

## UNDP MANAGEMENT RESPONSE TEMPLATE

### EXTERNAL PROJECT FINAL EVALUATION: Reinforcement of Local Democracy IV (LOD IV)

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#### Evaluation recommendation 1.

The process selection of Local Governments (LGs) ensures that the most progressive LGs are selected to participate. Certainly, in the early phases of the project this is justifiable as the Project wants to prove the viability of the LOD methodology. Looking at the selection criteria for LGs, they are quite stringent and one could say that the most important step to adopt the methodology is already taken by the call for participation (i.e. the political will to change). The LGs which lack this level of political leadership and most likely need the LOD methodology are thus mostly excluded. On the other hand, knowing from experience that unless there is progressive leadership that is adhering to democratic governance practices, the sustainability of the LOD methodology beyond the project duration is limited. This is a difficult dilemma, but the gains that can potentially be made in the less progressive LGs are far bigger as well.

**The evaluation therefore recommends that the LOD project considers for the next phase to include in the selection at least some of these LGs at the lower end of the spectrum as well by approaching them proactively to participate.**

#### Management response:

Key actions	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
1.1 In ReLOaD, the Call for Selection of partner LGs will take into consideration multiple recommendations and lessons learned in four LOD project phases. Out of 20 LGs that are envisaged to be selected in Bosnia and Hercegovina, at least 5 LGs will be from lower end of the spectrum.	by July 2017	ReLOaD Project team	Public call for LG will not target only progressive LGs that adhere to democratic governance practises and possess strong capacities, but also will approach LGs that possess smaller capacities for implementation of the LOD methodology. All LGs in BiH will be informed about the ReLOaD CfP through formal communication. Special venue will be made for prospective five LGs,	

			with use of peer mechanisms and presentations of champions of LOD methodology for the past implementation. Final decision regarding criteria and final selection of partner LGs will be made by the Board of Partners.	
1.2 Organise a series of Open days following announcement of Public calls for LGs.	By July 2017	ReLOaD Project team	ReLOaD will consider for organizing Open days on more locations to make sure to reach the audience in targeted LGs and include other partners such as the entity associations of cities and municipalities and the EU.	

#### Evaluation recommendation 2.

**Aim for the adoption of the LOD methodology for almost all grants to CSOs that are disbursed by the participating LGs, including sports organisations and war veteran associations to further increase the transparency and quality of grant distribution by the LGs also to these organisations.** There could still be room for direct funding to “special interest” organisations, but this should be based on clearly defined criteria and considerations and only in exceptional cases. Several LGs prove that this can be done and that these organisations in these LGs, after a period of initial resistance, also appreciate a more transparent methodology.

#### Management response:

Key actions	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
<p>2.1 ReLOaD will start collecting in detail the experiences and challenges that were encountered in the LGs that have introduced this practice already such as Novo Sarajevo &amp; Visoko. It will include review of a legal framework for financing sport associations in each partner LG and its comparison with the LOD methodology main principals and suggest some changes in implementation where possible.</p> <p>ReLOaD will continue with the practice of encouraging LGs to commit all their resources for funding CSOs through Public calls. Therefore, the methodology and its tools as well as successful practices and LG champions will be promoted.</p>	by the end of 2018	ReLOaD Project team	It is difficult to apply LOD methodology for sports organizations since not all of activities they implement are project based. LGs usually commit resources for core funding of these type of associations, since project based funding's not always can adhere to their ongoing needs such as: participation fees in sport leagues, awards etc. Nevertheless, LGs will be encouraged to find ways to apply	<b>Initiated</b>

			LOD methodology on all available funding for CSOs.	
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### Evaluation recommendation 3.

**Avoidance of a fragmentation of CSO grants to as many CSOs as possible.** Many LGs split their limited budget funds for CSO grants in small grants to almost all CSO projects that meet the basic requirements and that are approved by the selection committee to appease everyone. Thus, none of the CSOs is able to implement the project they applied for and they only use the money to cover some basic operational costs. Thus, the link to achieving the development objectives of the LGs lost and as a result, the activities of the CSO remain invisible to the populations, strengthening their perception that CSOs are not useful.

Management response:

Key actions	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
3.1 ReLOaD to include this issue into learning process (consider the possibility of promoting Public call with specific LOTs for small grants and larger grants with different set of criteria). Raising awareness campaigns that include all relevant stakeholders (CSOs, beneficiaries etc.) will encourage LGs to recognise the importance and the benefits to financially support more valuable CSO projects, that deal with strategic issues within community. Services delivered by civil society organisations will address the needs of local communities within partner LGs.	by December 2017	ReLOaD Project team	LGs most often have very limited resources committed to CSOs. Therefore, they opt to award grants with a small budget to many CSOs. This kind of approach creates no incentive for larger and more professional CSOs to apply at all. In ReLOaD effort will be made, through campaign, trainings to address this issue to LG administration and to civil society representatives.	

### Evaluation recommendation 4.

**While the LOD methodology stimulates on the one hand an increase in the number of high quality proposals and competition between CSOs and therefore forces every organisation to stay on its toes, it might on the other hand restrict new inexperienced organisations, who have wonderful ideas to reach out to their community, but have not received the same basic induction training and backstopping support from UNDP to apply successfully for funding from the LGs.** This is a difficult dilemma since the LGs do not want to stimulate a wild growth of CSOs on the one hand, but also do not want to block new CSOs effectively from the system. Especially in the medium and larger LGs and cities this could present a problem. One could argue that these new CSOs should link up with existing ones in the beginning or ask for peer support to learn how to draft good proposals, but in practice this rarely happens as they are in fact each other competitors for a limit source of funds.

Management response:

Key actions	Time frame	Responsible unit(s)	Tracking*	
			Comments	Status
4.1 ReLoaD will focus on this issue during the adoption of the LOD methodology and direct capacity development of LGs. Special attention in work with LGs will be dedicated to small/grassroots CSOs and how to make best approach in working with them. CSOs will be advised to have more realistic approach in the process of writing project proposals and budget size.	By end of 2018	ReLoaD Project team	From previous experience during the for LOD phases, CSO tend to be overambitious in budgeting the project proposal since they do not perceive their financial background and experience realistically. This results in small, yet unexperienced CSOs applying for large scale grants and being rejected. Therefore, CSOs will be in detail informed about the selection process and will receive clear instructions to have a more accurate prospective of their capacities.	
4.2 ReLOaD will encourage small/grassroots-level CSOs to partner with bigger and/or experienced once to achieve better and more visible results.	By end of 2018		Small/grassroots-level CSOs have not been selected in cases when they ask for large amounts of funding in LOD IV. In ReLOaD small CSOs will be encouraged to partner with bigger or more experienced CSOs to define high quality project based activates. This will be on-job learning day-to-day.	