plan targeting volunteerism, diaspora, radicalization, hate speech and hooliganism. The DFF Project team, upon invitation, also visited UNK in Pristina, Kosovo* (as defined by UN Security Council Resolution 1244, dated 1999), and shared good practices with colleagues there. Also, at the UN Development Project Regional (ECIS) Meeting on Peacebuilding and Conflict Prevention held from 16-17 November in Istanbul, the DFF Project Coordinator shared best practices from the DFF with other UN Country Offices.

Project M&E

As far as concern M&E systems in place, according to the ProDoc, it should have been conducted in line with the UN Evaluation Group Norms and Standards and UN PBF specific M&E and reporting guidelines. **M&E requirements were observed** during the planning phase including identification of research tools and actions needed in order to establish project and Project baselines and for the impact assessment and final evaluation. Day to day monitoring was performed by the UN implementation team, but by each RUNO separately. Overall monitoring has been performed by the Project Board. Two RUNOs (UNDP and UNESCO) conducted external monitoring of their SGFs projects while UNICEF did it internally, in line with prescript procedures. Final evaluation was envisaged to be conducted as an independent exercise by the external evaluators in line with practice and generic ToR elaborated by the UN PBF.

According to the assessment of the four Project's outcomes against the LF, it can be concluded that all outputs have been achieved i.e. the Project has contributed to their successful realisation. The same

⁹ The project held two international coordination meetings with major international stakeholders in BiH. This was coordinated by the RCO PDA. Hence the interest from the Embassy of Japan to further invest on infrastructure works into Mali Most project in Mostar (youth component).

¹⁰ There was no feedback or proactivity from the PRO Buducnost project. DFF shared list of beneficiaries with PRO Buducnost, but never got proper feedback or reply with same information although that was verbally agreed.

can be concluded on the level of eleven Project's outputs. However, when assessing against the given indicators and baselines in the LF the general observation is that, due to the nature of the project i.e. trust building, coexistence and appreciation of diversity, several indicators¹¹ were set too broadly and their measurement in terms of tangible results was rather difficult. For example, the indicator 2: '20% of population improved dialogue and mutual understanding through Grants Facility awarded community projects' under the Outcome 1: *Established dialogue spaces for decision makers, civil society and citizens that enable country-wide peacebuilding process to promote coexistence, trust building and appreciation of diversity* was difficult to be quantified. This goes for the majority of the indicators where their measurement against the initial baselines was rather difficult to be ascertained. On the other hand, one of the very good indicators/baselines was the KAP Study which clearly measured the distinction in the perception between general population and the DFF Project beneficiaries relevant to intercultural trust and cooperation, education and media consumption. More comprehensive review of the Project's results is given in the section below.

Project effectiveness

Results per DFF Project's Outcomes¹²:

The Evaluation Team is of the opinion **that the Project has reached its goals**. Based on data gathered in the Desk review and field visits interviews, Evaluation finds that outcomes have been achieved.

Outcome 1: *Established dialogue spaces for decision makers, civil society and citizens that enable country-wide peacebuilding process to promote coexistence, trust building and appreciation of diversity (UNDP lead).*

A key precondition to the successful implementation of the Outcome 1 and the Project as such was the signing of the "**Dialogue Platform Declaration**" and establishing/operationalization of the Peacebuilding Platform with the key implementing partner, the BiH Presidency The Dialogue Platform provided formal yet functional mechanism for interaction between citizens and decision makers enabling top-down with bottom-up approach between the civil society, citizens and governments with the aim of jointly identifying, promoting and implementing dialogue and trust building activities.

Another very important segment was a strong media campaign airing TV and radio shows. Another very important step in the setting up and starting the Project's activities was the establishment of the **Small Projects and Grants Facility (SGF)** in order to support local and civic initiatives/projects promoting, what is a corner stone of the DFF Project, peaceful coexistence, trust building, intercultural dialogue and appreciation of diversity. The SGF is meant as a main driver of changes funding initiatives/projects promoting the inter-cultural dialogues and which is integrated into the Dialogue Platform.

The "Dialogue Platform" Declaration was signed by the Presidency of BiH and the UN provided impetus and scope to Dialogue Platform Conference; **Three "Dialogue Platform" conferences** were organized, bringing around **400** decision-makers and youth and other activists together¹³, resulting in identification of more than **30** conclusions and over **50** concrete individual activities in the areas of youth policy, education and culture; Grants Facility evaluated **334** applications received, out of which 40 SGFs projects plus 3 additional initiatives were supported and successfully implemented; **20** episodes of country wide TV Show promoting diversity "**Jump out**", were aired; **Social Web Platform** was developed; DFF **Youth Forum FB Platform** was created; **5** Trainings were held for media professionals and for Grants Facility beneficiaries; **4** trainings were conducted to develop institutional capacities on intercultural dialogue and trust building.

Project formalized relationship with the implementing partner, the BiH Presidency, by signing the "Dialogue Platform Declaration". This "backbone" document facilitated engagement of decision-makers from all jurisdictional levels at DFF events, most elevated of which is the Dialogue Platform Conference. With the establishment and organization of three Dialogue Platform Conferences, a functional formal

¹¹ According to the ProDoc, such unrealistic targets were specifically requested by the PBSO although these seemed unrealistic by the implementation team.

¹² The information regarding the number of activities/events/persons reached by the DFF Project activities mentioned in the Evaluation Report are taken over from the DFF Project Half Yearly 2016 and Yearly Progress Reports 2015

¹³ Activists and stakeholders coming from CSO sector, academia, government institutions, political parties, as well as individual citizens not affiliated with any formal structure

mechanism was developed for interaction between citizens and decision makers on issues pertaining to peacebuilding and trust-building processes. This mechanism identified concrete conclusions and activities in real-time environment from across all governance levels bringing them to high-level decision making bodies. Establishment of such mechanism was a novelty, but its long-lasting future must be ensured through enhanced engagement of all concerned stakeholders. There is also a question of institutional absorption capacities in decision-making processes with regards to identification of concrete priorities, which requires additional attention in the future.

Communication strategy and outreach activities

Communication and advocacy data was generated via official viewer's index (for number of media articles, TV Show, Youtube), whilst social network utilization was monitored by membership figures. In terms of reporting, Report follows on the Half-Yearly Report and the follow up comments sent to PBSO.

The project aimed to ensure that media outlets remain committed to producing positive stories on trust building beyond the project. The innovative approach that used a TV Project targeting a youth audience should have offered a longer-term viability because broadcasters and sponsors would recognize the value of producing good Projects commercially viable, and therefore continued with such Projects in the future. General sustainability of the Project components would be sought through the communications and outreach component, in particular through the TV, which attracted interest by private broadcasters because of the interesting format and peacebuilding theme.

Substantial communication budget for communications has been allocated, and many communication and outreach activities conducted, still majority of stakeholders interviewed (over 80%) didn't know about Project beyond their direct involvement in the project. Stakeholders generally felt they were part of something larger, but they couldn't articulate or provide information on anything beyond their own activities. From the grantees and institutions interviews' responses it comes out that there is room for improvement of the communication strategy, PR and visibility.

Outcome 2: *Increased participation, awareness and influence of youth and youth civil society organizations in policy dialogue with decision makers on issues impacting BIH's development and reform agenda (UNDP lead).*

As for the achievements regarding the Outcome 2, the DFF Project implemented all activities which were mainly focusing on the functioning of the Dialogue Platform, establishing nation-wide youth network, building youth communication and facilitation skills through various workshops and trainings and connecting youth leaders and participants with a prominent leaders, decision makers, leaders from the business, and civil society sphere and intellectuals. When it comes to issues related to youth, a nation-wide youth network was established; 13 "**Youth Forums**" were organized bringing **378** youth together from across the country to develop their skills and work on local initiatives related to youth policies, activism, education and culture; 3 initiatives were developed based on Youth Forum findings; 2 study trips were organized; 9 workshops were held for youth groups regarding project document preparation and application to the Grants Facility; 5 workshops were held for grants facility beneficiaries and media professionals on trust building and intercultural reporting; **13** SGF's projects targeting children and youth, and 3 additional initiatives (1 summer peace camp project for flood affected areas, project on collaboration of students from 3 public Universities, and Youth Officers conference in FBiH) were implemented reaching directly **3,225** beneficiaries. Three projects directly targeted vulnerable groups - unemployed youth from undeveloped municipalities, and minors without parental care reaching a total of **425** children/youth.

Output achievements listed above clearly indicate a broad set of mechanisms developed and used by DFF Project which increased participation, awareness and influence of youth civil society organizations in policy dialogue. To that end, DFF Project initiated cooperation with the three key youth institutional partners: 1) State level Ministry of Civil Affairs (Youth Coordination Commission); 2) FBiH Entity level Ministry of Culture and Sport (Youth Sector); and 3) RS Entity level Ministry for Family, Youth and Sport. Cooperation intended to increase awareness on key youth issues, including volunteerism, radicalization, hate speech, hooliganism and diaspora (state level) and strengthen a governmental **network of municipal Youth Coordinators** with adequate capacity development and overarching communication and coordination capacities (entity level). This cooperation has already produced results in strengthening a governmental network of 143 municipal Youth Coordinators with adequate capacity development and overarching communication and coordination capacities through the organisation of the five (5) projects.

Youth participating in regional Youth Forums developed their skills in project development and implementation, and developed local as well as regional initiatives, such as local priority list for addressing issues of community security (at the local level) or an inter-ethnic cooperation of political science students from three universities writing an anthology of 20 Years after Dayton Peace Accords on a number of relevant issues affecting youth. Additional 9 workshops were held for Grants Facility applicants who focused solely on developing skills necessary for application processes. Project increased the scope of engaging youth CSOs by availing non-formal groups and individuals to apply for grants facility projects in order to promote new activism and to move away from traditional youth civil society actors, which already possess means and portfolios to take active part in decision-making processes. This was the first time ever that UN opened up to working with informal groups and individuals, which is a positive change in engagement of non-usual actors.

Outcome 3: Education and peacebuilding initiatives support greater social cohesion at national level and in targeted communities (UNICEF lead).

The Outcome 3 or Educational component is foreseen to support local initiatives which are promoting peacebuilding, diversity and social cohesion in the field of education. Specific capacity development activities were targeted at vulnerable youth, particularly Roma youth and youth with disabilities. The main purpose was to build their entrepreneurship skills and competences, theoretically and practically, and hence improve their prospects for social inclusion. Initiatives directly benefiting marginalized groups complemented other activities in the education component, with the aim to put front and centre the need for a more inclusive and open education in the country.

When it comes to education and peacebuilding activities, 3 regional forums on inclusive, intercultural education were held; 5 local initiatives on inclusive, intercultural education were implemented; **11** education projects have provided direct benefits to **7,294** beneficiaries **5,097** children (of which **97** children with disabilities), **2,197** (of which 251 vulnerable youth) youth, 38 parents, 240 teachers and **30** NGOs; **254** trainings, workshops and seminars for **1,506** children and youth, **183** teachers, **38** parents and **40** NGO staff members were successfully held in the fields of intercultural education, tolerance- and peace-building and conflict resolution; there were implemented school-based activities in **42** primary and **83** secondary schools in over **70** communities in BiH and the region; **10** entrepreneurship workshops were held targeting Roma youth (176) and youth with disabilities (139) from **23** BiH municipalities. The main purpose was to build their entrepreneurship skills and competences, theoretically and practically, and hence improve their prospects for social inclusion. **10** initiatives were designed and implemented by Roma youth and youth with disabilities benefitting **150** vulnerable youth.

Under the slogan „*Differences inspire*“, dialogue on inclusive, intercultural education was initiated through an online campaign and in local communities around the topics of discrimination and segregation in schools and the need for a quality, competence-based education reform. The same thematic discussions were parallel taken up at the higher, national level of the Dialogue Platform whereupon education professionals, NGO activists, students and public officials helped shape a set of concrete recommendations on strengthening quality, inclusive intercultural education in BiH. The same topic of quality inclusive intercultural education was included and heavily discussed at the Conference of Education Ministers in July 2015 whereupon one of their officially adopted conclusions highlights their appeal to all education authorities in BiH to provide inclusive education, free of all discrimination and based on respect for an individual's human rights.

A wide range of activities, from teacher trainings, peace camps, student exhibitions, education workshops etc. spread out through **70** BiH cities helped empowerment of adolescents and provided numerous training opportunities. Programmatic interventions were conceptualized with the purpose of improving individual perceptions of "otherness" and improving intercultural understanding and tolerance.

Dialogue on peacebuilding in education has been further opened to the general public through 2 live TV dialogue forums which reached a wide audience (**cc 500,000 people**).

Outcome 4: Citizens and communities promote culture, intercultural dialogue, trust building and appreciation of diversity to advance common peacebuilding goals (UNESCO lead).

The Outcome 4 or Cultural Component focused on the enhancement of intercultural dialogue, fostering the role of culture, increasing participation and engagement by citizens, civil society and leaders in

intercultural dialogue activities and initiatives of empowering vulnerable groups to promote social inclusion, diversity, gender equality and peacebuilding in the field of culture. When it comes to promotion of culture in light of peacebuilding impact, 2 sessions on "Culture" at the **Platform Conference** were organized; **10** workshops, forums and round tables for youth and vulnerable groups were held (attended by cca. **500** participants); Mapping of relevant stakeholders and projects was done; **8** initiatives on local and regional cultural heritage were realized through the Grant Facility; **19** cultural related projects were supported and implemented through SGF's reaching **5,374** direct beneficiaries; **5** initiatives targeting vulnerable (2 projects), marginalized groups (2 projects) and gender issues (3 projects) were implemented and their CSOs participated at the Dialogue Platform conferences.

Additionally, in the period June-November 2015, Project co-financed three grants activities in cooperation with the BiH Ministry of Civil Affairs: Support to the opening of the National Museum of BiH, Kid's Festival (over **35.000** children from BiH) and the "Space-Form-Touch" exposition targeting blind and visually impaired persons.

Based on the evaluation of available opportunities for co-financing at the various governing levels, UNESCO established agreement (exchange of letters) with the Ministry of Civil Affairs of the Council of Ministers of BiH, for supporting peace building and reconciliation activities through grant scheme available at the Ministry of Civil Affairs and in accordance to the availability of the funding sources. Following this agreement, in cooperation with the Ministry of Civil Affairs of BiH, under the DFF project, UNESCO supported organization of an Info Day at the Parliament of BiH for the representatives of the culture sector of BiH on the opportunities for co-financing of projects in the area of culture from EU funds, and in such a way to support sustainability of the initiated activities. This event was attended by the representatives of public institutions, non-governmental sector as well as the interested private organizations.

Mapping of relevant stakeholders and projects is done in cooperation with DPA office. Three Dialogue Platform conferences emphasized the networking of culture workers, in particular the youth and the ways for their joint activity. The most current problems were detected in culture, as well as the role from the non-governmental sector in their resolution. The possibilities for use of domestic and foreign funds for culture were identified. The significance of investing into culture as a profitable branch was pointed out, which is of particular interest for young population. Particular emphasis was made on the necessity of adopting strategic documents and action programs in culture at all government levels. This might be especially important in the light of possible extension of the project to its II phase attributing it a regional character.

Small Projects and Grants Facility

As already mentioned, the key project component was the Small Projects and Grants Facility (SGFs) component through which mechanism 40 SGFs projects plus 3 additional initiatives in the area of youth, education and culture were financed. A total of **334** applications were received. Although initial plan to finance 15 GFs projects, the DFF Project by the decision of the Project Board Meeting (PBM), decided to fund greater number of projects (the initial maximum amount eligible for a project has been decreased). **19** SGF's projects were implemented by UNESCO, **13** by UNDP and **11** by UNICEF.

UNDP Small Projects and Grants Facility – Youth Component

Within the Youth Component 13 SGF's projects were implemented by local CSO's targeting children and youth. The total amount allocated to the SGF's projects within the Youth Component was 228,193.69 USD. However, under this budgetary item the organisation of the KULT Conference (14,644.26 USD) and "Novi Val" Summer Camps (31,955.27) was included amounting to the final figure of **274,793.22 USD**¹⁴.

The SGF's projects within the Youth Component of the DFF Project encompassed various spectrum of topics primarily related to strengthening of relationship between youth of different national and ethnic communities promoting culture of dialogue and tolerance by organising workshops, volunteering actions, engaging youngsters in sport activities, growing organic production all this with the single aim

¹⁴ *The figure of 274.793,22 USD Includes the organisation of the KULT Conference in the amount of 14.644.26 and organisation of the Novi Val Summer Camps 2014 in the amount of 31.955,27 USD. The figure allocated solely to financing of the SGF's project is 228.193,69 USD

of bringing young population of BiH from different parts of BiH and different nationalities together around the goals of: 1.) developing trust and tolerance, social cohesion and intercultural dialogue among youth, 2) Reconciling and breaking stereotypes among young people, 3) Developing capacities of formal and non-formal youth networks to develop and engage in various peacebuilding activities and 4) Promoting volunteerism amongst youth that supports and promotes tolerance and openness in ethnically divided communities. All thirteen (13) SGF's CSO' projects were successfully implemented reaching directly **3,225 beneficiaries out of which 1,317 females (43%) and 1,812 male (57%) beneficiaries**. One project, "Dialogue for cooperation" didn't not report on gender disaggregation (48 beneficiaries).

UNICEF Small Projects and Grants Facility – Educational Component

UNICEF supported eleven (11) educational SGF's in the amount of **323.861,60 USD** targeting a large numbers of children and youth across BIH. All the projects were focused on building the relationships among children and youth in BIH bringing them together around the idea of friendship, respecting different culture and peacebuilding through interaction. What is more, these projects have included both teachers and parents as cornerstones of family and socialisation process which is so important while growing up. Two of the SGF's projects (Association "Support to Children of the Balkans" and SOS) were implementing activities targeting vulnerable youth i.e. children with disabilities. In order not to lose the focus on vulnerable youth, UNICEF established cooperation with NGO REG at the beginning of the DFF project. This project was carried out outside the small grants facility. The main aim of the project was to work with vulnerable groups of youth (primarily Roma and youth with disabilities) on their empowerment and strengthening of their entrepreneurial skills. The SGF's projects reached a total of direct **7,924 beneficiaries**¹⁵ in **125** schools (42 primary and 83 secondary schools) among which **97** children with disabilities.

Large number of children and schools were engaged through this component for some children giving opportunity to meet someone from different cultural, ethnic background for the first time. Providing such spaces for interaction and intercultural understanding with young generations is important and may produce good long-term effects for peace building.

UNESCO Small Projects and Grants Facility – Culture Component

The total amount spent for 19 SGF's projects financed by the UNESCO amounted to **415,661,01 USD**. The SGF's projects targeted primarily youth through the means of promoting the cultural activities and through the number of expositions and cultural events. SGF's projects targeted **5,374** direct beneficiaries while the total number of beneficiaries/citizens reached is much bigger given the events and exhibition been organized and visited by target group/citizens. It is estimated that through the implementation of SGFs within the UNESCO component over than **140,000** direct and indirect beneficiaries were reached¹⁶

For the financing of the 40 SGF's projects + additional 3 projects (43 altogether), the three UN Agencies have spent USD 1,001,779.31¹⁷. The UNDP spent *USD 274,793.22, UNICEF USD 323,861.60 and UNESCO USD 415,661.01.

This facility enabled grass-roots involvement in peace-building and is assessed by Evaluation team as good practice.

Vulnerable categories and gender-related projects

Vulnerable categories and gender-related issues were paid special attention to in the framework of the DFF Project. The DFF Project's design included a target of **15%** (USD 165.000) of the total amount of USD 1,100,000 meant for SGFs to be allocated for vulnerable and gender-related projects. Vulnerable categories were targeted through the 11 SGF's projects (UNESCO – 7, UNICEF – 2, UNDP – 2) to which an amount of **USD 176,146,74** was spent. By this the DFF Project has spent 16% of the Grant Facility budget exceeding the initial target (15%) by 1%.

UNDP lead projects had two SGFs projects who exclusively targeted vulnerable groups: unemployed youth from undeveloped municipalities and minors without parental care. Those are:

¹⁵ This figure has been obtained from the DFF Project Half Yearly Progress Report, January-June 2106

¹⁶ Source: DFF Project Half Yearly Progress Report, January-June 2016

¹⁷ This is not the final figure since certain amount of the funds were spent for calls for proposal adding to the final figure.

- **Zdrava Zemlja**, which engaged unemployed youth and their families from Municipalities: Trnovo RS, Trnovo FBiH, Pale Prača and Istočno Sarajevo
- **MK Herceg** targeting minors from the home for abandoned children Egipatsko selo in Mostar. Except their participation in activities of the project, organization also equipped the home for abandoned children with everyday needs, like bedclothes, etc. Additionally, in 2014 organization Novi Val organized summer camp in Eco Centar Blagaj, which engaged 100 boys and girls with help of their parents who were directly affected by floods (in support of IOM and their field workers).

Of the 11 education SGF's projects (UNICEF lead) a couple of these grants had activities specifically targeted at children with disabilities, primarily

- Association „Help to the children of the Balkans“ – Gorazde
- Serb Youth Council - Brčko

Gender issues were not explicitly covered, each project organization, what is visible from their reports, tended to equally engage boys/girls and in their activities. In order not to lose the focus on vulnerable youth, UNICEF established cooperation with NGO REG at the beginning of the DFF project. This project was carried out outside the small grants facility. The main aim of the project was to work with vulnerable groups of youth (primarily Roma and youth with disabilities) on their empowerment and strengthening of their entrepreneurial skills. Gender-related issues were not specifically targeted through education projects but both sexes were represented equally.

Culture related SGFs projects lead by UNESCO (19 in total) have had the most of the projects targeting vulnerable categories, seven (7) that were addressing vulnerable groups of beneficiaries (persons with disabilities, women and marginalized groups):

Persons with disabilities:

- Association of paraplegics – Livno
- Tactile exhibition -Banja Luka

Women's projects:

- Theater Mrkonjic Grad
- Misija NT- Banja Luka:
- Martinela - Sarajevo

Marginalized groups:

- Hagada – Sarajevo
- CPS-Zagreb

Project impact

There is **no doubt about importance of this Project and concrete results it has achieved**. Based on the desk review and filed visits/ interviews' results, DFF Project relevance, efficiency and effectiveness, in terms of what was planned to accomplish by its results framework, could be judged as positive.

Reflection on length of project design and fact that institutional changes and behavioural changes take time to achieve require effort and commitment much longer than a two year project. In addition, external political and other factors are dynamic ones and true changes can only be captured through a comprehensive longitudinal social analyses and research.

Attribution of the project to changes captured through KAP study and VoY survey is difficult to measure (with exception of analyses with direct project's stakeholders). Any positive gains in institutional and behavioural change captured through these studies are vulnerable to external dynamics and interventions of other players.

Project impact can only be observed together with other initiatives in the country which would require cooperation and joint measurement tools of all actors in the area of peace-building, where identification of individual intervention attribution is not a primary goal.

Project sustainability

As far as concern the sustainability of the Project, the latter should have been assured during the initial phase of the project through consultation process with local actors (on the issues of dialogue and trust building) expanded through the local forums. Namely, consultations were done by the Project team, greater involvement of youth officers was foreseen and attempted. Though involvement of Youth Officers¹⁸ on local level, the Project established a cooperation with the Ministry of Culture and Sports of FBiH, and supported first ever conference of YO's to ensure better engagement in future project activities.

One of the ways to ensure the sustainability was through greater inclusion of the government youth officers who were supposed act as a key link in ensuring the bottom up approach through their function and role (being the essence of their work within the governmental institutions). Thanks to this mechanism, using a flexible and bottom-up approach allowing stakeholders to select their own priority areas for discussion within the Dialogue Platform, ownership should have been ensured during the Project's implementation. However, Evaluation Team, based on the results from the interviews, finds this only **partially achieved**.

Although the cooperation with the three cultural institutions in the Entities (Republika Srpska and Federation of BiH¹⁹) has been established during the Project's implementation, a more constructive cooperation (at the expertise level as the equal partners) would open the path for a more sustainable domestic support to peacebuilding initiatives promoted by CSOs. The Project envisioned youth network (youth outcome/work stream) and intercultural dialogue/leaders network (culture outcome/work stream) that would provide ready-made structures that could built upon through follow-up Projects. **Although majority of the aforementioned has been achieved, Evaluation team has certain reservations that any of these undertakings are truly sustainable outside of the Project's lifespan. This is also connected to the fact that originally planned implementation period was 48 months, but it has been shortened to 18 and then extended to 24 months, through time-only extension. Therefore, there is an absolute need to continue to support this initiative (through DFF II) in future as well, in order not to lose momentum and what has been already achieved by the Project components.**

In case of the follow-up project, sustainability needs to be an integral part of project design clarified and discussed with all project stakeholders.

¹⁸ Youth Officers as such are legally defined only in FBiH, where in RS such legal formulation does not exist

¹⁹ Ministry of Civil Affairs at state level, Federal Ministry of Education, Science, RS Ministry of Education and Culture

Assessment of theory of changes

The BiH Presidency identified education and culture as areas that require attention, with a focus on youth underscoring that these subjects can act as a springboard for dialogue and trust building to take root in the country. Studies and analysis conducted by the UN supported the Presidency's assessment that more dialogue, peace and reconciliation in BiH was needed²⁰. Desired (planned) changes were to be sought within the broader UN portfolio relevant to peace and trust building. The Project itself was deeply imbedded into general UN Assistance Framework in BiH²¹. Therefore, the UNCT targeted its programming for the UNDAF cycle aiming at increasing support to peacebuilding. This proposal to the PBF was complementary to UNCT efforts in other fields and addressed a long-standing gap in the peace and development agenda in BiH.

The Project strategically focused on **civic initiatives** and dialogue between decision makers and citizens. In this manner, the focus was on strengthening civic dialogue "from the bottom up" with a very strong BiH Presidency's endorsement and support. The full inclusion of the BiH Presidency and creation of the Dialogue Platform were the main institutional changes to which the DFF Project has contributed. The inclusion of the BiH Presidency also minimized the risk of the project implementation being obstructed by disagreements and deadlock at the political and institutional level.

The process had three (separated) work streams: youth, culture and education. These had been identified by the BiH Presidency and by the UNCT as both drivers of conflict and enablers of conflict resolution and peace building. The goal of the joint UN support was thus to catalyse positive experiences and identify leaders in these fields to enable a change in citizens' perceptions and to facilitate dialogue with decision-makers.

As stated earlier, the Project aimed to create momentum for increased citizen engagement in peacebuilding initiatives and to change perceptions towards coexistence and appreciation of diversity. This have led to changes in personal behaviour in terms of increased trust, respect for diversity and trust building. The main changes on the behavioural level of the DFF Project beneficiaries, beside those noticed during the field visits performed by the Evaluation Team, are best reflected in the Knowledge/Attitudes/Practices (KAP) Study²² for 2015 performed by the DFF Project. Results of the first KAP Study conducted in 2012 in the framework of the "Culture for Development" Project served as the base line/output for the DFF Project.

The KAP Study for 2015 which had a double objective: 1) to capture changes in perception of general population in comparison to KAP survey results conducted in 2012; and 2) to compare responses of the general population versus direct project beneficiaries (based on collected responses to the same questionnaire from 370 project direct beneficiaries). By this approach, some broader attribution was intended to be established of the Project's impact on the raising awareness about intercultural trust and cooperation, education and media among the general BiH population (older than 15) and Project's effects on Project's beneficiaries. It is clearly evident that there is a distinction between general population responses and the DFF Project beneficiaries responses relevant to intercultural trust and cooperation, education and media consumption, which tend to be much more positive and in the statistical significance range.

²⁰ As part of the MDGF-financed programme "Culture for Development: Improving Cultural Understanding in BiH", which was a joint programme of UNESCO, UNDP and UNICEF conducted in 2009-2012, two Knowledge, Attitudes and Practices (KAP) studies (2010 and 2013) were conducted. The KAP studies concluded that in the ten target municipalities of the project attitudes with regard to inter-cultural dialogue and reconciliation had changed positively. The 2013 study concluded that additional gains in the field of intercultural dialogue, tolerance and reconciliation could be made through further outreach with parents and teachers and education of youth

²¹ During the development of the UN Development Assistance Framework (UNDAF) 2015-2019 the UNCT conducted a Common Country Assessment (CCA) with a strong conflict analysis component (CDA). Out of four focus areas of the UNDAF 2014-2019 the first is Rule of Law and Human Security, within which there is a specific UNDAF Outcome has been dedicated to conflict prevention: Outcome 2: By 2019, BiH consolidates and strengthens mechanisms for peaceful resolution of conflicts, reconciliation, respect for diversity and community security.

²² The first KAP Study was conducted in 2012 as a part of "Culture for Development Programme" which was jointly implemented by three UN organisations: UNDP, UNICEF and UNESCO in cooperation with the Ministry of Civil Affairs of BiH, entity ministries of education and culture and other institutions responsible for education and culture in BiH.

Some of the key findings of the KAP Survey 2015 are listed below:

- While the DFF Project beneficiaries find it important to keep and respect family traditions as much as the majority of population in BiH, they also deem even more important to keep communication with people of different cultural background inside BiH and abroad and therefore show a higher level of openness to different cultures than general population in BiH.
- DFF beneficiaries have higher level of intercultural tolerance among DFF Project beneficiaries than the average population (88% vs 78%) and more experience with people from different cultural communities than the average population.
- Regarding the education and its importance in intercultural trust and cooperation the DFF Project beneficiaries emphasize the importance of teaching the elementary school children about cultural tradition of all ethnic groups in BiH much more than general population. Furthermore, a significantly higher level of knowledge about intercultural education is to be noticed among the DFF Project beneficiaries than at the level of general population and also significantly higher share of those who support such education (71% vs 33%).
- As for the media consumption, in comparison to population average, DFF Project the great majority of DFF beneficiaries use the internet on daily basis than general population (94% vs 46%) and are open for information for different sources.

The DFF Project conducted yet another survey, Voices of Youth (VoY)²³ which besides collecting the information as the aim also had to detect the changes in attitudes and opinions concerning various issues such as: education, labour market, social protection, views on the future and etc. among youth in BiH. The sample included 2016 persons aged from 15 to 30 years. This survey pointed out main challenges which youth in BiH faces in regard to the abovementioned social and economic aspects of life. For the sake of the evaluation needs the quantitative findings from the VoY 2015 Survey were not included in the Evaluation Report since the VoY Survey has not been completed in time for evaluation to look into the differences in responses between the two waves (by means of comparing two waves of findings from VoY in 2012 and VoY in 2016).

Project contributed to changes in relationships as occasions have been given to people for meeting, exchanging experiences and building networks and connections. Based on the desk review (reports) and filed visits/ interviews' results, Evaluation finds that DFF Project **contributed to the positive effects in this regard together with other key actors and initiatives in this area**. Project aimed to achieve institutional or policy change in two ways: by establishing a completely new mechanism or tool which would serve as a catalyst for all peace and trust building initiatives, i.e. the Dialogue Platform; and secondly, *through* facilitation of the dialogue between citizens and decision-makers. **Evaluation finds that the Project has succeeded to achieve as much as planned. Namely, while the success in implementation of single results is out of question, their overall impact and catalytic effects are rather difficult to measure.** Reasons for that are to be sought primarily in the Project's Design phase, i.e. Project's theory of Change. Project partnership that was established with *the highest political level i.e. BiH Presidency is highly commendable and is very unusual but exclusion of other relevant BiH institutions (from entity levels with mandates relating to topics of youth, education and culture) is a major shortcoming of the Project and its overall impact and sustainability (ownership).*

Gender considerations and its mainstream in Project design and implementation

Within the process of developing human rights protection at the international level, special attention is given to gender equality as a crucial requirement for the social and economic development of a country. In addition to general provisions and guidelines for respect of human rights without discrimination on any ground, including gender-based discrimination, international standards for the protection of human rights have gradually grown into various instruments which not only promotes gender equality in terms of equal participation of women in politics, economy and culture, but requires affirmative actions to protect gender equality generally.²⁴ By adopting the *Gender Equality Law, the Gender Action Plan* and

²³ Draft of the VoY Study was finalised May 2016

²⁴ These documents include the *United Nations Convention on Elimination of All Forms of Discrimination Against Women, the Beijing Declaration and Platform for Action*, as well as many other documents of the Council of Europe that BiH acceded to.

the Action Plan for the Implementation of UNSCR 1325 in BiH 2010-2013, BiH made important steps forward to achieving gender equality.

However, women and men had different experiences of the specific circumstances during the war 1992-1995, and consequentially, of their post-war situations. BiH faces a number of challenges with regard to gender mainstreaming. For example, BiH continues to struggle with traditional stereotypes with regard to the roles and responsibilities of women and men in the family and in society. The complex division of competencies between different levels of governments presents a significant challenge to applying a uniform approach to gender mainstreaming across different sectors of society. Achieving gender equality in BiH is difficult because of discriminating social norms and lack of knowledge and awareness with regard to the correlation between gender equality and socio-economic development. Women have very limited access to and impact on the political and decision-making process, they have disproportionately limited access to employment, and many of them are subjected to gender based violence²⁵. Due to the fact that government institutions do not have the capacity to address effectively discrimination, violence, underemployment and other issues that disproportionately affect women more than men, women have turned to the civil society sector for assistance, advocacy and engagement. Gender transcends ethno-religious identity-based conflict and has therefore demonstrated to be an issue that can act as a critical connector providing opportunities for dialogue. In the BiH context, women have therefore been much more active in the civil society sector, including in the field of peace and trust building. In the early post-war period of the 1990s senior political leaders consistently underscored the valuable contribution of women active in civil society in creating space for dialogue.

Bearing in mind the obligations of BiH arising from international law to include the principle of equality of men and women, as well as the constitutional and other legal provisions, a strong commitment was made during the *DFF Project* development process to making all of its objectives *gender sensitive*. DFF Gender Marker Score is 2, i.e. "with specific component, activities and budget allocated to women". Although the gender-related issues were not specifically targeted by the DFF Project (though few SGFs projects aimed specifically at women) the gender representation was equally disbursed. For example, a great proportion of the SGFs project's team leaders were females. Explanation for this could be twofold: either this was a coincidence or females are strongly represented in the civil society sector. However, regardless of possible explanations the fact is that the DFF Project has managed to have equal inclusion of both genders both on the implementation side (of SGFs projects) as well as on the beneficiaries side. **DFF Project has fully observed the importance of gender participation and perspectives in all its activities.**

Grant Scheme Fund used PBSO minimum threshold criteria of 15% when evaluating project applications, as a result **16% of the funds of the Small Grants Facility were made available to women associations and vulnerable groups**. It was intended that through dialogue and activities addressing normative issues across BiH, gender and the role of women would be placed front and centre - with a view to addressing key problems of violence against women, discrimination and underemployment which affect all three ethnic groups and "Others. **In these terms, Evaluation finds the Project achieved its goal.**

Three grant scheme projects directly supported female populations in terms of programmatic scope, whereas all other Project have a gender representation marker integrated into Project documents. Through participatory mechanisms, such as youth forums, gender issues were specifically discussed as topics. (Topic 3: Gender and Marginalized Groups). Cumulatively, female to male ratio, representing event participants and grant scheme beneficiaries is estimated at 48 (M) / 52 (F).

²⁵ Fourth and Fifth Periodic CEDAW Report (2013).

Challenges, Best Practices and Lessons Learnt

Challenges

Following the signing of the DPA in November 1995, a number of efforts were made by various players that focused explicitly on reconciliation. However, such efforts have become neglected and underfunded by BiH authorities and the international community in light of a stronger focus on governance, democratization, rule of law and human rights, including minority rights, with a focus on supporting BiH on its path towards integration into EU. During the past several years, only a few international donors included an unambiguous focus on reconciliation in their development assistance programming, and that, too, was for the most part piecemeal support for a number of small scale local initiatives. Moreover, in cases where international donor funds are targeted explicitly towards peace and trust building initiatives they remain at the local level with limited opportunities for high-level visibility, or connections with senior-level decision makers and leaders in BiH. The public perception, therefore, is that despite these ongoing activities taking place sporadically throughout the country there is little progress being made with regard to dialogue and trust building. In that sense **DFF Project brought a lot of positive immediate effects, although long-lasting effects of this and similar interventions may be very difficult to capture and meaningfully measure.**

Most donors, including the UN, do not address trust building and dialogue *explicitly* but instead refer to the *implicit* peacebuilding elements of their programs. For example, the UN, EU and other donors' state that programmatic support to transitional justice, human security and protracted displacement will contribute to peacebuilding processes by addressing the needs of targeted populations i.e. victims/survivors of war crimes, socially and economically-vulnerable groups and refugees/internally displaced persons. However, although these activities and programs can have elements of peacebuilding, with some degree of variance, there is no overarching mechanism or process to link these activities to broader dialogue and trust building processes strategically or operationally. Therefore, although there is an emerging view by the international community that more work needs to be done in the field of trust and peace building, very few are currently providing explicit donor support in this field. In this respect, future initiatives/projects should have an important role.

Although the top-level support by the BiH Presidency facilitated buy-in from other decision-makers at the state, entity, canton and municipal levels, civil society organizations with whom the UNCT had cooperated through a number of programs expressed a keen interest in this initiative. Other donors (such as USAID and the EU), expressed their support to the UNCT being open to exploring partnership with the UN to enhance synergy of activities in order to elevate dialogue and trust building to a higher political level and improve visibility.

Key peace-building challenge is daily rhetoric used by politicians and unresolved political future of the country. Until major changes in this respect become reality each peace building project separately and all peace building projects together will have limited effects. But, such project are essential nevertheless.

Best practices (catalytic effects)

What is often missing in peace and trust building initiatives is the involvement and buy- in of senior level politicians. This was not the case with this Project, which was in support of an initiative of the BiH Presidency, which **recognized the need for dialogue and greater opportunities of interaction among all BiH communities and citizens and policy makers.** Given the UN's experience in this field, the BiH Presidency requested UN support to place dialogue and trust building front and centre in BiH to help the country overcome the current situation.

No other group of leaders in BiH representing the three constituent peoples at such a high political level have come out in support of dialogue like the BiH Presidency has. Moreover, **the Dialogue Platform combines the efforts of decision-makers, civil society actors and citizens.** This has never occurred before in BiH and is therefore an opportunity that should be supported in order to encourage other leaders representing different levels of government at the State, Entity, Canton and

municipal levels to join the endeavour in forthcoming initiatives as well. **The Dialogue Platform offers a framework for senior level politicians, both men and women, to engage with citizens as partners, and as force multipliers, to catalyse the transformation of BiH through enhanced dialogue.**

The establishment of a **Dialogue Platform**, within DFF Project, has supported a nascent initiative of senior level decision makers **to establish a framework that connects high-level politics with lower level civic engagement, aimed** to elevate, through bottom-up *and* top-down approaches, dialogue and trust building all over the country. Establishment of Dialogue Platform, although for the moment being not fully self-sustainable, proofed itself as a good example to follow in other situations/countries in the same or similar projects/initiatives.

Budget allocations for communication and M&E (including research) for projects of this type, which aim at institutional and behavioral change is a good practice and replication of such budgetary allocations for future projects is advisable.

Involvement of non-usual stakeholders, grass-roots organizations and individuals is the best practice tried through this Project enabling participation and initiative of most marginalized and those whose voices are often not heard.

Lessons learned

- **Creation of alternative space for dialogue which is not obstructed by institutional deadlocks in this country context proved to be appropriate approach.**
- In a highly administratively fragmented country as is BiH, decision-making processes are dissolved over many levels (majority of the competences being at the entity levels and very few at state level). **The fact that the DFF Project has maintained strong endorsement from the highest state level, the BiH Presidency, has resulted in a positive catalytic atmosphere**, but it was not a guarantee for implementation of grant activities in local communities (especially in the field of education). More specifically, certain initiatives could be blocked at the level of the ministries and schools, despite having had strong support by the BiH Presidency given the absence of a typical subordination mechanism (state vs lower levels of governments). Such bottleneck procedures highlighted the **necessity to combine top-down and bottom-up approaches in grant promotion and implementation**. In many cases, a bottom-up push strategy from motivated schools (i.e. directors and teachers) was recognized as key to successful grant implementation, to be used in future initiatives of this kind.
- **This type of initiatives have to have a longer term horizon with secured funding.**
- **There is no funding for the follow-up project identified thus effects of the project are threatened.**
- **Internal modus operandi of the Project could and need to be improved and appropriate modality for future joint interventions agreed and abided by.**

Conclusions

- The UN is perceived to be an impartial actor and neutral broker by local actors, as well as by international community partners, the EU Delegation and key bilateral partners such as the US, UK, Swiss, Italy, France and others.
- The DFF Project proves that despite the deepened divisions in BiH caused by the violent conflict in the 1990s, and the post- conflict period that followed, **there remains a strong desire by many citizens in the country** – parents, school teachers, students, people active in the arts, culture and media and citizens in general – **to explore, promote and safeguard diversity, establish linkages and identify opportunities for dialogue and trust building**. However, in order to fully allow for longer-term and larger peacebuilding efforts by consolidating dialogue processes and initiatives occurring simultaneously in BiH, at different levels and conducted by various actors, the follow up of the Project is strongly advisable and needed.
- **Cooperation of three RUNOs proved to be rather fruitful, effective and efficient. It was positively perceived by the local stakeholders**. The strategic relevance of this Project lied in the two focus areas of **culture and education**. UNICEF and UNESCO were well placed to implement activities in those sectors, while UNDP added a broader development assistance focus, including experience working at the local level with municipalities and civil society²⁶.
- The **Dialogue Platform** of the Presidency of BiH **can serve in future to help unblock peacebuilding processes by providing an alternative space for citizens**, CSO representatives and local leaders to work jointly on promoting civic and inter-cultural dialogue and trust building, if it continued to be supported through its another phase as well (DFF II). It is clear the PBF cannot financially sustain possible DFF II Project. However, it shouldn't be an issue to find financial resources from other donors willing to support initiatives of such nature.
- Although there are some dialogue and reconciliation activities led by CSOs, religious leaders and other citizens occurring at community or lower levels, often with positive though limited impact, they are often not reported on in the media and therefore the public perception is that not enough progress is being made on reconciliation and dialogue. In addition, **there are neither inclusive strategies nor politics for peacebuilding in BiH that would help to counteract the escalation of negative and increasingly conflict-laden discourse**.
- The selected CSOs implemented **interesting projects** which contributed to the overall goal of the DFF Project. Totally spent/implemented budget for all 40 SGFs projects plus 3 additional initiatives amounted to **1,001,779.31 USD**. Given a positive nature of projects' results achieved in the field, as well as a general impression on DFF Project *modus operandi*, it is very important not to lose momentum and to continue to support this and similar projects promoting the spirit of DFF project in the forthcoming period as well. By implementation of these 40 SGFs projects plus 3 additional initiatives there have been **laid down very solid foundations for continuation of similar activities**, not only to the CSOs that implemented them in first place, but for other stakeholders and CSOs as well. CSOs which implemented these projects in their and partner municipalities created a **positive environment and atmosphere** for implementation and development of similar initiatives.
- Whilst having plethora of opportunities (Youth Forums, Media Trainings, Dialogue Platform, etc.) for interaction grantees seem not to have developed adequate levels of cohesion to take their initiatives jointly in the future. Regardless of several bilateral joint initiatives amongst grantees taking place **more attention needs to be paid to developing long term partnerships amongst the grantees with common peacebuilding goals** at stake.

²⁶ These three agencies already proofed their capabilities of working together on the implementation of a 3 year, joint programme funded by the MDG-F entitled "Culture for Development: Improving Cultural Understanding in B&H" which focused on improving cultural understanding between different ethnic groups, respect for diversity and trust building.

- Project impact can only be observed together with other initiatives in the country which would require cooperation and joint measurement tools of all actors in the area of peace-building, where individual intervention attribution is not a primary goal.
- **Project's effects achieved are vulnerable and sustainability needs to be an integral part of a follow up project and during design phase clarified and discussed with all project stakeholders.**

Recommendations

1. Established **Dialogue Platform** is to be further developed along with support to peacebuilding local civic initiatives, in order to enable establishment of the safe spaces for decision makers and civil society, contributing to first Region-wide peacebuilding process. There is a need for institutions from all administrative levels in BiH, in charge of the issues of youth, education and culture, **to get more involved in the process of creation a space for dialogue and trust building, to include the Dialogue Platform as the initiative in their policies** and to **support financially** the organisation of the Dialogue Platforms events in the future in order to take dialogue process forward. As part of the Dialogue Platform, there is **a need for continuation of work on development of a work stream (umbrella initiative)** that provides youth and youth civil society with an opportunity to influence policy making in order to increase their participation, awareness and influence on policy dialogue in BiH, impacting entire Reform Agenda. In possible future best-case scenario, when it comes to effective institutional changes, project should aim for an **increased likelihood of government policy change that results in policy commitments and appropriate action plans to address conclusions and issues discussed through Dialogue Platform.**
2. **For a follow up DFF initiative youth issues that need to be addressed more prominently are economic integration of youth, prevention of radicalization of youth and political participation of youth.** Youth in BiH ²⁷ is marginalized, socially excluded and without proper and continuous institutional representation. Such position offers plethora of opportunities for radicalization, hate speech, violence and social unrests. This could also be addressed through in/formal education system but also in creating stronger links between culture and educational projects in the country. Institutional youth mechanisms should be reconsidered and positioned within BiH Council of Ministers (and governments (Entity level) and not within specific ministries which incorporate issues of youth. **Youth as a cross-sectoral issue needs to be streamlined into all governments' work Projects.**
3. **Joint Declaration on Peacebuilding/Trust Building signed with BiH Presidency should remain as a base for scaling up the project to a regional initiative, as per the Presidency's recommendation, involving senior leaders from neighbouring countries.** The eventual regional Dialogue Platform should ideally result in a Peacebuilding strategy and/or action plan with clearly elaborated managing structures. Endorsing the idea through a regional process such as Brdo Brijuni would undoubtedly add weight to the prospects of its realization but the **operability of the Project with multiple agencies and country offices would require close attention and good elaboration.**
4. **Future interventions including follow up DFF Project need to be well linked with the Sustainable Development Goals and 2030 Agenda of the country, in particular SDG 16.**
5. **As far as concern the sustainability of future initiatives in this area, there is a need to "anchor" Dialogue Platform to BiH institutions,** so that they accept it as their "own" initiative to build upon and not an external phenomenon to the existing decision-making administrative system (when it comes to dealing with PB matters). **Relevant institutions have to be empowered and capacitated** to support dialogue and trust building initiatives and to manage small funds and grants facilities for projects on peacebuilding and intercultural understanding.
6. Implementation *modus operandi* for the future initiatives (of this or similar kind) could be **improved and more synergetic modus operandi for JPs is most important for success.** If concrete outcomes cannot be jointly implemented, then at least RUNOs should strive to strengthen their synergies. **It is strongly advisable to ensure implementation of the UNCT modalities for managing Joint projects adopted in 2015.**
7. **The capacity of relevant institutions to support intercultural dialogue and trust building have to be enhanced, in order to ensure future sustainability of the initiative itself.**

²⁷ 700,000 youth in BiH make up 20% of the overall population with a highest unemployment rate in Europe (over 60%). An extremely fragmented education system offers no connection with real sector employment needs.

8. **Additional space needs to be created where the importance of peacebuilding and diversity in education can be discussed.** This is important given that DFF Platform in its nature is an alternative space and institutional discussion on peace building in education to be effective needs dedicated space/forum where the education is used as a pivotal channel for promotion of social cohesion and educating new generations on importance of peace building.
9. **For any future initiative it is advised to work much more closely with the civil society using a participatory, bottom-up approach with the partners, particularly during projects' design development phase in order to assure their full participation in development initiatives.**
10. **Agencies need to have in JP common denominators.** In this particular case, organization of outcomes, instead of being organized around three RUNOs mandates (youth UNDP, education UNICEF and culture UNESCO), more synergetic effects and joint results would have been achieved if organized around joint topics like intercultural understanding, social cohesion, trust building and appreciation of diversity, etc.
11. **All future SGF Projects need to be clearly linked to overarching "umbrella" initiative and collaboration and information exchange between SGF Projects needs to be strengthened.** Current SGF Projects are interesting initiatives which do not have common denominator and links with each other, thus their cumulative effect is not as great as it could be. Before advertising public call for CSOs, a clear strategic vision of the "umbrella" initiative has to be defined in first place. When looking at DFF SGFs' results from the collective level, it does not appear that small projects were mutually supportive enough, or that they created additional spin-offs, or that they contributed collectively to a significant change in the longer-term that is easily recognizable.
12. In case of **grass-roots CSOs** and work with them, it is absolutely necessary **to constantly monitor their work and to develop their capacities** in the course of the entire project implementation;
13. **The role of culture and intercultural dialogue needs to be continually fostered** through the Dialogue Platform and citizens' participation (particularly vulnerable groups) in order to enable them to increasingly participate in intercultural activities, in particular whole communities that need to have a greater role in the process of achievement of peacebuilding goals.
14. **Additional donor funds and co-financing arrangements should be sought to fund individual activities conducted under the overarching umbrella of the Dialogue Platform** (e.g. for conferences, workshops) and to increase the number of positive grass-roots initiatives. Possibility of involving other international donors like EU Delegation, bilateral donors and actors such as USAID, UK, Swiss, OSCE, etc. should be explored. In particular cofounding and in kind contribution needs to be sought from the institutional partners.
15. **Grant Facility Scheme should be based on obligatory co-financing.** Co-financing is to ensure wider commitment of partners, and to encourage, Joint ventures of CSOs/citizens/individuals/private sector with public institutions. Such a system is also to support establishment a solid track record of delivery, and results obtained in support to sustaining the peace and promoting dialogue.
16. In terms of creation of space for dialogue and trust building, all levels of government in BiH are advised **to maximize the opportunities for people to engage in culture, sports, science and arts, and to have access to "neutral spaces where politics and ethno-national affiliations do not interfere" and where youth can come together.** This would contribute to the creation of a pluralistic and inclusive society, which is a central precondition for building trust, peace and economic development in the country. Clarity in terms of expectations and engagement of BiH institutions in further strengthening and sustainability of Dialogue Platform needs to be discussed at the earliest opportunity.

Annex I - two success stories

Success story I: Jovana Zrnić – individual initiative, Project “Know more and Respect Differences”

Another very successful project implemented in the framework of the Small Projects Grants Facility Fund that deserved to be mentioned as a success story was the project “**Know more and Respect Differences**” initiated and implemented by an individual Jovana Zrnić from Prijedor. Ms. Jovana Zrnić is a young, locally engaged humanist and activist who cares about the education of children who doesn't want the children from different ethnically backgrounds, living close to each other yet in their monoethnic communities, to grow up not getting in contact and learn about each other. Being implemented by an individual and given the rather modest amount of USD 7.617,00, the project has shown to be very effective and successfully implemented reaching around 100 children age 11 to 15 years old and 30 parents from 5 local communities from different ethnicity.

The influence of the environment, lack of various cultural events, insufficient facilities that deal with nonviolent communication skills, modern lifestyle of parents who are dealing with existential problems, and less attention to the relationship with the children and their relationship with others compound the problem of communication among children and especially among children of different ethnically backgrounds. All these factors lead to the emergence of peer violence, lack of respect for other religions and nationalities, violent communication among young people, frequent conflicts and problematic adolescent population.

The Project was implemented in 3 municipalities: Prijedor, Sanski Most and Banja Luka and was aimed at joint activities among children from different local communities Zdena (Sanski Most), Stari Majdan (Sanski Most), Bistrica (Prijedor), Lamovita (Prijedor) and Verići (Banja Luka). The aim of the Project was to provide informal opportunities for exchange, connections and new relationships; e.g. through sports, thematic workshops, competitions and cultural events. The project succeeded to create the preconditions of development of rural areas through the improvement of relationships among different local communities and increased engagement of youth from different nationalities and better information flow. The youngsters who are perceived as the basis for the continuation of the coexistence in BiH will be more educated and better informed on the topics of non-violent communication, and will remove the fear towards different people others than their own.

During the implementation period of 5 months (March to August 2015) the project successfully implemented the following activities:

- 5 briefings/meetings/informative organized in 5 local communities,
- Four themed movie screenings on the topic “Non-violent communication between peers
- 4 literary hours organized
- 2 workshops for parents organized
- 4 workshops on the topic know more and respect Differences improvement for parents
- All-day gathering in the nature for participants from local municipalities Prijedor, Sanski Most and Banja Luka.

Ms. Zrnić had support in her fellow colleague Milada Dedić, a pedagogue and mediator, who was in charge of workshops with the parents and children on topics of non-violent communication, active listening, intercommunication improvement, affirmation and identity).

Local communities were included in the project's implementation especially through the engagement of local women associations.

The project ensured very good visibility and promotion through FB, newspapers, Nansen Dialogue Centre Prijedor and associations of women.

All in all, the project has shown to be a great value for money.

Success story II: Short animated documentary movie 'I was laid here a long time ago'

The short animated documentary movie with the title '*I was laid here a long time ago*' tells the story of '*Stećci*' - medieval tombstones, typical for the geographical area of Bosnia and Herzegovina (B&H) and neighbouring countries. 60.000 out of 70.000 identified *stećci* on 3.300 different locations are located in B&H while other 10.000 are located in neighbouring countries: Croatia, Montenegro and Serbia²⁸. The main groups of *stećci* are horizontal or vertical stone monoliths tombstones erected to honour of dead people of that time. The title of the movie itself '*I was laid here a long time ago*' is very symbolic and represents the inscription from one of the *stećci*. *Stećci* are 'living signs' of the long, common history and cultural heritage of B&H people.

The movie '*I was laid here a long time ago*' was combination of the live picture and 2D animation technique, bringing to life the complex world of symbols and epitaphs (inscribed on a tombstone) coming forth from the impressive and amazing medieval art of B&H showing all its richness and diversity of the culture existing at that time. The movie effectively combines the two cinematic genres i.e. documentary movie genre with the animated movie genre telling the wonderful story of *Stećci*. While filming at different locations in BiH, the movie also shows a beautiful nature of the country. Moreover, the movie in a very effective way shows all the richness and diversity of culture existing at the territory of medieval B&H and influence of that same culture and world of that time to the symbols of the present time.

The movie was filmed at different necropolis (cemeteries) with *stećci* across B&H were covering different geographical areas of the country among which: Radimlja and Boljuni near Stolac, Gornji Bakići near Olovo, Umoljani, Lukomir i Šabići on the Bjelašnica mountain, Gvozdno polje on the Treskavica mountain, Mirkova Kosa near Kalinovnik, Čengićevo on the Zelengora mountain, Dugo Polje on Riosovac, Ravanjska vrata near Kupre, Kalufi near Nevesinje as well as other single examples of *stećci* on the different locations. The movie duration is 19 minutes and the filming of the movie lasted for seven months (from April to October 2016).

The movie intended among others to contribute towards the development of the film industry through an innovative content that will include intercultural dialogue and respect of diversity. The target groups of the movie are primarily students of animation and other students of art, historians, students of related faculties and cultural workers. However, given its historical and cultural dimension, the movie will undoubtedly reach many other groups of people. Given a rather quite low production of animation movie in B&H, the movie '*I was laid here a long time ago*' will certainly contribute to the popularization of this particular cinematic expression in the country. Furthermore, from 2014, the course of the animated movie has been introduced on the Art Academy of Banja Luka which is a reason more to promote animated documentary movies.

The movie has been screened at the Palas movie theatre in Banja Luka in December 2015, during the 2nd Dialogue Platform in the framework of the Dialogue for the Future Project in Sarajevo in February 2016 and Art Academy of Banja Luka reaching more than 300 spectators. The movie will be sent to different (inter)national film festivals among other to the film festivals in St. Petersburg, Russia, Sarajevo Film Festival and Festival of animated movie in Banja Luka. Given the fact that the documentary animated movie has become very popular in the world in the last few years, it is expected that the movie could have a strong international echo.

Last but not least, the movie will undoubtedly contribute to the promotion of *Stećci* in the ongoing process of placing the *stećci* on the UNESCO World Heritage List.

²⁸ <http://unesco.bih.mcp.gov.ba/spomenici/Default.aspx?id=14274>

Annex II: Questionnaire

1. When and how did you come into contact with DFF Project?
2. Were you involved in the development of the Project document or included in the design phase of the Project? Y/N – If yes, what was your role in that process?
3. What was your role in the Project?
4. How useful is DFF Project in your view, and why?
5. Are you familiar with the main outcomes of DFF Project? Y/N,
6. Were the Project design, management system and modus operandi adequate enough to achieve them? (not at all – somewhat – average – highly – entirely) to be answered separately by each component at stake.
7. In terms of the effectiveness of the DFF, what are, in your view, the main achievements?
8. Rate on a scale from 1 to 5 (1 min. to 5 max.) the effectiveness of the DFF. Why?
9. What were the problems in the implementation of the Project?
10. What was the cooperation with other two UN agencies²⁹? (very good – good – fair – bad) Why?
11. What are the primary constraints to creating space in BiH for dialogue, reconciliation and building of trust in BiH?
12. How inclusive, in terms of leveraging partnerships with institutions and civil society, has been the DFF? (not at all – somewhat – average – highly – entirely) Why?
13. How did partnerships and alliances (among CSOs, UN Agencies, etc...) contributed to the achievement of the Project objectives?
14. Can efforts to establish dialogue spaces for decision makers, civil society and citizens that enable country-wide peacebuilding process to promote coexistence, trust building and appreciation of diversity in BiH continue after the end of the DFF Project? If yes, how so? If not, why not?
15. What is the level of ownership/commitment of institutions and SCOs participating in the DFF Project concerning overall peace building in BiH? To your opinion is there enough political will to support this process?
16. Is there a need for UN to further its support to peace building in BiH? If so, why and how?
17. What difference has the DFF made?
18. To what extent has your project had a positive effect on targeted beneficiaries and their perceptions of peacebuilding and inter-culturalism³⁰.
19. What are the visible/tangible results in which your Project has contributed towards the peace building process in BiH³¹?
20. Are you familiar with the other SG (small grants) scheme under the DFF, other than yours³²? Y/N If Yes, do you have any relation with some of them (if any)?
21. Do you believe the capacity of the institutions and civil societies have been strengthened in the area of peace building, reconciliation and building of trust by the DFF Project? Y/N, If yes, how much? (not at all – somewhat – average – highly – entirely). Why?
22. DFF Project SWOT (Strengths and weaknesses)!
23. How can DFF be improved in future³³?
24. Are you aware of any gaps in the Project approach?
25. Any suggestions/comments for the future?
26. Was DFF gender sensitive/oriented? If YES, how?

²⁹ For RUNOs only and depending with Agency the question was addressed (UNDP/UNESCO/UNICEF)

³⁰ For CSOs only

³¹ For CSOs only

³² For CSOs only

³³ If continued either through the project's continuation or through new interventions that will build upon results of DFF?

Annex III: List of interviewees

NAME	ORGANIZATION
<i>Sezin Sinanoglu</i>	UN Res. Rep. in B&H
<i>Namik Hadžalić</i>	RCO Joint UN Project Coordinator, also in charge of UNDP project component
<i>Aris Seferović</i>	RCO, Head of Office
<i>Siniša Šešum</i>	UNESCO
<i>Sanja Kabil</i>	UNICEF
<i>Envesa Hodžić-Kovač</i>	RCO
<i>Miomirka Mila Melank</i>	Assoc. of Fine Artists in Applied Arts and Design Sarajevo
<i>Dejan Vanjek</i>	B&H Presidency
<i>Aleksandar Savović</i>	B&H Presidency
<i>Aleksandra Matić</i>	Association Modus Adolescent
<i>Biljana Čamur</i>	Assistant Minister for Science and Culture; Ministry of Civil Affairs
<i>Risa Fujimara</i>	PBSO, NY
<i>Damir Selak</i>	Development Educational Group Zenica, OCD
<i>Adis Salkić</i>	Federal Ministry of Culture and Sport
<i>Gordana Čičak</i>	Institution for Protection of Human Rights INDEPENDENT
<i>Maja Gasal-Vražalica</i>	Member of B&H Parliament
<i>Muharem Hujdur</i>	Informal Group Jelah
<i>Samir Hatibović</i>	Secretary DVD Tesanj
<i>Sabina Arnaut-Jahić</i>	EMMAUS Doboj Istok
<i>Tammy Smith</i>	PBSO, NY
<i>Dragana Protić</i>	Director, Association of Visual Arts Fenix Art
<i>Zoran Galić</i>	Association for Visual Culture Vizart
<i>Drago Gverić</i>	ICBL Banja Luka
<i>Ana Reljić, Branka Šestić, Žana Vukičević, Mladen Banjac</i>	Museum of Contemporary Art Banja Luka
<i>Kemal Salaka, Renata</i>	Assoc. of soldiers – underage volunteers '92-'95 Canton

Krstanović, Maja Alihodžić

Sarajevo

Nela Sladojević

RS Ministry of Family, Youth and Sport

Jovana Zrnić

Individual, Prijedor

Slavojka Renisović, Sladjana Bircaković

Serbian Youth Council, Brčko

Josipa Mihaljević, Šemsija Djeladini, Mario

Assoc. of Paraplegia and Poliomyelities Patients, Canton 10

Dubravka Nikolić

Director, City Theatre Association Mrkonjić Grad

Kristin Jenssen

UN Dep. for Political Affairs, NY

Milan Sitarski, Mirko Božić, Danijel Vidović

Krug Association of Citizens, Mostar

Haris Idriz

Youth Council City of Mostar

Dženan Šuta, Ivana Jozeljčić (+ 6 children)

Little Bridge, Mostar

Adnan Đuliman

New Wave, Blagaj

Radis Hadžović

Minister, Ministry of Education, Science, Culture and Sport,
HNK

Ela Challenger

USAID, Sarajevo

Nedim Krajišnik, Lindov

**Muamera, Amela Ahmethodžić,
Belinda Bakić, Amna Agić,
Adnan Čaušević, Aida Šabić**

Centre for Education Initiatives Step by step, Sarajevo

Aleksandra Letić

Helsinki Human Rights Institute for RS

Annex V: Evaluation Terms of References

National External Evaluation Consultant/Team Leader

Location :	BOSNIA AND HERZEGOVINA
Application Deadline :	06-May-16 (Midnight New York, USA)
Time left :	10d 20h 10m
Type of Contract :	Individual Contract
Post Level :	National Consultant
Languages Required :	English
Duration of Initial Contract :	25 days (May-June 2016).

Background

Bosnia and Herzegovina (BiH) faces a growing number of challenges that could exacerbate conflict: governance crisis and political and institutional deadlock, declining economy and social safety net, weak institutions, corruption, lack of rule of law, a stalled EU accession process, the legacy of war crimes and transitional justice, and remnants of war that threaten human security. The uniquely complex and intricate network of institutions that the Dayton Peace Agreement (DPA) created in BiH has not managed to resolve the underlying causes of the conflict between the three principal ethnic groups (Bosniaks, Serbs and Croats) - i.e. divergent visions of how BiH should be structured; the manner by which BiH's ethnic balance should be maintained and the interests of the principal national groups secured; as well as divergent views and narratives with regard to transitional justice and addressing war crimes, amongst others. Therefore, conflict between BiH's three principal ethnic groups, as well as within these groups continues to manifest itself in political, social, economic and cultural terms. Consequently, almost twenty years after the DPA came into force BiH remains a fragmented and divided country, with each national group living in its own political and cultural space, growing further apart. There is a need, therefore, to create space in BiH for dialogue, reconciliation and building of trust. 20 years after the conflict, the country's peacebuilding processes are set within the political framework of the EU accession agenda. Not branded as such per se, they are piecemeal manifested through a set of State-level strategies, more specifically the State War Crimes Strategy and Justice Sector Reform Strategy. Additional State-level strategies failed to reach consensus and were never adopted, such as the Transitional Justice Strategy, clearly showcasing a general lack of consensus on issues related to dealing with the past. The effect of inadequate State-level consensus on a number of peacebuilding issues, coupled with ethnic/nationalist politics, has resulted in cemented sub-national policies and diametrically opposing programmes in areas such as truth-seeking, reparations, memorialization, etc. In turn, such programmes have left extensive secondary effects on important societal aspects that contribute to peacebuilding, such as education, culture, mobility, etc. As a second-tier of interventions to peacebuilding efforts, socio-economic interventions are being made to stabilize the country. As per the 2015 EC Progress Report for BiH "the adopted Reform Agenda, which set out major socio-economic reforms to be carried out, was followed by initial progress in its implementation", yet "closer cooperation and coordination between all levels of government need to be established, not least to be able to tackle the major socioeconomic challenges." Whilst noting the decentralized nature of the State, the lack of adequate communication and coordination as well as vertical integration of decision-making apparatus needs to be emphasized as stumbling blocks in the country's peacebuilding efforts. During the course of developing the 2015-2019 UNDAF in late 2013, the UNCT conducted a comprehensive Common Country Assessment (CCA), which included a

Conflict-related Development Analysis (CDA), and identified a number of areas where BiH faces significant challenges with regard to its peace and development agenda. Also, a CDA has been repeated in the first quarter of 2015.

Based on the assessment and in conjunction with activities already being conducted by the 13 UN agencies present in the country, the UN Joint Project called „Dialogue for the Future: The promotion of coexistence and diversity in Bosnia and Herzegovina" (also referred to as DFF project) was developed on the basis of a joint initiative of the Presidency of Bosnia and Herzegovina and the Secretary-General of the United Nations (UN). The project is developed under the leadership of the Resident Coordinator of the UN, in cooperation with the Presidency of Bosnia and Herzegovina, which is jointly implemented by the UN agencies UNDP, UNICEF and UNESCO. It builds upon successful initiatives and projects conducted thus far with the UNCT. The activities are designed to be catalytic by consolidating existing UN agencies programmes around peace and development, as well as mobilizing additional local and international resources and commitment toward the peacebuilding agenda guidance of the United Nations Peacebuilding Support Office (PBSO), which helps to sustain peace in conflict-affected countries by garnering international support for nationally owned and led peacebuilding efforts.

The overall strategic focus of this project is to address the deterioration of relations amongst communities and substantially decrease the threat of renewed conflict and violence by promoting peaceful coexistence, which is characterized by increased trust, respect for diversity, and strengthened civic and inter-cultural dialogue amongst citizens, in particular youth. The project objectives are: (1) creating spaces for dialogue to enable the process of building understanding across the country; (2) promoting coexistence and respect for diversity; (3) increasing participation, awareness and influence of youth in political dialogue related to issues that affect program development and reform in BiH; (4) ensuring that education supports greater social cohesion; and (5) supporting citizens and communities achieve common goals in terms of building coexistence through culture.

The specific outcomes/components of the DFF projects are as following:

- Outcome 1: Established dialogue spaces for decision makers, civil society and citizens that enable country-wide peacebuilding process to promote coexistence, trust building and appreciation of diversity.
- Outcome 2: Increased participation awareness and influence of youth civil society organizations in policy dialogue with decision makers on issues impacting BiH's development and reform agenda.
- Outcome 3: Education and peacebuilding initiatives support greater cohesion at national level and in targeted communities.
- Outcome 4: Citizens and communities promote culture, intercultural dialogue, trust building and appreciation of diversity to advance common peacebuilding goals.

The DFF project was implemented across BiH and without focus on specific local administrative units.

The target group for this project is primarily, but not limited to, young persons of BiH.

The Project, among other activities, implemented Small Grants Facility Programme (SGF) in more than 70 municipalities. SGF was implemented through three thematic groups - youth, education, and culture, and 40 grants projects were implemented in the period between 6 and 12 months. Each SGF project was implemented in at least three local communities scattered across the country. At least 15% of the project beneficiaries through the SGF are aimed at vulnerable groups (children/youth with disabilities, minority groups e.g. Roma, and women).

Duties and Responsibilities

The objectives of the final evaluation are:

- Assessment of project design and relevance, effectiveness, efficiency, impact and sustainability of project results and outcomes against the results framework of the DFF project (all four project outcomes/components);
- Assessment of efficiency, results and impact of local project interventions implemented through Small Grant Facility , including the assessment of implementation capacities on a local level (at least 20 individual interventions to be covered on 10 locations);
- Assessment of the project's quality and internal and external coherence with existing UN portfolios under sectors as per the UNDAF, national development strategies and priorities, and the Sustainable Development Goals at the local and country level;
- Assessment on how effectively the joint project (JP) operated and the degree of efficiency in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures and operational and institutional mechanisms. This analysis will seek to uncover the factors for success and limitations in inter-agency tasks, collaboration and synergies and will evaluate the effectiveness and efficiency of the JP modality and make recommendations to guide future joint programming among UN agencies in BiH;
- Assessment of the extent to which gender considerations were mainstreamed in project design and implementation;
- Assessment of the extent to which the project assessed and managed risk factors;
- Assessment of project's different M&E systems and tools developed including data collection, statistics, research and analytical outputs, databases, guidelines, etc. and the use of the systems and tools; and
- Assessment of project's communication strategy and outreach activities and impact thereof.

The evaluation should result in the identification of key recommendations, best practices and lessons learnt which should speak to:

- the main programming and implementation factors of success;
- the main programming and implementation challenges;
- the main administration factors of success;
- the main administration challenges; and
- the ways to address the main challenges.

The recommendations should be relevant for the phase II of the DFF project.

Evaluation Methodology/approach:

The Evaluation Consultant/Team Leader will bear primary responsibility for conducting the final evaluation. This entails among other responsibilities: designing the evaluation process according to this terms of reference; rigorous desk review; gathering data from different sources of information; analyzing, organizing and triangulating the collected information; identifying patterns and causal linkages that explain project performance and impact; drafting evaluation reports at different stages (inception, draft, final); responding to comments and factual corrections from stakeholders and incorporating them, as appropriate, in subsequent versions; and making briefs and presentations ensuring the evaluation findings, conclusions and recommendations are communicated in a coherent, clear and understandable manner. The Evaluation Consultant/Team Leader will demonstrate a client-oriented approach and follow the standards outlined in the Monitoring and Evaluation of PBF Programmes Guidelines. The evaluation will also be based on a stakeholder approach, where all groups and individuals, who affect and/or are affected by the achievement of the project results and

outcomes, are included in the methodology. Moreover, the evaluation will take into consideration the institutional, political and economic context, which affected the project during its implementation. The Evaluation Consultant/Team Leader will work in close collaboration with the DFF Project Coordinator, participating agencies, project staff and key project stakeholders, partners and beneficiaries.

The unit of analysis or object of study for this final evaluation is the DFF project, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the Joint Project documents. The approach of the evaluation shall be participatory, that is, flexible in design and implementation, ensuring stakeholder participation and ownership, and facilitating learning and feedback.

The final evaluation will be conducted using methodologies and techniques as determined by the specific uses of the evaluation, the availability of resources and the priorities of stakeholders. In all cases, the Evaluation Consultant/Team Leader is expected to use all available information sources that will provide evidence on which to base evaluation conclusions and recommendations. Anticipated mixed-method approaches to be used for data collection and analysis by the Evaluation Consultant/Team Leader include: rigorous desk review, interviews with key stakeholders, field visits, questionnaires and participatory techniques.

For the rigorous desk review, the following non-exhaustive list of documents should include:

- PBF relevant “key documents” (PMP, Annual Report SG 2015, PBF Progress reports submitted by the UN Recipient Organizations (RUNOs) via MPTFO Gateway - DFF project produced and submitted two Half Yearly Reports (2014, 2015) and one Annual Report (2015)).
- Documents related to measuring catalytic effects of DFF Project– Knowledge, Attitude and Practices (KAP) Survey, Voices of Youth Study.
- Relevant other background documentation (e.g., conflict analyses; performance reviews, national strategic documents, etc.).

During this process the Evaluation Consultant/Team Leader will be assisted by a national Assistant Evaluation Consultant with appropriate background and experience.

The evaluation process will have three phases: inception, data collection and field visit; and analysis and reporting.

- Inception Phase (5 days) - the Evaluation Consultant/Team Leader will review documentation, agree on the meetings and field visit locations with the Joint UN Project Coordinator, and produce the Evaluation Inception Report (which includes a clear evaluation design, evaluation questions, methodology to answer each of the evaluation questions, and work plan). The Evaluation Inception Report, including the purpose and objectives of the Final Evaluation, will be presented to and reviewed by the DFF Project Team, the RCO and PBSO before it is submitted to the RCO for final clearance and approval.
- Data Collection and Field Visit (10 days) – the Evaluation Consultant/Team Leader will gather data through the specified methodology (including group and individual interviews, and field visits to 20 individual interventions at 10 locations (Sarajevo being duty station); at the end of the data collection and field visits, a debriefing note will be presented to the DFF Project Team, RC, RCO, national counterparts and Senior Management of participating UN agencies.
- Analysis and Reporting (10 days) – In this final phase of the evaluation, the Evaluation Consultant/Team Leader will prepare a draft evaluation report based on the analysis of data and will submit the report to the DFF Project Team, the RCO and PBSO for factual review and comments before it is submitted to the RUNOs, and the Presidency for further feedback. Upon receiving the requested, the consultant will proceed with production of the

final evaluation report to be approved by the RCO and shared with the Presidency of Bosnia and Herzegovina as the main national partner.

The Small Grants Facility program was implemented in more than 70 municipalities, through 40 grants projects, Therefore the Evaluation Consultant/Team Leader is expected to travel across the country to at least 10 locations, defined in agreement with the UNPBSO and Joint Project Coordinator, including 5 major cities (Sarajevo being the duty station): Banja Luka, Tuzla, Zenica, and Mostar, in order to adequately assess the impact of interventions.

The composition of the evaluation report must be compliant with the following format containing at least the following information:

- Executive Summary of the evaluation findings (max 3 pages; with reference to: Purpose of the evaluation, findings on overall programme relevance, efficiency and effectiveness, recommendations and lessons learnt);
- Background;
- Assessment of conflict drivers / causes to be addressed;
- Key achievements of the PBF-supported projects including project design and relevance, effectiveness, efficiency, impact and sustainability of project results and outcomes against the results framework of the DFF project;
- Assessment of theory of changes and expected results (for the entire project and per outcome);
- Assessment of the project's operation and the efficiency of its model in planning, coordinating, managing and executing resources allocated for its implementation. Particular attention will also be paid to PBF's responsiveness to urgent funding gaps, risk taking, catalytic effects and, overall cost-effectiveness/value for money, internal coherence, and alignment with the national and UN strategies;
- Challenges, Best Practices and Lessons Learnt;
- Recommendations;
- Annexes: Individual project fact sheets to assess project-based contributions to peacebuilding process (see PBF standard; reference to project relevant PMP indicators and OECD-DAC evaluation criteria with particular attention to cost-effectiveness);
- One or two concrete stories or examples of success and failure.
- All reports are to be delivered in English language.

Evaluation principles and standards:

The evaluation findings will be evidence-based and follow the evaluation criteria of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD-DAC) and the UN Evaluation Group (UNEG) norms and standards. The Joint UN Project Coordinator and the RCO will be responsible for providing relevant standards and principles to the Evaluation Consultant/Team Leader before the development of the Inception Report. The Evaluation Consultant/Team Leader will outline in the Inception Report the standards applied for the evaluation process.

Management arrangements and quality assurance process

The DFF Project Team will manage and oversee the evaluation process, in consultation with the RCO, RUNOs, and PBSO, with the RCO approving the deliverables. The Final Evaluation will be carried out by the Evaluation Consultant/Team Leader under the direct supervision of the Joint UN Project Coordinator, assisted by the national Assistant Evaluation Consultant, and supported by the RCO's

Development, Research and M&E Specialist with the overall guidance. The evaluation process will also be closely coordinated by the RCO with the BiH Presidency as the main in-country stakeholders, the RUNOs and PBSO to consult on the expected deliverables and timetable. The Evaluation Consultant/Team Leader will closely cooperate with the DFF project staff in all aspects of its work to ensure high quality, accuracy and consistency in the conduct of the evaluation.

The Evaluation Consultant/Team Leader will provide all necessary information, updates and reports to the Joint UN Project Coordinator who will coordinate dissemination of information between UN agencies and the RCO as well as PBSO.

The Evaluation Consultant/Team Leader is responsible for providing information to The Joint UN Project Coordinator and the RCO on all additional issues that can affect the evaluation process in any way and consult them about all circumstances that can eventually have a major impact to original and agreed Final Evaluation plan.

The Joint UN Project Coordinator will provide the Evaluation Consultant/Team Leader with the project relevant background documentation required for a comprehensive desk review, while the Evaluation Consultant/Team Leader will ensure that research methodologies are designed and delivered in high quality standards.

DFF Project Team will be responsible for arranging meetings with key project partners and counterparts, as well as for organizing group consultative meetings, briefing and debriefing sessions. The Evaluation Consultant/Team Leader will be provided with the office/working space during the assignment, and is expected to use personal IT equipment. Transportation to designated locations across the country will be organized by the DFF Project Team.

The Evaluation Team will be comprised of a national Evaluation Consultant/Team Leader and national Assistant Evaluation Consultant.

Competencies

- Shares knowledge and experience and provides helpful feedback and advice;
- Conceptualizes and analyzes problems to identify key issues and underlying problems, and how they relate;
- Ability to identify beneficiaries' needs, and to match them with appropriate solutions;
- Excellent communication and interview skills;
- Excellent report writing skills;
- Responds positively to critical feedback and differing points of view;
- Ability to plan, prioritize and handle a large volume of work under time constraints and changing contexts;
- Strong IT skills;
- Client-orientation;
- Consistently approaches work with energy and a positive, constructive attitude;
- Ability to manage and work effectively under pressure.

Required Skills and Experience

Minimum Requirements:

- Advanced University degree in social sciences or other related field. Academic background in specific areas of peacebuilding will be considered as an asset;

- A minimum of 7 years of professional experience specifically in the area of evaluation of peacebuilding initiatives;
- Substantial international track record of conducting different types of evaluations, including process, outcome and impact evaluations in different countries and organizations;
- Experience managing a team;
- Knowledge of and working experience in the UN System;
- Knowledge of and working experience in Bosnia and Herzegovina;
- Understanding of the peacebuilding context of Bosnia and Herzegovina;
- Fluency in spoken and written English and any of the local languages of Bosnia and Herzegovina.

The Final Evaluation process will be administratively managed by UNESCO on behalf of the DFF project. The procurement procedure and the contractual arrangement are to be established in accordance with the administrative rules and regulations of UNESCO, who will be contracting the Evaluation Consultant/Team Leader and national Assistant Evaluation Consultant. The Final Evaluation will take place in the course of the timeline May - June 2016, and will not exceed 25 working days, over earmarked periods of time. Schedule:

- Beginning of the assignment May 16, 2016;
- Inception phase Expected deadline May 20, 2016;
- Data Collection and Field Visits Expected deadline June 14, 2016;
- Debriefing Expected deadline June 17, 2016;
- Delivery of draft report Expected deadline July 6, 2016;
- Delivery of Final Report Expected deadline July 11, 2016.

Disbursement of funds according to following deliverables:

- Inception Phase (5 days) Payment of first tranche, upon submission of Inception Report to the RCO (20% of total contract value)
- Data Collection and Field Visit (10 days) Payment of the second tranche, upon completion of the field missions and submission and presentation of the debriefing note to the DFF Project Team, RC, RUNOs, national counterparts and the RCO (50% of total contract value)
- Analysis and Reporting (10 days) Payment of final tranche upon final approval of the evaluation report by the RCO (30% of total contract value)

The Evaluation Consultant/Team Leader will deliver the following:

- Inception Report: based on a desk review of the relevant documentation, including the Project Fact Sheets, a concise Inception Report will be developed by the evaluation team (max 5 pages). It will outline the evaluation design including evaluation questions and proposed evaluation steps and provide a detailed description of the envisaged methodology, its parameters, assumptions and an explanation as to why this is the most appropriate way forward. The report will also include a work plan with associated timetable, sites to be visited and will be presented to the DFF Project Team, the RCO, and PBSO for comments before the final approval by the RCO. Joint UN Project Coordinator will provide the basic inputs into the Project Fact Sheets, with assistance from the national Development, Research and M&E specialist at country level. These will be reviewed by the Evaluation Consultant/Team Leader prior to the commencement of field visits and discussions with the RUNOs.;
- Inception meeting: prior to conducting the field visits, the team will meet with the focal persons of the participating RUNOs to discuss the process, methodology and questions/issues to be address in the evaluation;

- Debriefing Note: After the Evaluation Consultant/Team Leader's conclusion of the second phase (data collection and field visits), a debriefing will be given to the DFF Project Team, RC, the Senior Management of the RUNOs, and national counterparts to review a first draft of findings and recommendations. A short two to three page debriefing note and power point presentation will support the verbal presentation;
- Draft Report: the draft report will be submitted to the DFF Project Team, the RCO, and PBSO before it is submitted to the RUNOs and the Presidency of Bosnia and Herzegovina for further feedback;
- Final Report: the final report will be reviewed by the DFF Project Team, the RCO, and PBSO before it is approved by the RCO and shared with the Presidency of Bosnia and Herzegovina. The Evaluation Consultant/Team Leader will be responsible for incorporating to the largest extent possible the comments from the RUNOs and PBSO, the Presidency of Bosnia and Herzegovina, while preserving his/her independent views as an evaluator. The report should not exceed 30 pages, not including appendices or the Executive Summary. It should provide lessons learnt and clear evidence for its findings; all recommendations should be actionable. The evaluation team will have editorial control of the final report.

Annex V: Evaluation Inception Report

Evaluation of UNDP/UNESCO/UNICEF Dialogue for the Future (DFF) Project

Inception Report

Jun 16 2016

Sarajevo

by Samir Šošević & Amir Ćesić

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This Document has been produced based on desk review of the available documents, prepared by the Dialogue for the Future (DFF) Project³⁴ Team.

I Evaluation rationale, scope and objectives

Rationale

The Evaluation is commissioned by the Recipient United Nations Organizations (RUNOs³⁵), in order to provide accountability and learning on the performance of the Project. The main purpose of this Evaluation is to provide an independent in-depth assessment of the achievements of Project results against the planned ones and the implementation modality of the Project.

Background

“Dialogue for the Future” (DFF) Project was developed under the leadership of the Resident Coordinator of the UN, in cooperation with the Presidency of Bosnia and Herzegovina, and jointly implemented by the three UN agencies UNDP, UNICEF and UNESCO. The overall strategic focus of this project was to address the deterioration of relations amongst communities and substantially decrease the threat of renewed conflict and violence by promoting peaceful coexistence, which is characterized by increased trust, respect for diversity, and strengthened civic and inter-cultural dialogue amongst citizens, in particular youth. The Project objectives were: (1) creating spaces for dialogue to enable the process of building understanding across the country; (2) promoting coexistence and respect for diversity; (3) increasing participation, awareness and influence of youth in political dialogue related to issues that affect program development and reform in BiH; (4) ensuring that education supports greater social cohesion; and (5) supporting citizens and communities achieve common goals in terms of building coexistence through culture.

Purpose

The purpose of the External Evaluation is to assess the overall Project relevance, quality performance as well as effectiveness of Project’s endeavours towards achievement of objectives. The Evaluation will be performed by the team consisting in an External Evaluation Consultant (Team leader) and an Assistant Evaluation Consultant. The Evaluation will strive to answer questions and provide recommendations for possible future continuation of intervention and/or fundraising. The Evaluation will be both summative and formative in its nature. Through questions design, effectiveness, efficiency, impact and sustainability will be assessed. Lessons learned from the DFF project identified and recommendations formulated that will assist in maximizing follow up Project’s performance and further improve its design, focus and direction. The Evaluation team will offer a broad overview of the Project dimensions by gathering gender sensitive perceptions, aspirations, feedback and data from relevant partners and stakeholders, in order to inform the analysis.

³⁴ Hereinafter referred as - Project

³⁵ Hereinafter: UNDP/UNICEF/UNESCO

Objectives and scope of the Evaluation

The Evaluation will strive to get as much as possible information from Project's relevant partners, stakeholders (both women and men), final beneficiaries (youth in particular) in order to carry out an objective analysis. The Evaluation will also address underlining key factors that either facilitated or impeded Project implementation, the appropriateness of skill sets among Project participants and continued need for transfer of knowledge and skills to maintain the momentum of activities set in motion by the Project. The Evaluation will cover the Project implementation period from Jun 2014 – July 2016. The unit of analysis or object of study for this final Evaluation is the Dialogue for the Future Project, understood to be the set of components, outcomes, outputs, activities that were detailed in the Project documents and in associated modifications made during implementation.

External Evaluation will provide RUNOs with an objective analysis of the prospective success of the Project and recommendations on further directions in related areas, and in particular:

- Assessment of efficiency, results and impact of local Project interventions implemented through Small Grant Facility (SGF), including the assessment of implementation capacities on a local level (at least 20 individual interventions to be covered on 10 locations); and the Dialogue Platform Mechanism (incl. local Youth Forums and Dialogue Platform Conference);
- Assessment of the Project's quality and internal and external coherence with existing UN portfolios under sectors as per the UNDAF, , coherence with interventions of other development partners, national development strategies and priorities, and the Sustainable Development Goals at the local and country level;
- Assessment on how effectively the Project operated and the degree of efficiency in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures and operational and institutional mechanisms. This analysis will seek to uncover the factors for success and limitations in inter-agency tasks, collaboration and synergies and will evaluate the effectiveness and efficiency of the Project modality and make recommendations to guide future joint initiatives among UN agencies in BiH;
- Assessment of the extent to which gender considerations were mainstreamed in Project design and implementation;
- Assessment of the extent to which the Project assessed and managed risk factors;
- Assessment of Project's different M&E systems and tools developed including data collection, statistics, research and analytical outputs, databases, guidelines, etc. and the use of the systems and tools; and
- Assessment of Project's communication strategy and outreach activities and impact thereof.

The Evaluation will result in the identification of key recommendations, best practices and lessons learnt which should speak to:

- the main programming and implementation factors of success;
- the main programming and implementation challenges;
- the main administration factors of success;
- the main administration challenges; and
- the ways to address the main challenges.

The Evaluation will also be guided by the following sub-objectives:

- Assessing the technical soundness of the Project design;
- Determining the extent to which the Project results were achieved and the factors that facilitated or hampered achievements;
- Examining the extent to which the adopted Project strategies contributed to achieve effective results;
- Identifying the potential for replication of some of the good practices in other future interventions and Projects and usefulness of a possible regional approach to Project continuation.

II Evaluation approach and methodology

Approach

The Evaluation will use the quality Evaluation standards of the OECD/DAC for development interventions together with the UNEG Evaluation standards, as they are fully compatible. In addition the approach will be based on the “Utilization-focused Evaluation” concept described by Michael Quinn Patton that is a recognized good Evaluation resource³⁶. The Evaluation approach will be transparent and a presentation of the preliminary findings, conclusions and recommendations will be made to the RUNOs upon the completion of the field mission.

Methodology

According to the Terms of Reference, ‘Under direct guidance and supervision of the Joint UN Project Coordinator, the evaluators will provide technical services ensuring high quality, accuracy and consistency of work. The evaluators will promote a client-oriented approach consistent with UN rules and regulations. The Evaluation team will work in close cooperation with Project management, staff and stakeholders to exchange information and assess development priorities. The evaluators’ confidentiality on all information disclosed by all respondents (internal and external) will be respected.

The Evaluation process will use four key components to provide the information and reflection required to understand the status of Project’s design and implementation:

- A detailed desk review and analysis of the Project documentation supplied by the DFF Team;
- Face-to-face interviews, or group discussions, with key informants and other stakeholders (using a semi-structured interview format with an interview protocol that is included as annex to this Report);
- Presentation of preliminary findings, conclusions and recommendations for validation and stakeholder feedback;
- Analysis of notes, coding, exchange and data interpretation from the Evaluation team.

The intent of this process will be to understand in detail what the Project *had undertaken to do* and what it *had undertaken to accomplish*, and then to use the experience and knowledge of key Project stakeholders to analyse Project outcomes and outputs against the Project plan. An interview questionnaire is prepared, based on Project documentation and conversations with Project staff (see the Annex). Interviews will be scheduled and undertaken in person, one-on-one, in focus group settings (where and when is possible) and Skype interviews (if necessary). The Evaluation team will afterwards prepare its analysis in the form of draft report. The final report will assess where the Project was strong, where it was weak, what are the lessons learnt and what can be used as a successful practice for the future Projects and initiative.

The final Evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in respective ToRs, the availability of resources and the priorities of stakeholders. In all cases, evaluators will use all available information sources that will provide evidence on which to base Evaluation conclusions and recommendations. Anticipated approaches that will be used for data collection and analysis are desk review, interviews with key stakeholders, field visits, questionnaires and participatory techniques.

Desk review - the methodology will consist of a preliminary desk review of Project materials and deliverables and review of existing information relevant to the Project context, followed by a round of consultations with relevant stakeholders and field visits to Project locations and final assessment report. The assessment will include the review of the DFF Project Document, PBF relevant “key documents” (PMP, Annual Report SG 2015, PBF Progress reports submitted by the UN Recipient Organizations (RUNOs) via MPTFO Gateway - DFF Project produced and submitted two Half Yearly Reports (2014, 2015) and one Annual Report (2015)); Documents related to measuring catalytic effects of DFF Project– Knowledge, Attitude and Practices (KAP) Survey, Voices of Youth Study; Project Steering Board Minutes, as well as other background documentation (e.g., conflict analyses; performance reviews, national strategic documents, etc.). The briefing kit will be prepared by the Project Team.

The evaluators will meet with key RUNOs staff for initial briefing as well as de-brief at the end of the assignment and presentation of findings. The evaluators will interview relevant RUNOs staff and the

³⁶ M. Q. Patton, Utilization-focused Evaluation, Sage publications, 3rd Edition

Project Team to reflect on their experiences and practices in the day-to-day implementation of the Project.

Field work - Most importantly, through field visits, the Project review mission will include meetings with representatives of various Project's target groups, direct and non-direct beneficiaries, partner organizations and all other stakeholders to assess the Project performance and its approach and modalities. During these meetings, necessary inputs will be recorded and accumulated. Meetings and interviews will be organized in the following towns and municipalities: Sarajevo, Mostar, Zenica, Tuzla and Banja Luka. If direct *tet-a-tet* interviews were impeded, for any reasons, the latter will be done via telephone/Skype conversation. Field visits will be done in the period 20 Jun – 01 July 2016.

Sampling strategy and Target Groups

The Evaluation will strive to capture key findings and conclusions against the core areas of Project intervention using desk review, site visits and interviews as the main data and information sources. The Evaluation team will undertake a range of consultations with Project staff and stakeholders through on-site visits for face-to-face interviews and through remote means when/if physical meetings could not be held (usage of Skype). Informants will include representatives of RUNOs, Project staff, partner organizations and stakeholders, as well as target groups and (in)direct beneficiaries (to the possible extent taking into consideration time and logistic constraints). In selection of 20 out of 40 SGs Projects (according to the ToR), Evaluation team took into consideration the following elements: RUNOs representation (30% of selected SGPs per RUNO³⁷), geographical distribution (all over the country taking into consideration objective limitations in terms of logistics - travel arrangements, time constraints, etc.), nature of selected Projects, their target groups and beneficiaries (with particular attention being paid to gender, youth, vulnerable groups and inclusion of minorities).

Evaluators will hold discussions with representatives of the following institutions and organisations that constitute a representative sample of programme partners, as detailed in the table hereunder:

- UNDP – UNESCO – UNICEF - UN RCO
- PBSO – MPTFO – DPA
- BiH Presidency
- BiH Ministry of Civil Affairs
- USAID
- Federal Ministry of Culture and Sport
- RS Ministry of Family, Youth and Sport
- Ministry of Education HNK
- Parlamentarna skupština BiH, Zajednička komisija za ljudska prava, prava djeteta, mlade, imigraciju, izbjeglice, azil i etiku (Parliamentary Assembly, Joint Commission on Human Rights, Rights of Children, Youth, Immigration, Refugees, Asylum and Ethics)
- National Commission for UNESCO
- Museum of Contemporary Art of the RS, Banja Luka
- Udruženje likovnih umjetnika primijenjenih umjetnosti i dizajna, Sarajevo (Association of Fine Artists in Applied Arts and Design, Sarajevo)
- Motus Adolescent
- Asocijacija za vizuelne umjetnosti Fenix art, Banja Luka (Association of Visual Arts Fenix Art,)
- Udruga paraplegičara i oboljelih od dječije paralize HB županije, Kanton 10 (Association of Paraplegia and Poliomyelitis Patients of the HB Canton, Canton 10)
- Udruga građana Krug, Mostar (Krug Association of Citizens)
- Udruženje Gradsko pozorište, Mrkonjić Grad (City Theater Association,)
- Association for visual Culture Vizart
- Ustanova za zaštitu ljudskih prava INDEPENDENT Zenica (Institution for Protection of Human Rights - INDEPENDENT Zenica)
- Centar za obrazovne inicijative Step-by-step, Sarajevo (Center for Education Initiatives S-B-S)
- Vijeće mladih Grada Mostara (Youth Council, City of Mostar)
- Helsinški odbor za ljudska prava u RS (Helsinki Human Rights Institute of RS)
- UG Srpski omladinski savez (Serb Youth Council)

³⁷ In relation to the total number of implemented Projects per RUNO – UNESCO 16, UNDP 13, UNICEF 11 (respectively Evaluation team selected: 7 – 7 – 6, in total 20 SGPs to approach)

- Udruženje boraca - maloljetni dobrovoljci odbrambeno-oslobodilačkog rata 92-95 Kantona Sarajevo (Association of soldiers - underage volunteers in the war of independence and liberation 92-95 Canton Sarajevo)
- Informal Group 'Jelah'
- Međunarodni Forum Solidarnosti - EMMAUS - Doboj Istok- OCD
- Jovana Znić - Individual
- Mali Most (Little Bridge)- Mostar - CSO
- Razvojna Edukativna Grupa (Development Educational Group) - Zenica - OCD
- Novi Val (New Wave) - Blagaj - CSO
- ICBL - Banja Luka - CSO

The Evaluation will gather the feedback through notes from each interviewee. Data interpretation and analysis will be used to support the findings, conclusions and recommendations. Confidentiality of the respondents will be ensured throughout the process and no direct attribution will be therefore made. Evaluation team will have discussions with a number of direct beneficiaries (as many as possible, given logistics and time constrains) without applying on them standard interview procedure, but approaching them hearing their opinions, view and concrete stories.

Questions – Measurable performance indicators

The core set of criteria and Evaluation questions shown below will be applied in assessing the results and strategies applied during the implementation of the Project in light and respect of the overall Impact and Theory of Change Project strived to achieve and cause³⁸.

Relevance/Design - Assessment of the overall Project relevance and approach and evaluate the extent to which the Project is suited to the needs of those for whom was intended to; Assessment to what degree the Project objectives and outputs are appropriate and strategically relevant to the needs of the country; Analyse of degree to which the Project's outputs, outcomes and goals remain valid and pertinent as originally planned or modified during the implementation; Evaluation in how far the management of the Project has contributed to the Project's results using a result's based approach. (Are the Project strategies adapted to the environment in which it operates, in line with national needs and policies, priorities of stakeholders and target groups? Was the design of the Project appropriate for reaching its results and outcomes? What is the quality of the Project's implementation framework? Were coordination, management and financing arrangements clearly defined and did they support institutional strengthening and local ownership?)

Effectiveness - Evaluation of the extent to which planned results, including agreed outputs, outcomes and impacts are achieved as a result of Project's work. This analysis will seek to uncover the factors for success and limitations in Project's dealing with other (similar) initiatives in this matter, collaboration and synergies and will evaluate the effectiveness and efficiency of its modality and make recommendations to guide future Projects of this kind in BiH. Comparison of planned and actual achievements; assessment on how results were achieved. (Has the Project achieved its objectives or will it do so in the future? What are the reasons for the achievement or non-achievement of outputs or outcomes? What were constraining and facilitating factors, and in how far did the changing environment affect the achievement of the results? In what way has the programme come up with innovative measures for problem-solving? What good practices or successful experiences or transferable examples have been identified?)

Efficiency – Evaluation of how economically or optimally financial, human and technical inputs have been used to produce outputs; Assessment of the processes used to achieve results; Assessment of results in relation to costs; Assessment on how the Project operated and what was the efficiency of its management model in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures and operational and institutional mechanisms. (Were the Project's budget and resources adapted to the achieved results? Could the same issues have been addressed in a more economical or quicker way without reducing the quality and quantity of the results? Could capacity building of various stakeholders be addressed in a more efficient way?)

³⁸ Overall impact of the Project was to create the space for dialogue, reconciliation and building of trust. In terms of theory of Change the Project aimed to create momentum for increased citizen engagement in peacebuilding initiatives and to change perceptions towards coexistence and appreciation of diversity, which should have led to changes in personal behaviour in terms of increased trust, respect for diversity, and decrease of fear towards "the others", engendering in the end changes in relationships and institutional/policy change.

To what extent has the UN Agencies coordinated with other partners, the government(s) and civil society in all Project issues and initiatives?)

Sustainability – Assessment of sustainability of the Project and its deliverables as well as scope of Project outputs beyond the lifespan of the Project (reflecting also feedback and suggestions provided by key Project partners and stakeholders). *(Is there evidence of local ownership? Are targeted institutions willing and ready to continue supporting, adapting, carrying out and extending activities carried out as part of the Project? Do they possess sufficient capacities to sustain the activity? To that extent has the Project management facilitated the achievement of the intended outputs and outcomes, using strategies to ensure sustainability?)*

Impact – Assessment of the impact of the Project compared to CPDs and UNDAF outputs and recommendations; Assessment of the economic, socio-cultural and technological long term effects of the Project; Assessment of the positive or negative, intended or unintended, changes brought about by the Project and identification of factors that were facilitating or *impeding the realisation of the intended objectives*. *(To what extent did the Project contribute to capacity development and the strengthening of institutions in the country? To what extent Project helped country-wide peacebuilding process to promote coexistence, trust building and appreciation of diversity in BiH?)*

Management arrangements and quality assurance process

The DFF Project Team will manage and oversee the Evaluation process, in consultation with the RCO, RUNOs, and PBSO, with the RCO approving the deliverables. The Final Evaluation will be carried out by the Evaluation Team under the direct supervision of the Joint UN Project Coordinator, assisted by the national Assistant Evaluation Consultant, and supported by the RCO's Development, Research and M&E Specialist with the overall guidance. The Evaluation process will also be closely coordinated by the RCO with the BiH Presidency as the main in-country stakeholders, the RUNOs and PBSO to consult on the expected deliverables and timetable. The Evaluation Team will closely cooperate with the DFF Project staff in all aspects of its work to ensure high quality, accuracy and consistency in the conduct of the Evaluation. The Evaluation Team will provide all necessary information, updates and reports to the Joint UN Project Coordinator who will coordinate dissemination of information between UN agencies and the RCO as well as PBSO. The Joint UN Project Coordinator will provide the Evaluation Team Leader with the Project relevant background documentation required for a comprehensive desk review, while the Evaluation Team Leader will ensure that research methodologies are designed and delivered in high quality standards.

The Evaluation team will strive to ensure its work is done within the Ethical principles, norms, and standards of Evaluation established by the UNEG³⁹.

Ethical consideration will also include: respect to local customs, beliefs and practices; respect to people's right to provide information in confidence and ensuring that sensitive information cannot be traced to its source; informing interviewees in advance on what the interview ground rules are and obtaining their informed consent for participation; respect of the right to privacy and minimizing demands on time of the people participating in Evaluation, along with assurance of objectivity and

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- ³⁹ Anonymity and confidentiality - The Evaluation will respect the rights of individuals who provide information, ensuring their anonymity and confidentiality.
 - Responsibility - The report will mention any dispute or difference of opinion that may have arisen among the consultants or between the consultant and the heads of the RUNOs in connection with the findings and/or recommendations. The team will corroborate all assertions, or disagreement with them noted.
 - Integrity - The evaluators will be responsible for highlighting issues not specifically mentioned in the TOR, if this is needed to obtain a more complete analysis of the intervention.
 - Independence - The evaluators will ensure their independence from the intervention under review, and will not be associated with its management or any element thereof.
 - Incidents - If problems arise during the fieldwork, or at any other stage of the Evaluation, they will be reported immediately to the Joint UN Project Coordinator. If this is not done, the existence of such problems will not be used to justify the failure to obtain the results indicated in the terms of reference.
 - Validation of information - The evaluators will be responsible for ensuring the accuracy of the information collected while preparing the reports and will be ultimately responsible for the information presented in the Evaluation report.
 - Intellectual property - In handling information sources, the Evaluators will respect the intellectual property rights of the institutions and communities that are under review.
 - Delivery of reports - If delivery of the reports is delayed, or in the event that the quality of the reports delivered is clearly lower than what was agreed, the penalties will be applicable.

validity of information.

UN BiH will retain ownership over the Evaluation final report.

Limitations - biases

Four main potential limitation factors might hinder the implementation of the final Evaluation process:

From the technical/procedural aspect:

1. Availability and readiness of the foreseen interviewees to meet the Evaluation team and to carry out honest and truthful conversation with the later (be it due to realistic lack of memory of the Project activities/events, or due to lost interest in the subject matter);
2. Availability of updated finalized data. Project is supposed to officially end on July 21st 2016, and not all final versions of the reporting documents might be available;
3. Slow RUNOs internal reporting procedures (in terms of feedback response), that might seriously hamper already very straight ratio of deadlines and expected deliverables⁴⁰;

From the qualitative/merit aspect:

4. Taking into consideration rather broad definition of Project outcomes, as well as the fact that officially the Project is still going on, judging the (effective and immediate) impact of the DFF Project and capturing all the potential spin-off effects related to the process of contributing to the peace building in BiH, might be limited to certain extent. In this regard, too high expectations, some stakeholders might have in regard to this Evaluation (regarding as much as stated in the line before) may eventually result in remaining “disappointed” with the content thereof. However, Evaluation team, acting professionally and in *bona-fide*, can’t be retained responsible for probable discontent in that regard without strong evidence that realistically, issues at stake could have been treated in more satisfactory way than they really did⁴¹.

Mitigation strategy in relation to as much as referred in the previous paragraph (limitations/biases) is to act in respect of the principles indicated within the section: quality assurance. Evaluation Team will, within realistic possibilities, strive to conduct and approach as many persons as possible, to get as detailed information as possible and to incorporate as many feedbacks and comments as possible, in order to create the most qualitatively acceptable Report.

III Work plan - timeframe and deliverables

<u>Deliverables (outputs)</u>	<u>Deadline</u>
Submission of <u>Inception Report</u>	Jun 13 th 2016
<u>Field visits</u> - Complete consultations process with all relevant stakeholders, partners and beneficiaries (including Project management, implementing partners, and visits to Project locations)	July 01 st 2016
<u>Debriefing meeting</u> /presentation of preliminary findings to RUNOs	July 04 th 2016
Submission of <u>Draft Evaluation Report</u>	July 11 th 2016
Submission of <u>Final Evaluation report</u>	July 18 th 2016

⁴⁰ According to the original ToR the Evaluation process should have begun on May 16 2016, ending on July 11 2016. In other words, the entire Evaluation process was supposed to last 56 days in total (out of which 25 actually worked). According to as much as agreed with UN agencies, entire process will last only 40 days (with the same number of working days though) to be carried out in the period Jun 07 – July 18, 2016.

⁴¹ In this respect, acting within the maximum standards of professional integrity, independence and being results based oriented, Evaluation team retain discretionary right to make final decision on the incorporation of received feedbacks and comments related to the text/content of the Evaluation reports.

Annex: Interview guide⁴²

Date: _____ Place: _____ Name (code not real): _____

Organization (confidential) _____

1. When and how did you come into contact with DFF Project?
2. Were you involved in the development of the Project document or included in the design phase of the Project? Y/N – If yes, what was your role in that process?
3. What was your role in the Project?
4. How useful is DFF Project in your view, and why?
5. Are you familiar with the main outcomes of DFF Project? Y/N,
6. Were the Project design, management system and modus operandi adequate enough to achieve them? (not at all – somewhat – average – highly – entirely) to be answered separately by each component at stake.
7. In terms of the effectiveness of the DFF, what are, in your view, the main achievements?
8. Rate on a scale from 1 to 5 (1 min. to 5 max.) the effectiveness of the DFF. Why?
9. What were the problems in the implementation of the Project?
10. What was the cooperation with other two UN agencies⁴³? (very good – good – fair – bad) Why?
11. What are the primary constraints to creating space in BiH for dialogue, reconciliation and building of trust in BiH?
12. How inclusive, in terms of leveraging partnerships with institutions and civil society, has been the DFF? (not at all – somewhat – average – highly – entirely) Why?
13. How did partnerships and alliances (among CSOs, UN Agencies, etc...) contributed to the achievement of the Project objectives?
14. Can efforts to establish dialogue spaces for decision makers, civil society and citizens that enable country-wide peacebuilding process to promote coexistence, trust building and appreciation of diversity in BiH continue after the end of the DFF Project? If yes, how so? If not, why not?
15. What is the level of ownership/commitment of institutions and SCOs participating in the DFF Project concerning overall peace building in BiH? To your opinion is there enough political will to support this process?
16. Is there a need for UN to further its support to peace building in BiH? If so, why and how?
17. What difference has the DFF made?
18. To what extent has your project had a positive effect on targeted beneficiaries and their perceptions of peacebuilding and inter-culturalism⁴⁴.
19. What are the visible/tangible results in which your Project has contributed towards the peace building process in BiH⁴⁵?
20. Are you familiar with the other SG (small grants) scheme under the DFF, other than yours⁴⁶? Y/N If Yes, do you have any relation with some of them (if any)?
21. Do you believe the capacity of the institutions and civil societies have been strengthened in the area of peace building, reconciliation and building of trust by the DFF Project? Y/N, If yes, how much? (not at all – somewhat – average – highly – entirely). Why?
22. DFF Project SWOT (Strengths and weaknesses)!
23. How can DFF be improved in future⁴⁷?
24. Are you aware of any gaps in the Project approach?
25. Any suggestions/comments for the future?
26. Was DFF gender sensitive/oriented? If YES, how?

⁴² All answers are strictly confidential. Limited to maximum 60 minutes. Evaluation team reserve the right to ask any addition question it retains important for the successful completion of the process of Evaluation, or to rephrase some depending on whom they will be addressed to (particularly when approaching high ranking officials at the level of BiH Presidency Institution and /or UN Heads of Agencies)

⁴³ For RUNOs only and depending with Agency the question was addressed (UNDP/UNESCO/UNICEF)

⁴⁴ For CSOs only

⁴⁵ For CSOs only

⁴⁶ For CSOs only

⁴⁷ If continued either through the project's continuation or through new interventions that will build upon results of DFF?

Annex VI: Bibliography

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