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Enhancing social protection
by empowering CSO in BiH



This project is implemented by
CARE International

FINAL EVALUATION REPORT

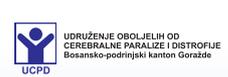
Project: “Enhancing Social Protection by Empowering CSOs in Bosnia and Herzegovina”

December 2020.

Client: **CARE International, Balkans**

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PROJECT PARTNERS:



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This document was created within the project “Enhanced social protection through building capacities of CSOs in Bosnia and Herzegovina (2018-2020)”, implemented by CARE International in BiH and CARE Czech Republic and financially supported by the Czech Republic Development Cooperation. The displayed content is an exclusive responsibility of CARE International in BiH and by no means does it reflect the position of the Czech Republic.

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Executive summary

This report is the summary of the findings and recommendations by the team of the evaluators (Zlatko Sarić and Mirna Dabić Davidović) within the evaluation of the project “Enhancing Social Protection by Empowering CSOs in Bosnia and Herzegovina.” **The main purpose of the evaluation** is to capture findings of the process and make recommendations for potential future programmatic engagement in similar actions. The evaluation was carried out in the period October-December 2020.

The project implementation period is from May 2018 until December 2020 and it was carried out in different geographical areas across Bosnia and Herzegovina. The Project was implemented by CARE International in cooperation with 7 partner Civil Society Organisations that work with different marginalized groups.

Methodology of the evaluation: The evaluation process was broad and comprehensive. We tried to obtain a range of information and opinions as wide as possible about the project implementation and the results achieved. The main evaluation criteria were relevance, effectiveness, efficiency, impact and sustainability. The main methods used in the evaluation process were:

- Desk review- analysis of proposals and reports of realized and ongoing projects as well as general reports, policies, strategies, studies and survey about the project and consultancies, including the Baseline Study and regular monitoring data and existing documents from various resources (official, civil society data, shadow reports, media reporting etc.).
- Interviews,
- Focus groups,
- Survey assessing beneficiaries’ satisfaction.

Interviews with 34 persons were conducted during the evaluation process. In total 6 focus groups (28 persons included in focus groups) were conducted, primarily with the project beneficiaries from different backgrounds. With the intention to include as many participants as possible during the evaluation and to gain information from different sources and different surroundings and to conduct a survey assessing beneficiaries’ satisfaction with the services provided by each of the seven target CSOs, and to compare them with similar data from the beginning of the project the Evaluators created the questionnaire which was delivered by e-mail to all relevant beneficiaries. There were two types of questionnaires- one for beneficiaries and another one for organization’s management. The questionnaire assessing beneficiaries’ satisfaction was fulfilled by in total 143 beneficiaries of 7 partner CSOs and 11 members of CSO’s management team.

Findings: The project expected the following results:

1. **Strengthened organisational capacity and management** of 7 targeted civil society organisations (CSOs) in BiH
2. **Improved service provision of 7 targeted CSOs** to meet the needs of their target groups
3. **Strengthened advocacy position** targeted CSOs have **strengthened advocacy position** and improved policies in specific areas of their mandate.

1. Strengthened organisational capacity and management: In order to achieve the first result, it was necessary to implement different activities which required great engagement both by partner organisations and CARE International. The seven partner organisations were on different levels of capacity development which led to the fact that the results in capacity strengthening were not the same in different organisations. The organisations on lower development level achieved better results in the capacity strengthening process. Nevertheless, the project created space for the inclusion of individual needs of each partner organisation. This approach was well received by the partner CSOs. Strategic plans of all seven organisations were created or updated and they raised the level of their knowledge and skills in reporting process, financial management etc. Development grants were one of the crucial components of the project, as they directly supported the individual needs of each CSOs with an emphasis on their

Abbreviations

| | |
|--------------|--|
| BiH | Bosnia and Herzegovina |
| CSO | Civil Society Organizations |
| FBiH | Federation of Bosnia and Herzegovina |
| LGBTI | Lesbian, Gay, Bisexual, Transgender, and Intersex |
| NGOs | Non Governmental Organizations |
| RS | Republika Srpska |
| SOC | Sarajevski otvoreni centar (Sarajevo Open Centre) |
| TK | Tuzla Canton |
| SC | Sarajevo Canton |
| UCDP | Udruženje oboljelih od dječije paralize i distrofije (Association of persons with paralysis and dystrophy) |
| ICF | International classification of functioning of health and disability |

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long-term functioning. It proved that the engagement of young graduates through the project was very well accepted. The fact that in five out of seven organisations these persons continued to work even after financial support of the project, shows how meaningful this initiative was. The visit to the Czech Republic provided a unique opportunity for partner organisations to network with similar Czech CSOs as well as to share good practice which could be replicated in Bosnia and Herzegovina. This also resulted in cooperation of some organisations from BiH and Czech Republic.

2. Service provision of 7 targeted CSOs improved: The survey showed that the scope of services expanded by 46% and the satisfaction with the quality of services provided by the CSOs rose by 52%. This increase is a result of the implementation of development grants as well as of the changes that occurred through the processes of strategic planning and the process of mapping of services offered by partner organisations. It is very important that some of the organisations introduced new services and some organisations approached new beneficiary groups for the first time. Four partner CSOs were supported to develop business plans for their social enterprises. This was an opportunity to become familiar with competition, market, market analysis etc. for the first time and to make long-term plans for their activities.

3. Strengthened advocacy position: All seven partner organisations created or updated their communication & advocacy strategies, skills related to different forms of communication improved with the support of hired consultants. The consultants played a significant role and they focused on the individual needs and context of the CSOs. As a result, there is a much bigger number of concrete initiatives and results related to public advocacy in which partner organisations participated. Also, the cooperation with the public institutions improved and some organisations managed to establish themselves as important partners in addressing the challenges in their communities.

Conclusion: According to the evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability), the project achieved its goals to the fullest extent: The increased number of beneficiaries, the increased number of services provided by partner organisations to their beneficiaries, beneficiaries' satisfaction with the services on considerably higher level, introduction of strategic thinking as a constituent part of the work of the organisations, creation of foundation for future progress through development grants, are results of this project.

Sustainability: The project as a whole has in itself the idea of self-sustainability. To strengthen the capacities of organisations, to think strategically, to meet the true needs of beneficiaries, to strengthen the quality of services provided, to be a part of the process of changes in the legislative framework and in the end to adequately communicate with the whole public are the key elements of self-sustainability. In this context the project drew the roads that lead to self-sustainability of both project results and the organisations themselves and the services they offer to beneficiary groups.

CARE International staff had an important role in the success of this project. With their flexibility and energy, they managed to establish full cooperation with partner organisations. Recommendations that are a part of this evaluation report should be understood as an additional incentive to think about possibilities for future development.

Main recommendations: The evaluation process resulted with several recommendations that can be very important for future projects. The most important ones are:

- The methodology on which the project was based, in fact strengthening of institutional capacities of the organisations and concrete help through grants, proved to be very successful. Having this in mind, the team of evaluators think that the methodological approach, with adequate adding, should be kept
- The recognition and the acceptance of Civil Society Organisations' needs by CARE International and the donor itself through development grants is something that made this project unique. The evaluators encourage CARE International and donors to keep this approach which among other things

means trust in the organisations themselves and accepting the fact that they know best what is necessary to them to improve their work conditions.

- Social entrepreneurship and its development should be one of the focuses of future projects. Marketing with all its specificities, work on legal regulations related to social entrepreneurship are only some of the areas in which there is considerable room for work
- It is still necessary to support the actions of public advocacy and the evaluators think that it is a very good practice to connect the actions with Communication & advocacy plan since by doing this strategic thinking about all such activities gains its value.
- Evaluation process showed that the organisations prefer coaching and mentoring over classic and usual trainings.
- Consultants' services were one of the crucial elements of the project. But, considering the big number of consultants' services and the fact that it sometimes caused additional confusion among organisations themselves, it would be good to think about less frequency of the consultants and where it is possible to join Terms of Reference and to engage fewer consultants but with a bigger scope of work.

1 Program Background

1.1 Introduction into the project

The project "Enhancing social protection by empowering CSOs in Bosnia and Herzegovina" is implemented by CARE International, which has vast experience in capacity development of CSOs and advocacy in cooperation with CSOs for various causes in BiH.

The project "Enhancing social protection by empowering CSOs in Bosnia and Herzegovina" was expected to contribute to strengthening the weak social welfare and social protection as well as access to rights and social inclusion for the marginalized and most vulnerable.

Poor economic performance and high unemployment cause shocks in the country's social welfare system which largely effects the socio-economic position of citizens, especially most vulnerable and marginalized. The state and non-state service providers are under-capacitated and underfunded.

The project sought to protect the most vulnerable population groups, but also to provide benefits for all BiH citizens. Hence the goal of the project was to professionalize and enhance mandate and role of civil society actors (CSOs) in Bosnia and Herzegovina by building their capacities to provide services for marginalized and vulnerable population and by enabling them to actively participate in design and implementation of relevant policies.

Target group/Partners: 7 pre-selected CSOs with proven record of providing support, assistance and protection to the vulnerable population beneficiaries: Otaharin, NeštoViše, Budućnost, SOC (Sarajevski otvoreni centar,) Duga, UPCD, Amica. These are reputable organizations at the BiH's market, recognized among target beneficiaries, communities as well as the government.

Project duration: April 2018 – December 2020

1.2 Social context

Inability of governmental institutions in Bosnia and Herzegovina (BiH) to provide adequate social protection services to the marginalized and most vulnerable populations has created a need and space for CSOs to get involved in the service provision. CSO efforts and involvement, however, have not been adequately recognized, supported and financed by the governmental institutions.

Hence, the quality and continuity of CSO services largely depend on project funding provided by international donors. A number of organisations have managed to secure the continuity mainly thanks to the commitment and efforts of their members and staff recognized by their communities, by beneficiaries and client as well as the donors.

In the recent years' donors are largely pulling out of BiH and CSOs are in a situation where they have to rethink strategies to diversify funding, attract governmental support and come up with the ways to offer services/products that generate income to sustain their core business and mandate. This by itself could be a positive outlook, since it creates space for further employment in CSOs, a need to establish partnership with governmental stakeholders and engage communities at larger scale in the activism.

The legislative framework is, however, not an enabling one. CSOs are treated like for-profit firms in terms of taxation, they are not eligible for any special subsidies and most importantly the Law on Social Entrepreneurship is not adopted in either entity (RS and FBiH). This requires an advocacy effort and initiatives and the proposed project will work with target CSOs to design and develop advocacy strategies and initiatives to tackle the issue of a restrictive and unfavourable legal environment. Organisations assisting marginalized and vulnerable population requiring particular approach and attention, such as LGBTIQ population, Roma, women victims of violence, persons with rare conditions and specific disabilities are in an even more difficult position to gain government's support and sustain their activities and services.

The project worked with 7 pre-selected CSOs with proven record of providing support, assistance and protection to the above-mentioned target beneficiaries. These are reputable organizations at the BiH's market, recognized among target beneficiaries, communities as well as the government.

The project is providing a great opportunity and potential to support the CSOs to strengthen their organisational capacity to enhance existing and design new activities and services and also to implement advocacy initiatives that would create a more enabling operating environment and better social status of their target groups.

The project seeks to protect the most vulnerable population groups, but also to provide benefits for all BiH citizens. Hence the goal of the project is to professionalize and enhance mandate and role of civil society actors (CSOs) in Bosnia and Herzegovina by building their capacities to provide services for marginalized and vulnerable population and by enabling them to actively participate in design and implementation of relevant policies.

1.3 Description of partner organizations

Amica Educa, Tuzla, was initially established to help women and children traumatized by the war. It developed into a centre that provides educational and psychosocial services to citizens. The organization also engages in non-formal education and social inclusion of marginalized groups.

Budućnost Modriča focuses on the promotion and protection of women's and human rights. It runs a safe-house for women and children - victims of domestic violence and a men's centre providing psycho-social rehabilitation and counselling for couples and men, including perpetrators of violence. Budućnost also engages in advocacy and works on the prevention of gender based violence and women economic empowerment.

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Društvo ujedinjenih građanskih Akcija (DUGA), Sarajevo, is association that provides psycho-social, educational and rehabilitation services for children, youth and parents. It works with teachers and representatives of relevant public institutions on the development of their skills and builds capacity of parents' associations in order to support the social inclusion of marginalized children (including children with disabilities).

Nešto Više, Sarajevo HQ, Mostar and East Sarajevo works with different marginalized population groups, including persons with disabilities, seeking to improve their social status and socio-economic inclusion, by advocating for the access to rights and providing employment and income generation opportunities through a social enterprise. They run a subsidiary income-generating entity: EkoDizajn that engages in organic production.

Sarajevski otvoreni centar (SOC), Sarajevo, is association that advocates for access to rights and the social inclusion of lesbian, gay, bisexual, trans and intersex (LGBTI) people. It implements community activities, educates public officials, law enforcement staff and legal professionals on LGBTI rights, hate-crimes and anti-discrimination and provides legal and peer counselling, as well as psychological counselling for LGBTI.

Udruženje građana za promociju obrazovanja Roma "Otaharin", Bijeljina is citizens association organization engaging in the socio-economic inclusion of Roma minority on local and national level including support to the inclusion of Roma children and youth in the educational system and raising awareness of Roma parents of their rights and possibilities. It runs a day-care center for children at risk. It engages in income-generating activities to empower women and Roma returnees in their (re)integration efforts.

Udruženje oboljelih od cerebralne paralize i distrofije Bosansko-podrinjskog kantona Goražde (UCPD), Goražde a citizens' association providing support to persons with cerebral paralysis and muscular dystrophy. The main activities include improving employability of beneficiaries through income-generating activities. Furthermore, the association provides material support, support in accessing education, providing rehabilitation, and other types of support activities for and with beneficiaries and members.

2 Evaluation process

2.1 Evaluation purpose and objectives

As stated in the Terms of Reference, the CARE's project "Enhancing social protection by empowering CSOs in Bosnia and Herzegovina" is at its final (third) year of implementation, a final evaluation (for all three project years, 2018-2020) was undertaken on all major project topics, context and activities and against the log frame indicator levels set within the baseline. The evaluation provided an opportunity to capture findings of the process and recommendations for eventual future programmatic engagement in similar actions.

Following the basic theoretical and practical principles of the evaluation process, five basic criteria for the project evaluation were applied. These criteria match the key questions from Terms of Reference. They are:

- **Relevance.** The relevance of the project to the BiH integration process and appropriateness of the project methodology, i.e.: Was the chosen approach appropriate to reach the goals related the project component and to have an impact on target groups? What worked well and why? How does the target group see the changes brought by the project?
- **Effectiveness.** An assessment of the project contribution in achievement of envisaged goal; Has the project achieved its objectives and its planned results and to what extent? What are the project outcomes – positive and negative, planned and unplanned? Which are the main reasons identified to have affected the success and the deviations from the project plan?

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- **Efficiency.** The quality of coordination and communication between the project stakeholders and interaction between project partners and key stakeholders, i.e.: Was there an appropriate system of management and communication in place to support project staff? Was there an appropriate logistics system in place, considering the difficulties of the region's topography? How well has the project implementation been following the agreed plans for activities, reporting and dialogue? What has been the level of preparedness and response from project partners to fulfil their expected roles in the implementation? How has the coordination worked from the project partner side? Has the communication flow in the project been sufficient to support a smooth implementation? What were the challenges and how they have been addressed? What could have been improved in order to strengthen the dialogue between the project partners and expedite the necessary measures to avoid delays?
- **Impact.** What are the overall effects of the intervention, intended and unintended, long term and short term, positive and negative?? Is there a specific approach identified that can be followed also in the future?
- **Continuation of support(Sustainability).** Assessing the likelihood of benefits produced by the Project to continue to flow after external funding has ended

2.2 Evaluation methodologies and tools

The final evaluation was based on the usage of project application and logframe as the basic instrument both in the creation of project application and in the assessment of the achievements. The usage of logframe as the evaluation basis creates preconditions for the success of the evaluation process and at the same time ensures the continuity of learning process. The methodological approach ensured wide-scope data, both regarding the quality and the quantity, and also created a basis for their analysis and making recommendations and conclusions. While maintaining independence/neutrality, the evaluation was carried out using a participatory approach, which seeks the views and inputs from all groups of beneficiaries and stakeholders. The evaluation was conducted by a team of evaluators with long-term experience and knowledge in carrying out evaluations, research (qualitative and quantitative), and data analysis, as well as the knowledge of the civil sector. This approach ensured different types of expertise and experience to the task. Different views and perspectives discussed among team members enriched the quality, objectiveness and depth of the final assessment. In accordance with ToR (Annex 1) requests, basic pathway while designing semi-structure questionnaire for interviews with stakeholders, guidelines for focus groups, questionnaire assessing beneficiaries' satisfaction was searching for answers related to the issues related to the effectiveness of change, challenges, results sustainability and impact of the programme, as well as strategic directions and methods for future programming.

a) Start-up meeting and discussion of the assignment and specific expectations with CARE project staff:

This meeting with CARE project staff (**2 persons**) was held on 14th of September 2020 and provided consultants with additional information and directions regarding the evaluation process, goals and outputs, methodology and key questions, clarifying activities to be undertaken and responsibilities of all involved in this process, stakeholders to include in the evaluation process.

b) Desk study:

This process included an initial desk study of available and relevant project documentation - proposals and reports of realized and ongoing projects as well as general reports, policies, strategies, studies, and surveys about the project and consultancy, including the Baseline Study and regular monitoring data and existing documents from various resources (official, civil society data, shadow

reports, media reporting etc.) List of documents used in evaluation process is in Annex 2.

c) Development of the Evaluation Framework/plan:

The evaluation plan included analysis of the Log Frame with clearly defined qualitative and quantitative assessment indicators, a detailed field activity plan, and detailed guides for semi-structured interviews, focus groups and questionnaires. Final Evaluation Framework is in Annex 3.

d) Interviews:

As one of the most significant methods within research of data and writing of final report, interviews were held with key persons within the project such as: CARE Project team, management and staff of seven CSOs, representatives of the stakeholders of importance for the implementation of the project (local, entity, national), participants in project activities and similar. This is particularly important because one has to take into account diverse socio-economic background and possibility for comparison. Interviews with **34 persons** were conducted during the evaluation process.

e) Focus groups /group interviews:

By its nature, focus group is such a method that should provide open discussion and possibility of expressing the views of participants. For all the fields being subject of the evaluation to be covered from different angles, focus groups were organised with direct project beneficiaries i.e. the target groups of the Partner Organisations aimed at obtaining relevant information, primarily about the project impact, its concrete benefits, how much the project has been rooted within the beneficiary group and in the community, as well as, about the level of cooperation between the project personnel and beneficiary groups. Focus groups approximately lasted from 45 to 60 minutes and from 3 to 6 people attended each focus group. In total **6 focus groups (28 persons included in focus groups)** were conducted primarily with the project beneficiaries from different environments/backgrounds. List of participants in the evaluation process is in Annex 4.

f) Survey assessing beneficiaries' satisfaction/Questionnaire:

With the intention to include as many participants as possible during the evaluation and to gain information from different sources and different surroundings and to conduct a survey assessing beneficiaries' satisfaction with the services provided by each of the seven target CSOs, to be compared with similar data from the beginning of the project the Evaluators created the questionnaire which was delivered by e-mail to all relevant beneficiaries. The basis was questionnaire developed by another consultancy agency and used in 2019, with a few additional questions. The reason why evaluators used similar questionnaire was to make a comparative analysis of the results of the survey assessing beneficiaries' satisfaction in 2019 and 2020. There were two types of questionnaires- one for beneficiaries and another for organization's management team.

The questionnaire was sent to each partner CSO on 04.10.2020. and deadline for fulfilling questionnaires was 27.10.2020. All questionnaires are delivered to consultants by e-mail scanned in PDF or in Word form fulfilled. Management of the partner CSOs fulfilled questionnaire for organization's management team, and they forwarded questionnaire to the beneficiaries who are users of different services in each partner CSO. In total **11 members of CSO's management team** fulfilled questionnaires: 3 persons from CSO DUGA, 2 persons from CSO NEŠTO VIŠE and also 2 persons from CSO AMICA EDUCA, while from CSOs BUDUĆNOST, SOC, OTAHARIN AND UCPD one person per each CSO fulfilled questionnaire for management team. **Two persons** from those 11 are new one with whom the Evaluators did not have live interviews.

The questionnaire assessing beneficiaries' satisfaction fulfilled in total **143 beneficiaries** of 7 partner CSOs and distribution of completed questionnaires per CSO is: AMICA EDUCA TUZLA- 17 beneficiaries; BUDUĆNOST MODRIČA- 32 beneficiaries; DUGA SARAJEVO- 36 beneficiaries; NEŠTO VIŠE MOSTAR- 11 beneficiaries; OTAHARIN BIJE LJINA- 38 beneficiaries; SOC SARAJEVO- 5 beneficiaries; UCPD GORAŽDE- 4 beneficiaries. Results of the survey assessing beneficiaries' satisfaction is in Annex 5.

Participation of all parties concerned in the entire process as one of the important principles of the evaluation process has been followed since in total 207 persons participated in the evaluation

process through qualitative and quantitative evaluation methods.

2.3 Challenges in evaluation process

In the process of getting adequate and credible information and their interpretation the evaluators faced several challenges.

The comprehensiveness and extensiveness of the project documentation related to the implementation of the project and which was provided by CARE project team required from the Evaluators additional precision in its reading, especially having in mind the diversity of partner organization and tailor made capacity building program provided for 7 partner CSOs as well as diversity of consultants worked on different capacity building assessments and assignments. In facing this challenge, an immeasurable help was provided by the Project Manager and Grant and TA Coordinator who were always available for additional information and possible solutions of some dilemmas which arose.

The project is not finished; some data are not available: One of the difficulties in the creation of the Evaluation report was that the evaluation was carried out before the end of the Project so the final reports of the Project were not available for the Evaluators. The absence of comprehensive report created difficulties in getting summarized data, specifically with regards to some activities, beneficiaries and indicators of success. Although the evaluation focused more on the qualitative analysis, it was necessary to obtain valid quantitative data (especially regarding the indicators) so that the evaluation of the overall achievements would be based on the actual state. For example, the Evaluators received the annual reports or each organization for 2018, 2019 and intermediary reports for 2020 (January- May 2020), also organization are reporting about number of beneficiaries at the end of the year, and therefore the Evaluators couldn't get this information for 2020.

The emergency of corona virus (COVID 19 pandemic): Before and during the process of evaluation, unfortunately a big pandemic/emergency of corona virus was happening in Bosnia and Herzegovina (also in whole world) which influenced the process of evaluation itself but also implementation of some project activities. It was a risk for the Evaluators and for those meeting with the Evaluators to work on the field and to meet face to face with beneficiaries and partner CSO's management team due to the way the virus spreads. Some partner organizations couldn't organize focus groups with beneficiaries because of pandemic situation and inability to comply with epidemiological measures. This was partly overcome through interviews (Skype, Viber, telephone) with some stakeholders.

3 Findings-progress achieved

Project goals, set through the project application, were the basis for the establishment of the evaluation process and searching for the answers to main evaluation questions. The project itself set three key elements of the project which were shaped through three expected results. In order to present the findings in as clear and consistent way as possible, the answers reading, the set evaluation criteria have been searched through analysis of each of the expected results. Analysis of the impact of key activities carried out within expected result was also of fundamental importance in carrying out of the evaluation.

Therefore, a significant part of the evaluation is dedicated to the carrying of the activities which were supposed to ensure the achievement of the expected result with their overall effects. It should be stressed that the project activities were shaped in a way that they have their synergic value and that the benefits achieved under some of the expected result were also reflected on other expected results.

3.1 Expected result 1. Strengthened organisational capacity and management of 7 targeted civil society organisations (CSOs) in BiH

I Tailored made capacity building program for 7 CSOs (training, mentoring, coaching)

It is essential to say at the beginning that seven CSOs which were partners in the project were very different with their organisational capacities. Consequently, the needs and the expectations that the organisations had were quite different. On one side there are organisations with long experience of work, organisations with a bigger number of employees and on the other side there are organisations

which, despite a considerable number of years of work, did not have a chance to develop their capacities in an organized and systematic way. This fact of course largely determined the assessment of the result achieved in the process. It should also be said that capacity building in fact was present during the whole project, and that within other activities a lot of work was done on the processes in institutional strengthening of the organizations. It should be stressed that at the beginning of the project Baseline and capacity needs assessment was done for each of the organisations individually which had to be the basis for the activities to be carried out on their strengthening during the project.

Summing up the results achieved, it is understandable that the progress was more obvious in the organisations that had a lower initial point of development. This especially refers to UCPD which through organised trainings, whether they were conducted by CARE International staff or hired external consultants, or through practical consultants' assistance, made an extraordinary step forward in the understanding of project management, creation of reports and generally in grant administration. Some of the organisations amended their procedures, for example Amica Educa created the Hiring procedure and procedure of engaging new persons, and the Protocol on the work of family counselling. Generally, it can be said that each of the organisations, although not in the same amount, received benefits through capacity building program. Although, as already mentioned, capacity needs assessment was done for each of the organisations, it was done rather uniformly, which led to frustration in bigger organisations. In this context, a couple of time during the interviews, the need to stress the individuality of each organisation more strongly in the process of creation of capacity building program was mentioned.

II Study Visit(s) to Czech Republic, for practical insight in the Czech best practices, exchange and learning

Study visit to Czech Republic was an opportunity for the partner organisations to get an insight into the practice, work, and also the problems that their Czech colleagues are facing. The visit was organised in a way that in spring 2019 three organisations paid the visit, and in autumn 2019 the other four organisations. The intention was that BiH organisations visit the organisations that have a similar mission and way of work and thus to get an opportunity to compare their work with other experiences.

Clearly it was very difficult to find the organisations with compatible missions and target groups, and despite the put effort, it was not always possible to respect this. However, regardless of this fact, it was interesting to see the organisations that operate in a different social context. It is interesting to stress that one of the main impressions is that the problems are similar and the work conditions, legislative frame, the position of beneficiary groups do not differ much. It could be said that this visit was for the Civil Society Organisations in Bosnia and Herzegovina a confirmation that regarding the quality and way of work they

are on the right road.

It should also be stressed that beside the impressions, the visit to Czech Republic brought concrete results to some organisations. Based on the experiences they saw in Czech Republic, Otaharin from Bijeljina started an initiative to organize a festival of Roma culture that will be held in Bijeljina, and also the advocacy campaign that Otaharin led on Roma language and culture is a direct result of the visit to Czech Republic. It is also important to mention Sarajevo open centre that established cooperation with Czech non-government organisation Prague Pride and which deals with the issues of LGBT population. And the product of this cooperation is the joint project with which the organisations go to Czech ministry of foreign affairs.

Each of partner organisations also had the obligation to accept a young person from Czech Republic temporarily (internally) who will volunteer for a certain period of time in the organisation itself. The experiences of the organisations related to this obligation are more than positive. Here we can hardly speak about it that these young people from Czech Republic could do some especially significant work in the organisation, although there are cases like Duga, where the assistance in the translation of the manual was quite significant, but the impression that they made, friendliness and readiness to help are to be remembered. And of course for the young people themselves this was a new experience that will help them in their future work.

III Design/update of strategic plans of 7 CSOs and their organisational policies

Strategic plans of all seven organisations which were partners in the project were either updated or new strategic plans were created and adopted. And here again, considering the current capacities of the organisations, there were differences in the process of strategic planning itself, and in what the organisations gained through the strategic planning process. For some, as UCPD Goražde, this meant entering a new field in which the future of the organisation is systematically created, and for some this was an opportunity to gain the answers to key questions of the strategic planning process.

I have to admit that at the beginning I had certain dilemmas about the consultants' assistance in the process of updating our plan. They came with some form of strategic plan and I did not know how it will function. But, we simply decided to give them a chance and it turned out well. I think that our strategic plan is improved in a quality and that it corresponds with our wishes and goals.

Aleksandar Bundalo
Executive director of Nešto Više

Some of the organisations as Sarajevo Open Centre already have a long and established practice of the usage of strategic planning and for them this was just incorporating in their regular practice. For some, although they had a strategic plan, this process was an assistance in reaching new knowledge in fact opening some new questions. An example is Duga to which the strategic planning process helped to start to think and move into the process of commercialization of a part of their services in a systematic way. The organisations had the assistance from hired consultants' houses in the creation of their strategic

plans. Naturally, the extent of the assistance largely depended on the level of development of institutional capacities. For example, Sarajevo Open Centre has had cooperation for a long time with a consultant from Ireland and in this case it did not need the assistance from the consultants hired by CARE International, but for other organisations this assistance was necessary and for some (UCPD) Goražde was fundamentally important. It is also important to draw the attention to Otaharin that started the process of creation of strategic plan for 2021-2025 and this pointing to the faults in the strategic plan by the consultants can be crucially important in the process to follow.

It has to be mentioned that this project initiated and encouraged partner organisations to start with the process of creation of regular operative annual plans which is by all means a considerable improvement. Experiences from the past show that strategic plans were too often just a letter on the paper and for this reason were a source of frustration and through introduction of operative annual plans their implementation is ensured.

IV Provision of grants to target CSOs, to support their development plans

We were practically facing the end of our activities, and then came Care international with its project, supported work in our workshops, provided additional training and now we work better than before.

Mirsada Ćulum
Executive director of UCPD Goražde

Just before the project Care international was to start we were in a bad situation, the donor that financed us for many years left and we were forced to reduce the activities and decrease the staff. The grant that we received from CARE international was just what we needed. And we have to stress that they fully understood our needs and helped us in a way that helped us to solve the problems and to reestablish the activities by which we are well-known.

Anka Izetbegović
Executive Director of Duga Sarajevo

We had a feeling that CARE international staff was there to listen to our needs and to move in the direction of our development ideas. They never imposed anything to us and this is really one of the true values of this grant.

Jelena Mišić
Executive Director of Budućnost Modriča

Resource education centre (REC) is something new that project CARE produced. It was opened on the location where Agroplan is situated (our enterprise) and was fully equipped with the support of Care international. It is extremely important for the education process.

Bojana Jovanović
Program Manager of Otaharin

The help that partner organisations received through grants for their development plans was crucially important. This is the estimation of all partner organisations without exception. For some of them these grants practically meant the chance for the continuation of their activities. What was especially stressed is that CARE International showed an extraordinary feeling for the needs of the organisations themselves, flexibility and readiness for true help. As it was stressed several times in the interviews that the evaluators conducted, simply the readiness of the donors themselves (Czech Republic Development cooperation) to finance through grants the true needs of the organisations of civil society was unique. Grants were used for different purposes, depending on the specificity of the organisation, for the procurement of equipment and material, or for the financing of facades on the structures that could be that way put into function.

It could be said that the organisations recognized their needs and CARE International followed them in it. This is by all means one of the biggest values of the project.

What has to be mentioned is that all development grants had to be connected with the strategic plan of the organisation and this way the strategic plan itself increased its significance. Practically, beside the real assistance in the field, these grants showed the organisations in a very descriptive and illustrative way the need for strategic thinking, as well as the significance that is given to strategic plans by almost all big donors.

V Young professionals/graduate students' deployment program

Engaging young people through this project of CARE International is by all means one of the success stories of the project. Strictly technically speaking, all seven organisation hired young people and these young people spent in them at least the period financed by CARE International. What is more important to stress is that for some of the organisations this opportunity to hire a person meant opening some completely

new opportunities, and quite obviously showed the need for the people of this profile. For example, thanks to this activity, UCPD for the first time had beside the lady director one more person who worked on project activities including reporting, keeping correspondence, updating web page and for the organisation itself this meant more serious work. After such an experience, it is not surprising that the person engaged through the project CARE International stayed in the organisation and is now in fact one of the pillars of the organisation.

Before this project we did not have the position of the media coordinator. The job was mostly done by project coordinators or project managers. By hiring a person on the position of media coordinator, the quality of work with the media was raised, the job of project coordinators was made easier and it proved that this position was necessary for the organisation. And of course it is extremely important that through this project we got a wonderful young person who can adequately respond to the work requirements.

Aida Malkić
Program Manager in Sarajevo Open Center

The organisation Nešto Više got a young agricultural engineer who with his expert knowledge made a considerable contribution to the development of their agricultural land in Mostar. And not only this, he managed, although this was his first encounter with such challenge, to work successfully with a specific target group as children with disability. He also stayed in the organisation, moreover through other projects he will be engaged for three additional years. Similar experience like Nešto Više had Otaharin from Bijeljina, their young agricultural engineer stayed in the organization to work until today. Also, Budućnost from Modriča kept the young professional to work within their organization.

It is interesting to say, that even those organisations with a large number of employees and rather developed capacities with the engagement of young people covered some of the positions that they had not had until then and this way significantly improved some of the segments of their work.

Definitely one of the reasons why this activity brought such significant result lies in the transparency of the hiring procedure which ensured that quality young people were selected.

Summing up the findings of the expected result Strengthened organisational capacity and management of 7 targeted civil society organisations (CSOs) in BiH according to evaluation criteria

Relevance: The needs of the organisations and methodology used for the achievement of this goal were very compatible and this is one of the biggest values. To meet the needs of the organisations through development grants and at the same time strengthen their capacities for their future activities was obviously a very good combination. Each of the organisations, looking at whole set of activities related to this expected result, could receive what they needed at that moment. Speaking about the development of the organisations, the fact is that the program of capacity strengthening (training, mentoring and coaching) was most useful to less developed organisation, but within the whole spectrum of activities practically each of the organisations could find something useful to them.

Efficiency: All activities planned in the project application were carried out in accordance with the plan and without difficulties. The fact that most of the activities within this expected result were carried out before pandemic of Covid-19 certainly made this process easier. Engaging external consultants in the process of capacity strengthening reached its full meaning. The cooperation between project team of CARE International and partner organisations was productive and of high quality. Flexibility and understanding shown by CARE International, not questioning the basic principles of the project at any moment, largely contributed that the activities were carried out by planned dynamics.

Effectiveness: All activities carried out within this expected result had their full meaning and made one coherent whole. It is important to repeat that beside trainings, mentoring and coaching, the activities as study visit to Czech Republic and engaging young professionals/graduate students proved to be very useful. This especially refers to engaging Young professionals/graduate students, which was very well accepted by most partner organisation. The fact that in 5 out of 7 partner organisations young people carried on working in them even after the financing by the project stopped is an illustration of the success of this activity.

Impact: Through the activities planned in this expected result the organisations got a solid foundation for their further improvement and stronger positioning within their beneficiary group and within the whole system whose task is care and work with marginalized groups. On well-built foundations, and a part of the credit for this certainly goes to this project, it is possible to have a proactive role in the building of the society that will systematically care about the status of marginalized groups.

Sustainability: Grants that helped development plans made it possible in almost all organisations to create foundations for long term future. It is extremely important that strategic plans, either new or only updated, clearly defined development goals and through operative plans a step towards their true implementation was made.

3.2 Expected result 2. Service provision of 7 targeted CSOs improved to meet the needs of their target groups

I Mapping of services the 7 CSOs provide to their beneficiaries

One of the initial steps in the activities related to the achievement of this expected result was mapping the future services that partner organisations ensure for their beneficiaries. Also, mapping was to identify the space in which organisations can expand their services and discover new services that can be market oriented. It should be stressed that the intention of this mapping was on market services that can contribute to the sustainability of the organizations. As a final result of this mapping the organizations got the analysis of the existing resources and recommendations for further operation, in fact directions in which they should move. We would like to remind that four organisations (Otaharin, Nešto Više, UCPD and Budućnost) established their own companies where they can make profit naturally within the rules and legislative norms related to this kind of business.

The opinions that we heard about how much these recommendations helped the organisation are different. Essentially, the biggest objection is that mapping did not discover anything new and that the recommendations were in principle just what the organisations themselves told the consultants. However, indisputably through mapping, systematization of services that the organizations provide was done and an overview was made which eventually can serve as a foundation for further thinking.

II Revision and enhancement of CSOs service portfolio and practice

Mapping of services of seven partner organizations essentially served to do a revision based on it of existing services and that the new services are put in function in accordance with the needs of beneficiary group.

In order to get as credible data as possible, the evaluators conducted a survey of beneficiaries and management of their seven partner organizations. It should be stressed that it was a challenge to do mapping of new services developed through this project, since CSOs use different approach to define their services, and the results from Baseline Report (2018) and Mapping of services (2019) are different.

Detailed report about the results of survey is in Annex 6. Here we will present only two tables that summarize the results of the survey of the management of partner organizations and beneficiaries.

Results of the survey assessing beneficiaries' satisfaction

Table 1: Partner CSOs service /activity portfolio and CSOs management attitudes regarding quality of services and communication with beneficiaries

| Partner CSO | Baseline Service Portfolio 2018 ¹ | Mapping of Services 2019 ² | New Services October 2020 | Satisfaction with the quality of services | Channels of informing beneficiaries about the services | Satisfaction with relationship and communication developed with beneficiaries |
|--------------------|--|--|---------------------------|--|---|---|
| AMICA EDUCA | 17 | 3 programs and 16 services within these programs | 6 | Very satisfied, but there is a possibility to improve the quality of our service | Direct contact, Media, Web page, E-mail communication, Facebook page + Instagram page, Meeting of Assembly member Amica Educa (open to the public). | Very satisfied, but there is a possibility to improve communication |
| BUDUĆNOST MODRIČA | 6 | 3 groups of services and 16 services within these groups | None | Very satisfied, but there is a possibility to improve the quality of service | Direct contact, Media, Web page, E-mail communication, Facebook page | Very satisfied, but there is a possibility to improve communication |
| DUGA SARAJEVO | 3 | 6 | 1 until June 2020 | Very satisfied, but there is a possibility to improve the quality of service | Direct contact, Media, Web page, E-mail communication, Facebook page | Very satisfied, but there is a possibility to improve communication |
| NEŠTO VIŠE MOSTAR | 1 | 2 main areas of services | 4 | Very satisfied, but there is a possibility to improve the quality of service | Direct contact, Media, Web page, E-mail communication, Facebook page | Very satisfied |
| OTAHARIN BIJELJINA | 5 | 3 programs and 6 services within these programs | 2 | Very satisfied with the quality of service | Mostly direct contact and phone calls | Very satisfied |
| SOC SARAJEVO | 4 | 5 | 1 | Very satisfied with the quality of service | Direct contact, Media, Web page, E-mail communication, Facebook page | Very satisfied, but there is a possibility to improve communication |
| UCPD GORAŽDE | 3 | 3 | 4 | Very satisfied, but there is a possibility to improve the quality of service | Direct contact, Media, Web page, E-mail communication, Facebook page | Very satisfied, but there is a possibility to improve communication |

Majority of partner CSOs have increased their service /activity portfolio in last three years. At beginning of project there were 39 services in total, and in October 2020, there are 18 new services based on CSOs management team's answers. The results show that CSOs service /activity portfolio increased by 46% by the end of the project in the period 2018-2020.

1 According to the report Baseline and CSOs Capacity Needs Assessment, 2018
2 According to the Final Report- Improving of Services of 7 target CSOs, LINK Mostar, June 2019

PROJECT PARTNERS:



Table 2: Measuring the beneficiary's satisfaction of the services and beneficiary's attitudes regarding quality of communication and relationship with between management team and beneficiaries

| Partner CSO | Baseline beneficiaries satisfaction of CSOs services 2018 ³ | Number of beneficiaries fulfilled questionnaire | Beneficiaries satisfaction with the quality of services October 2020 | Willingness to pay for certain services | Satisfaction with relationship and communication developed with beneficiaries | Channels of getting information about the services |
|--------------------|--|---|--|---|--|---|
| AMICA EDUCA | 2,5 | 17 | 4,8 | 10 yes, 7 no | Mostly Very satisfied, few answers very satisfied but there is possibility for improvement | Mostly direct contact, Media, Web page, E-mail communication, Facebook page. Few of them are using more E-mail and Facebook |
| BUDUĆNOST MODRIČA | 2,5 | 32 | 4,9 | No | Very satisfied, few answers very satisfied but there is possibility for improvement | Mostly direct contact, few of them also web page, Facebook and e-mail |
| DUGA SARAJEVO | 2,5 | 36 | 4,9 | 26 no 10 yes | Satisfied, very satisfied, very satisfied but there is possibility for improvement | Mostly direct contact, Facebook, E-mail |
| NEŠTO VIŠE MOSTAR | 2,5 | 11 | 4,9 | 9 yes 2 No | Very satisfied but there is possibility for improvement | Mostly direct contact, Media, Web page, E-mail communication, |
| OTAHARIN BIJELJINA | 2,5 | 38 | 4,8 | 35 No 3 yes | Satisfied, very satisfied, very satisfied but there is possibility for improvement | Mostly direct contact and media |
| SOC SARAJEVO | 2,5 | 5 | 4,8 | No | Very satisfied, few answers very satisfied but there is possibility for improvement | Mostly direct contact, Media, Web page, E-mail communication, Facebook page. |
| UCPD GORAŽDE | 2,5 | 4 | 4,8 | No | Very satisfied but there is possibility for improvement | Mostly direct contact, Media, Web page, E-mail communication, Facebook page. |

Beneficiaries' and clients' satisfaction with CSO services increased from 2,5 to 4,8 or 4,9 on the scale from 1 to 5. The results show that level of beneficiaries' and clients' satisfaction with CSO services is raised by 52% in the period 2018-2020.

The willingness of beneficiaries to pay for certain services varies from organization to organization, depending of the profile and background of their target group. For example, in Amica Educa, DUGA and Nesto Više there are more beneficiaries who are willing to pay for organization services than those who cannot pay for services. In other organizations, most of beneficiaries or all beneficiaries are not willing to pay for services.

The tables above are definitely one of the crucial indicators of success, but these are only numbers. Behind each of these tables there are stories about beneficiaries, work and the needs that organisations meet with their work. The evaluators had the chance to talk with beneficiaries and they heard successful and sometimes very moving stories about them. For example, occupational therapy carried out by Nešto Više in the Association for children with difficulties, where they use work on the cultivation of fruits and vegetables as a method. Or in UCPD where when the pandemic Covid 19 started they began the production of masks

3 According to the report Baseline and CSOs Capacity Needs Assessment, 2018

PROJECT PARTNERS:



It is incredible with how much joy the children expect the workshops organized by Nešto Više. They work on the soil, they learn the basics, they are joyful. It is wonderful to see when our child eats an orange and then runs to throw the peel in the compost because they learned it from people from Nešto Više.

Danijela Kegelj

president of the Association Vedri osmijeh that works with children with difficulties

Now I have two homes. One is where I live, and the other is Amica. I feel both as mine.

Beneficiary of services Amica Educa

I can only say that I educated my children through Otaharin and their daycare center and I am grateful for this.

Beneficiary of services of Otaharin

for Bosnia-Drina canton, and as a proof that they were successful in this they received recognition from the Cantonal headquarter of civil protection. Then, Otaharin with its story about the education of Roma population and activities they invest in their integration in the community, the efforts that Duga puts into the processes of inclusive education and the resistance they are facing. Amica Educa and their workshops, Budućnost and work with victims of violence in the community and of course Sarajevo Open Centre which practically became the leader of the struggle for the rights of LGBT population.

Creation of business plans for social enterprises

Four organizations founded enterprises that deal with social entrepreneurship. They are Budućnost, Otaharin, Nešto Više and UCPD. Three of these enterprises deal with agriculture and placement of the products they produced themselves on the market, while UCPD has a workshop that

deals with the production of different items, among others already mentioned masks. What is crucially important to stress is that these very development grants, that were spoken about, largely helped these enterprises to either continue their work or to create additional conditions for the improvement and expansion of their activities.

As an additional help in the process of strengthening of these enterprises and entering the market, each of these enterprises made its own business plan. The issue of social entrepreneurship is in Bosnia and Herzegovina completely unregulated, which is a serious impediment to stronger placement on the market. The creation of business plans for most of the organisations was a first time opportunity to systematically look at all elements of the market, encounter actual calculations related to the costs, the price of product, target market and similar. How much these business plans will live in reality, and how realistic they are, the time will show. However, it is important that the creation of business plans, in other words one systematic approach to market, gained its validity in the organisations and it is believable that they will become a permanent instrument in the processes of creation of the future of enterprises and their sustainability.

III Promote best practice of CSO initiatives and effective service provision

As already stressed, the evaluation showed that there are really good examples of practice that should be promoted. Not only for partner organisations but for civil sector in general which is with every individual success strengthened as a whole, and also for beneficiary groups and the whole broad public. At the end of 2019 the external expert -graphic design company was hired to produce the best practice brochure in cooperation with 7 project partners. Design of brochure allowed its print as document of all 7 project partners but also as separate sheet to be delivered to each project. It is planned that at the end of 2020 a new brochure will be published in which seven different success stories will be updated. As the activity itself is not yet completely finished, it is hard to estimate what it will really bring to the organisations. What is certain is that this approach has its meaningfulness, especially when the organisations have something to offer to the public through their stories.

Summing up the findings of the expected result Service provision of 7 targeted CSOs improved to meet the needs of their target groups

Relevance: The meaning of existence of one civil society organisation is to respond to the needs of their beneficiary group. This is where the expected result is positioned and its relevance is undoubted. It could be said that this result is pervaded by the whole project idea of strengthening the organisations in the context of their more quality work with beneficiary groups. It is extremely important that through achieving this expected result and through the enterprises whose founders are some of the partner organisation they entered the field of social entrepreneurship which in near future can be a big chance for civil society organisations.

Efficiency: As in the whole project, the planned activities were done in a quality and appropriate manner. Mapping of all seven organisations was done and despite certain objections to its quality it provided a good foundation for the development of new services, which eventually proved to be successful. A very similar assessment goes to the creation of 4 business plans (as planned) which for most of the organisations and enterprises meant to think about and prepare themselves for the market for the first time.

Effectiveness: The survey of the management and primarily the beneficiaries of the services of 7 partner organisations in fact answer this question best. The fact that the number of services offered by 7 partner organisations increased by 46% and that the beneficiaries assessed their satisfaction with the services they receive by 52% higher speaks for itself. This opens the possibility for the expansion of services but also for thinking about their market orientation. For some of the organisations this was the first time to enter some different areas of work or to work with different beneficiaries and this was by all means a challenge for them. It proved that this was a challenge they could deal with.

Impact: Impact that is brought through achieving this result should eventually be the strongest. The expansion of services and raising the quality means a bigger number of beneficiaries, better care for beneficiary group, stronger influence in the community and an open road to sustainability. It is pretentious to say that even now this big impact is visible, although some segments can already be noticed. For example, a bigger number of beneficiaries in almost all partner organisations.

Sustainability: To work in quality manner, offer wide choice of services that the beneficiaries need, and through all this establish themselves in the community is the best way to sustainability. It can be said that in this case, sustainability is just a logical consequence of achieved benefits within this expected result.

3.3 Expected result 3. 7 targeted CSOs have strengthened their advocacy position and improved policies in specific areas of their mandate

I Design/update communication and advocacy strategies of the target CSOs.

The approach to the media and cooperation with the media, in general issues of public advocacy were something new for us. We simply did not have enough time to deal with these issues and the project accelerated some processes that we were not aware of we need and that could not get their turn.

Selma Aličić
Executive Director of Amica Educa

All seven organisations updated or for the first time created communication & advocacy strategy. And this is another concrete result of the project. What should be stressed is that in the context of advocacy all organisations did not have and will not fundamentally have the same approach to advocacy. Some of the organisation did not see advocacy as a part of their mission, while in others advocacy is practically the essence of their work. In this context, the strategies themselves had a different effect on the organisations. For some of the

organisations that already had created strategies this project was an opportunity to amend it and improve in some elements, while for the others this was practically introduction into a completely new field of work.

I had a feeling that during Pandemic of Covid we even worked more productively. We would start with work immediately, the concrete tasks and there was no wasted time. For me it was a pleasant surprise how all this functioned via online communication.

Adi Đulić
Consultant Web-IN

The analyses that were done in several different projects in the previous years showed that the implementation of strategic documents of any level and within any field is the biggest problem and source of frustration.

For this reason, it is crucially important to connect Communication and advocacy strategies with the activities of public advocacy that were carried out within the project and were supported by the project. For

some of the organisations this was just a sort of structuring of the processes that they were already doing but now they received the shape and name.

Using communication techniques and new media, primarily social networks, is one of the segments where there was a considerable improvement. All partner organisations which, with the assistance of consultants, updated their Facebook page and some of them started work on some other social networks, e.g. Instagram. This way the work of the organisations was approached to the beneficiaries and broader public. The assistance from the consultants that the organisations received was extremely important in the process of raising the level of skills related to publishing of articles, creation of directed messages, messages oriented to market, therefore a whole spectrum that was necessary to them. The way of work was mostly direct work of consultants with each of the organisations and generally it can be said that the system of coaching was more efficient than classic trainings. It is necessary to say that the work on raising the level of communication skills was marked as very successful by almost all organisations.

A part of the activities within this expected result was carried out during pandemic Covid-19 which was a

special challenge for each of the participants of the project. However, it can be said that thanks to modern technology, on-line applications and primarily the wish of the organisations to progress this process carried out almost without any difficulties.

II Enhance advocacy mandate and initiatives of targeted CSOs: information exchange and networking, policy dialogue meetings, foster cooperation with media

In the process of creation of indicators for inclusive education it proved that the participation of the representatives of Duga was very useful. They brought the experience from the field, contact with beneficiaries and practically without them it would be impossible to do anything. And their voice was respected and appreciated by the institutions of the system.

Sevdija Kujović
Executive director of the Association Life with Down syndrom FBIH and partner in process of development indicators

As it was already mentioned several times, seven partner organisations that participated in the project were very different, in their missions and in the activities that they carried out. And the attitude towards advocacy was also very different. For some of the organisation advocacy was practically core activity (SOC) and some organisations did not see themselves in the advocacy field. This project did not make of them new advocacy CSOs but it showed them that within their scope of work there is room for them to be active participants of advocacy process. Moreover, not only that they have room but also an obligation to

Sometimes we from the institutions of power have a feeling that we are unjustly attacked that we do not want to cooperate with non-government sector. And it is just that we need partners who know the needs of their beneficiary groups and who can present them in a realistic way, as they do in UCPD in Goražde.

Samira Drakova
Assistant Mayor of Goražde

Through projects supported by CARE International a number of important initiatives were started that will be in the end a part of the process of changing social reality. We will mention just some of the most important initiatives and results achieved by partner organisations in this period:

- Intensive work on adoption of Local Gender Action plans in different municipalities and cantons (Sarajevo canton, Hercegovina -Neretva canton, the municipality Živinice) in which Sarajevo open centre, Nešto Više, Amica Educa participate
- Budućnost signed two new protocols on the cooperation with the subjects of protection and prevention and struggle against domestic violence with the municipalities Vukosavlje and Brod
- DUGA representatives participated in the development of indicators for inclusive education within the Agency for Preschool, Primary and Secondary Education as well as in the commission drafting the Law on preschool, primary and secondary education in Sarajevo Canton
- Advocacy activities carried out by Otaharin related to the status of Roma minority
- The participation of UCPD in the creation of the analysis of the proposal for the improvement of the system with the final goal to be closer to ICF (International classification of functioning of health and disability)
- UCPD got Canton support for free dypers for its 10 beneficiaries, to be placed on essential list for supply by the Canton.

As already said, these are only some of the initiatives and activities that partner organisations carried out during the project. What is maybe even more important than the results are the strengthened awareness that a quality change is possible only through their active participation. The number of initiatives, the meetings that partner organisations started towards the institutions of power is really big. Initiatives are seen in

numerous meetings that were held with the representatives of power and persons from public institutions that work within the issues related to their mission. It seems to us, that more important than the number of meetings is their stronger credibility with the decision makers. It has to be said that, generally speaking, the attitude of the institutions towards civil society organisations is changing and a new space is opening for them to become a true participant of the process. What was clear throughout the whole process is that the quality of cooperation with the institutions of system depends on the capability of the organisations themselves, their connection with beneficiary groups and opportunity to articulate their interests in the right way.

Summing up of the findings of the expected result 7 targeted CSOs have strengthened their advocacy position and improved policies in specific areas of their mandate. (CSOs) in BiH according to evaluation criteria

Relevance: Although some of the partner organisations did not think that they are organisations whose primary segment of work is advocacy, the process of strengthening their advocacy capacities led to considerable change in this opinion. In fact, it proved that it is almost impossible to avoid public advocacy if you want to work truly for the interests of the beneficiary groups. The fact that for a part of the organisations this project opened space for entering the arena of public advocacy makes this expected result so relevant.

Efficiency: All activities from the plan of activities were carried out in a quality and appropriate way. The cooperation of the organisations with chosen consultants was more than good. A part of activities was carried out in the time when pandemic Covid-19 started and even then the project did not suffer, primarily thanks to the readiness of the organisations to continue the activities despite difficult conditions, and to the chosen consultants who found adequate ways of communication with the organisations.

Effectiveness: Coherence of project activities within this expected result was very visible. The creation of Communication and advocacy strategy was the foundation on which the other activities followed. Simultaneously with the creation of key strategic document there was a process of capacitating the organisations themselves for the stronger use of communication tools. Carried out actions of public advocacy as a product of previous activities (strategy and training) are the best proof that each of the mentioned activities has its logics and was well placed within the project.

Impact: More active participation in advocacy processes and stronger presence in the processes of solution of problems of marginalized groups is the key impact that the achievement of this expected result brings. To move from a position of object to the position of subject within the processes that are conducted is the ultimate goal of civil society in BiH. And the ability to clearly articulate the interests of beneficiaries, the possibility that the ideas that civil society organisations promote reach everybody, starting with beneficiaries, different stakeholders and finally the institutions themselves is what the project, more precisely the achievement of this expected result brought to them.

Sustainability: Strengthening advocacy capacities created foundation for a stronger step forward of the organisations towards the public institutions. This is especially important because for the great majority of partner organisations partnership with the power in other words recognition of their role in the processes of protection of marginalized groups is a road to self-sustainability of the organisations and the services they provide for their beneficiary groups. Another important element is the higher level of communication skills especially in the context of using modern communication services, primarily social networks which are becoming a key part of modern communication in all segments of social life.

4 Cross-cutting issues

4.1 Partner meetings and cooperation

During the whole project except the period of pandemic Covid 19 (when it was held via zoom application) semi-annual meetings of CARE International and partner organisations were regularly held. It should be stressed that there was a practice that the meetings are held by turns in some of the towns from which some of partner organisations came from. The organisation would practically take the role of the host, would among other things, organise the visit to the premises of their organisation, and take the opportunity to introduce others to their activities. What was in a way innovative is that these meetings were also used for promotional purpose, so local media were invited to the meetings and there was also announcement for the media. This was especially important for the organisations in whose town the meeting was held and this way they gained additional credibility. Of course, the informative character of the meeting had its meaningfulness, simply these were the only occasions to hear the information how the project is progressing in other organisations. However, it seems, and this was heard in the interviews with the organisations, that it might have been more productive that the meetings sometimes had some thematic or problem sessions.

Regarding the cooperation between partner organisations that participated in the project, the cooperation was good and without problems. Unfortunately, we have to stress that in almost all organisations we heard that the common synergy which actually makes it possible for the voice of civil society to be stronger and more unified was not achieved in this project. Of course, the goal of the project was not to network or similar nor the project application planned activities in this field, but the impression is that it is pity that this opportunity was not better used in this sense. The comprehensiveness of the project, extremely large number of activities, orientation to strengthening of own capacities, and of course diversity in the level of development and missions of each of the organisations were mostly reasons why this synergy did not happen. This does not mean that there was no cooperation, there are very good examples where the organisations cooperated really well. A very illustrative example is the organisations Nešto Više and Amica Educa which with a joint project applied to European Union and this was the first time that these organisations cooperate in an institutional way. Also, Otaharin and Sarajevo Open Centre had a very good cooperation in the area of struggle against discrimination. It can be said that informal ways of communication are established and this energy simply has to be structured in one common product. During the evaluators' visit to Duga the evaluators saw that in this time of Covid their employees use masks produced by UCPD Goražde and this was one likeable example of already mentioned informal communication and mutual respect.

4.2 Promotional activities

All planned activities related to the promotion of the project were done. Create is the project motto and logo used in different occasions and communication materials. Also, at the very beginning of the project a leaflet was created which was distributed to partner organisations that again used it in the carrying out of their activities.

In order to publicize properly the project achievements, the project engaged external consultants and companies and their main task was to ensure media coverage of the events related to the project and also the work on press clipping which was related to the project in general and to the activities of partner organisations.

It is necessary to mention that all rules related to the promotion of the project were respected by partner organisations although this was sometimes difficult primarily in external communication due to co-financing of project activities by other donors.

In general, promotional activities contributed to the visibility of the project, the presence of partner organisations in the community where they operate was increased and we can freely say that they considerably contributed to the success of the project.

4.3 Gender and application of gender policy in the organizations

In November 2018 and March 2019 CARE organized training workshop for partner CSOs about CARE's Gender Policy and Policy on Protection from Sexual Exploitation and Abuse and Child Protection and the training was facilitated by CARE Gender Equality Program Coordinator. According to the findings in Baseline Report, looking at the number of women that are fully employed by these organizations (57,7%), number of female beneficiaries (67,8% in 2017), the management (71,4% managed by women) and types of services and programs that these organizations implement, it could be said that all 7 organizations are gender sensitive. Also, according to the findings in Baseline Report in 2018, two organizations provide services directly to women (Buducnost manage the safe house and Amica provides psycho-social assistance). Other organizations work with specific marginalized groups (Roma, people with disabilities, LGBTI, children with difficulties) but at least 50% of their clients are women.

At the moment when the Final evaluation was conducted in October 2020, main findings were that gender equal participation plays an important role in the implementation of activities, all the organizations are gender sensitive and they are working to improve access to services for women.

For example:

- Amica Educa developed over time one of the programs which include two type of services -socio economic strengthening of women and prevention of gender based violence, but also this organization is having person employed for gender projects. The organization Amica Educa cooperates with Gender Equality Commission of the TK for educational support to the members of the commission, Elementary and secondary schools in the Tuzla Canton (such as Primary School "Solina" Tuzla) on prevention of gender-based violence, prevention of youth violence, psychosocial support for pupils and their families. Also Amica Educa worked on the implementation of projects focusing on empowerment of women in Tuzla and Živnice and activities focusing on gender based violence in Tuzla community in 2019, and developed network with CSOs operating in Tuzla and preparing for the celebrations of the International Women's Day on 8th March resulted in acknowledging publicly the issue of violence against women within families. Besides that, Amica Educa was facilitating a two-day training on gender mainstreaming (Establishment of gender equality mechanisms) for representatives of institutions in the City of Živnice related to the creation of a gender action plan that will serve as a basis for further implementation of gender equality in their institutions and a representative of Amica Educa was appointed as a member of the Working Group for the development of the Gender Action Plan of the City of Živnice in 2020.
- Otaharin Bijeljina besides the active work on Roma related issues, is also proactive in promotion of the healthy life styles, gender equality and human rights of the LGBTI population in line with values and standards fostered by the Organisation. The Organisation has cooperation with organisations such as Organisation "XY" and similar, but also supporting Association of Roma Women from Bijeljina especially in 2020. Otaharin also did gender mainstreaming into their strategic plan.
- Budućnost Modriča advocates the equal treatment of all members of society in the public and private spheres through the appointment of social problems and the fight against marginalization and discrimination and any other type of violence. During the period 2018-2020 Budućnost reported a very significant success for their organization, as well as for others working on the protection and prevention of domestic violence. For example, their advocacy efforts were successful at the National

Assembly of the RS held its session on September 27, 2019. unanimously adopted the Proposal on Amendments to the Law on Protection against Domestic Violence and Budućnost emphasize here the commitment of MP Gordana Vidović (former director of UG Budućnost) whose initiatives and proposals regarding this law have been adopted.

- SOC Sarajevo is recognised as an advocacy organisation with capacity to advocate for and to bring institutional, legislative and policy change in the domain of human rights of women and LGBTI people. In 2019 and 2020 the organisation reached an agreement on holding meetings with civil society organizations which actively participated in the development of the gender action plan (Local Democrats Foundation, Association XY, Sarajevo Open Center and CURE Foundation). Together they agreed on priorities, terminology and actively participated in the implementation of the gender action plan, in cooperation with the GAP Canton Sarajevo Implementation Coordination Committee.
- Nešto Više introduced gender equality as a new area of work, they are members of the Working group for the development of the Local Gender Action Plan of the Herceg Neretva Canton in 2020. Nesto Više was also working in the period 2019-2020 on the project "Support to the development of Gender Action Plans" in 6 municipalities/cities: Banovici, Cazin, Zivinice, Han Pijesak, Rogatica, Teslic.

Therefore, the project "Enhancing social protection by empowering CSOs in Bosnia and Herzegovina" included CSOs that promote gender equality and assist women discriminated against, or had survived gender based violence (GBV), and all the organizations are gender sensitive and they are working to improve access to services for women.

5 Organizational challenges related to the running of the project

Project team of CARE International consisted of two persons, project manager and Grants and Technical Assistance Coordinator who was engaged only on the third of the project. For the project of this size and duration we would say insufficient number, even knowing that the other CARE International staff was there to help. However, regardless of this fact, the project progressed smoothly, without big difficulties and problems in the implementation itself. Beside the clearness of the project, the project team of CARE International (in fact two people that ran the project) is most responsible that all the activities were carried out in accordance with the plan. These are only some of the statements about CARE project team that we heard in the interviews:

Extraordinary energy; understanding that we had from the project team is something that made this project different; there were frustrating moments but then we would receive a mail from Branislav and we knew that behind everything there was a good will and wish to help and it was easier; I liked it most when I would send a mail late at night and receive the answer immediately.

The process of cooperation with the organisations was transparent and the organisations had the insight into the current activities, through semi-annual meetings, visits to the organisations by CARE International project team, and via e-mail communication. The biggest disadvantage was that the organisations were not sufficiently included into planning, or in other words, did not always know in advance the steps to follow. This sometimes caused frustration on the side of partner organisations, primarily in the context of incorporating new activities in already existing obligations.

One of the new things that CARE International applied was that the organisation of work with the consultants (mentoring, coaching) was largely left to the organisations themselves. CARE International would hire the consultants, connected them with the organisations and then the organisations and the consultant

would agree upon the dynamics and way of work themselves. This proved to be a very good strategy; it made the work easier for already small CARE International staff, and also addressed a part of the responsibility to the organisations themselves.

6 Conclusions and recommendations

A) CONCLUSIONS

The presented analysis provided sufficient input to make certain conclusions related to the achievement of the goals planned in the project and the assessment of the whole project. The evaluation criteria set in ToR and Evaluation framework were the basis on which the conclusions were made.

Relevance: Methodology and principles on which the project was based were simple and meant strengthening of the capacities of the organisations, assistance through grants, and introduction of the organisations into the field of public advocacy as an arena where fundamental changes were made. What made this project unique is that it responded to the needs of partner organisations in the right way, in fact in this case of target group. partner organisations were satisfied with the quality and implementation of the project.

The diversity in the strength of institutional capacities and the missions themselves made the project even more complex, and in a way more challenging. This diversity caused that every segment of the project was not accepted by all organisations in the same way. In fact, the organizations' capacity and their development in the context of the number of employees, previous budgets, number of implemented projects was in some organisations (primarily developed ones) the key difference and some of the activities caused the frustration in some of the organisations, in conditionally speaking, more developed ones. This primarily refers to the area of capacity strengthening in the context of reporting, managing the finances, developing the systems of policies and procedures. On the other hand, this theme (reporting, financial management) was crucially important for some organisations.

Strategic documents created through the project, strategic plans and strategies of communication & advocacy created the foundation for some different thinking about the future of the organisations. Regardless of the fact that most organisations had strategic plans, and a part of them had communication & advocacy strategy, this was an opportunity to, with the consultants' assistance, think about future in a different way, and it can be said that most of the organisations took this opportunity. Also, social entrepreneurship, as a relatively new space for the civil society organisations, in this project had a chance to profile itself and to try to impose itself as an idea which can be useful both for beneficiary groups and the organisations themselves.

And it is very important that public advocacy was one of the key elements of the project. Although some of the organisations do not see themselves as advocacy organisations, the project and the initiatives that were conducted showed them that there is room for them too in the arena of public advocacy. Moreover, not only that room exists, but they have the obligation towards their beneficiary groups to include themselves in the processes like legal regulations and similar.

Efficiency: The project was very complex, intensive and demanded full cooperation of partner organisations and also professionalism from CARE International project team. All planned activities were done in accordance with the dynamics from the project application. Even the pandemic Covid 19 did not disturb the project team in carrying out of project activities, moreover it motivated the project team and partner organisations and external consultants to find the new ways of communication and they were successful in this.

As already mentioned, the project was intensive especially for partner organisations. One of the characteristics of the project was wide engagement of external consultants. The consultants' participation in the project was by all means crucially important, especially in some segments of the project as strategic planning, communication, public advocacy. On the other hand, it has to be said that this large number of consultants

sometimes caused some confusion in the organisations, and sometimes there was the impression, we are quoting one of interviewees, one consultant starts the job, the other one finishes it.

CARE International project team established excellent relations with partner organisations and this is definitely one of the reasons of the success of the project. Flexibility in approach, understanding, communication were key elements of these relations and this was recognized by all organisations, without exception.

Transparency was one of the principles of the project, but it has to be stressed that in most organisations' opinion there was a need for bigger participation of the organisations in the planning activities.

Effectiveness: The number of beneficiaries was increased, the total number and in all partner organisations. According to the data received through the survey carried out within the evaluation process, the choice of services was expanded by 46%, the clients' satisfaction with the services increased by 52%. These are only some of the indicators of the success of the project. It has to be said that the coherence of project segments and their compatibility contributed to the fact that indicators planned in project application and by log frame were not only achieved but also surpassed. Development grants that had connection with created or updated strategic plans created the foundation for the expansion of activities and also for raising the quality of services. As already mentioned, the readiness of Care international and donors to accept and support, without any additional conditions, the needs that the organisations themselves expressed was of key importance. It is very important to stress that 4 enterprises whose founders were partner organisations received, through development grants and through consultants' assistance, the actual help in the creation of business plans, tools and necessary means to make a new, bigger step towards successful existence on the market.

In a way, the success achieved through the engagement of young graduates in the organisations is a pleasant surprise. The fact that five out of seven organisations got long-term engagement shows that this activity had its full purpose. What is interesting is that some of the organisations through the engagement of young graduates recognized some empty space in their capacities and in this way they solved this problem.

Raised level of organisations' participation in the processes of public advocacy and generally their participation in the creation of legal regulations and environment in the area they deal with. Some of the organisations really did significant jobs through initiatives of public advocacy, for example, in the area of inclusion, women's rights etc. In the solution of problems in gender policies the organisations that were not part of this project were included.

Sadly, the project did not connect the organisations sufficiently so that they could operate jointly. Joint work of the organisations was not something planned by the project, but having in mind the whole situation in BiH civil sector and generally in society joint work brings the benefits and it should be used whenever possible.

Impact: In long term, this project should be another little milestone in the process of improvement of systematic care of marginalized groups and the positioning of Civil Society Organisations as an important partner/stakeholder in these processes. The organisations became more aware of their abilities and the responsibilities that they have towards their beneficiary groups. The project also led to some different thinking within beneficiary groups, it initiated ideas about market value of certain services in some organisations, in others it opened the door of some new beneficiary groups and all this will have a positive impact on the work, scope and quality of services offered by BiH civil society.

Sustainability: The project as a whole has in itself the idea of self-sustainability. To strengthen the capacities of organisations, to think strategically, to meet the true needs of beneficiaries, strengthen the quality of services provided, to be a part of the process of changes in the legislative framework and in the end to adequately communicate with the whole public are the key elements of self-sustainability. In this context the project drew the roads that lead to self-sustainability of both project results and the organisations themselves and the services they offer to beneficiary groups. Through development grants the project enabled partner organisations to overcome certain difficulties or it created the conditions for the future step forward, and the responsibility for future work and sustainability of project results is primarily on the organisations themselves.

B) RECOMMENDATIONS/LESSONS LEARNT

Considering the findings of the team of evaluators, it is clear that the project succeeded in its basic intention and as such can be undoubtedly being evaluated as a successful project. The evaluators' team would like to stress that recommendations that it will present should be primarily seen as an additional incentive to think about these issues:

- The methodology on which the project was based, in fact strengthening of institutional capacities of the organisations and concrete help through grants proved to be very successful. Having this in mind the team of evaluators think that the methodological approach, with adequate adding, should be kept.
- The recognition and the acceptance of Civil Society Organisations' needs by CARE International and the donor itself through development grants is something that made this project unique. The evaluators encourage CARE International and donors to keep this approach which among other things means trust in the organisations themselves and accepting the fact that they know best what is necessary to them to improve their work conditions.
- Different levels of development of partner organisations in themselves imply different needs for trainings, in general, education related to institutional strengthening. In this context it is advisable to think about making the program of capacity strengthening (tailored made capacity building) even more specific regarding the needs of organisations. The evaluators are aware that this is technically a demanding task, and that it also has in itself numerous risks, but one of the possible ways to overcome them is bigger inclusion of partner organisations in the planning of activities.
- Consultants' services were one of the crucial elements of the project. But, considering the big number of consultants' services and the fact that it sometimes caused additional confusion among organisations themselves, it would be good to think about less frequency of the consultants and where it is possible to join Terms of Reference and to engage fewer consultants but with a bigger scope of work.
- Evaluation process showed that the organisations prefer coaching and mentoring over classic and usual trainings. This does not mean that classic trainings do not have their purpose any more but it is advisable that a different and more personalized ways of education have advantage.
- It would be good if partner semi-annual meetings last two days and that they, beside their informative function, offer the possibility for some thematic sessions related to the position of marginalized groups or some social processes concerning marginalized groups. We believe that this would provide an opportunity for strengthening of the feeling of togetherness and synergic action of the project itself.
- One joint concrete activity in which all partner organisations will participate is welcomed by all means from the point of view of strengthening of togetherness between partner organisations and also as a message to broad community.
- Social entrepreneurship and its development should be one of the focuses of future projects. Marketing with all its specificities, work on legal regulations related to social entrepreneurship are only some of the areas in which there is considerable room for work.
- It is still necessary to support the actions of public advocacy and the evaluators think that it is a very good practice to connect the actions with Communication & advocacy plan since by doing this strategic thinking about all such activities gains its value.

Gratitude

The evaluation team would like to express its gratitude primarily to the Mr. Branislav Tanasijević and Ms. Aida Musa and to the management and staff of all partner organizations for the excellent preparation of the mission in terms of the prepared documentation necessary for the evaluation process, constructive discussion and organization of meetings that have been held with the beneficiaries. Also, the evaluators would like to express their gratitude to the all persons who took their time to meet and to discuss the

Project issues with the evaluators.

We hope that the observations and the recommendations of the evaluation will facilitate the improvement of the work of CARE International in BiH itself as well as the partner organizations and indirectly future activities of the whole community.

7 Annexes

7.1 Terms of reference

TERMS OF REFERENCE FOR CONSULTANCY FOR FINAL PROJECT EVALUATION

"Enhancing social protection by empowering CSOs in Bosnia and Herzegovina"

Consultancy period: 14th September to 15th December, maximum 25 working days.

About CARE and the project

CARE International is a federation of international non-governmental organizations implementing programs fighting poverty and social injustice in more than 90 countries throughout the world. CARE's aim in the Balkans is to achieve the recognition and fulfilment of social, economic and political rights of vulnerable and marginalised groups, thus contributing to sustainable peace in the region.

CARE's project "Enhancing social protection by empowering CSOs in Bosnia and Herzegovina" contributes to strengthening social welfare and social protection services, as well as access to rights and enhanced social inclusion for the most marginalised and vulnerable populations. Poor economic performance and high unemployment rates cause shocks in the country's social welfare system largely effects the socio-economic position of all citizens, however, the most vulnerable are exposed to poverty. The state and non-state service providers are under-capacitated and underfunded to fully meet the needs of the most deprived populations.

The goal of the project is to professionalize and enhance the mandate and the role of selected civil society organizations (CSOs) in Bosnia and Herzegovina by strengthening their organizational capacities to provide services to vulnerable populations and by improving their position to actively contribute to the design and implementation of relevant policies. The project is implemented by CARE International, which has vast experience in capacity development of CSOs and advocacy in cooperation with CSOs for various causes in BiH.

The following project results/outputs are expected:

Output 1: Strengthened organisational capacity and management of the seven targeted CSOs in BiH.

Output 2: Improved service provision of seven targeted CSOs to meet the needs of target groups.

PROJECT PARTNERS:

PROJECT PARTNERS:

Output 3: Enhanced advocacy position of the seven targeted CSOs to effectively contribute to the design and implementation of relevant policies.

Target group/beneficiaries - the project is targeting staff of the following seven CSOs:

Amica Educa, Tuzla – CSO providing educational and psychosocial services to citizens and non-formal education and social inclusion of marginalized groups.

Budućnost Modriča is focused on the promotion and protection of women's and human rights and work on women economic empowerment.

Društvo ujedinenjenih građanskih Akcija (DUGA), Sarajevo - an association providing psycho-social, educational and rehabilitation services for children, youth and parents.

Nešto Više, Sarajevo HQ, Mostar and East Sarajevo, seeks to improve the social status and socio-economic inclusion of marginalized populations, also providing persons with disabilities and others employment and income generation opportunities through a social enterprise.

Sarajevski otvoreni centar (SOC), Sarajevo, is association advocates for access to rights and the social inclusion of lesbian, gay, bisexual, trans and intersex (LGBTI) people and women.

Udruženje građana za promociju obrazovanja Roma "Otaharin", Bijeljina, engages in the socio-economic inclusion of Roma minority, including support to the inclusion of Roma children and youth.

Udruženje oboljelih od cerebralne paralize i distrofije Bosansko-podrinjskog kantona Goražde, is a citizens' association that provides support to persons with cerebral paralysis and muscular dystrophy.

Purpose of the consultancy

As the project is at its final (third) year of implementation, a final evaluation (for all three project years) will be undertaken on all major project topics, context and activities and against the logframe indicator levels set within the baseline. The evaluation is expected to combine desk review of project documents, including the Baseline Study and regular monitoring data and existing documents from various resources (official, civil society data, shadow reports, media reporting etc.) with qualitative and quantitative field research, which is expected to be undertaken through interviews, group discussions and eventual polls with the target CSOs, their beneficiaries and stakeholders of importance for the implementation of the project (local, entity, national).

CARE is looking to engage a proficient external expert(s)/company/organisation to undertake the final evaluation, working in communication with CARE Project Manager and Program Coordinator of CARE's socioeconomic program, with inputs and feedback by CARE Gender Program Advisor. The external expert engaged for the evaluation will produce the Final Evaluation Report that will contain findings of the process and recommendations for eventual future programmatic engagement in similar actions.

Consultancy tasks:

- Design **final evaluation** plan and survey tools, based on the objectives and the log frame indicators of the project, in communication with CARE PM.
- **Review relevant project documents**, as well as general reports, policies, strategies, studies, and surveys about the project and consultancy. Synthesize the information for the Final report, thus provide a portrayal of the project achievements in the wider context of the society of Bosnia and Herzegovina, having in mind the needs of the deprived populations on the one side and the currently available social services on the other.
- Undertake a **field research**, employing qualitative and quantitative data collection methods necessary

to obtain relevant and required information, i.e. interviews with main stakeholders, focus group discussions etc. (adjusting the data gathering methods to fulfil all protection measures related to the COVID-19 pandemic). Particularly, conduct a **survey assessing beneficiaries' satisfaction** with the services provided by each of the seven target CSOs, to be compared with similar data from the beginning of the project.

- Provide the **final evaluation data** on all project log frame indicators for measuring the project's effectiveness and project impact during and after the completion of the project.
- Design and deliver a **one-day workshop** (in local language) with the project staff and project partners, for debriefing on preliminary findings of the Final evaluation and discussing implications on the implementation and instalment of the evaluation recommendations into future project interventions.
- Prepare and submit a well-structured **Final Evaluation Report** in perfectly written English, 25-30 pages (Executive summary up to 2 pages, main report, conclusions and recommendations up to 4 pages, and with Annexes), to be submitted to the CARE Project Manager.

CARE's Responsibilities

- Provide necessary information and documentation on the project. Agree on the work plan with the Consultant.
- Coordinate with partner organisations and the Consultant during the entire preparation and realisation of the task.
- Provide logistical support to the Consultant necessary for the realisation of the tasks, other than travel logistics (travel and accommodation costs for the fieldwork envisaged should be included in the Consultants' bid).

Consultancy deliverables

- Detailed methodology and plan for implementation of the Final evaluation.
- Qualitative and quantitative field data collected.
- Beneficiary satisfaction survey for each of the seven target CSOs.
- Presentation of the main Final report findings and recommendations regarding the project planning to the project team and project partners as a debrief one day workshop.
- Final report in perfectly written English (up to 30 pages, plus Annexes) as follows:
 - executive summary (2 pages), main Study findings (approx. 13 pages) and conclusions with recommendations for future project planning (5 pages).
- Mandatory Annexes to the Final Report:
 - Log frame matrix of the project updated with final evaluated values for all indicators (both qualitative and quantitative);
 - Questionnaires, other data collection tools.
- Timely hand-over to CARE the entire original quantitative and qualitative data documentation collected, in hard copy originals and via E mail pdf files, for the purposes of the consultancy, upon the final report acceptance and prior to the payment.

Schedule:

The Consultant will be engaged for 25 full consultancy days, over the period 14th September to 15th December 2020, according to the following timetable:

| Action | Responsible | Date |
|--------------------------------------|------------------|-------------------|
| Submission of bid (electronically) | Consultant | by 7th Sept 2020 |
| Contract signing, initial agreements | CARE, Consultant | by 14th Sept 2020 |
| Deadline for realisation of the task | Consultant | by 15th Dec, 2020 |
| Submission of the Consultancy report | Consultant | by 15th Dec, 2020 |

Payment schedule:

| | |
|---|--|
| First payment 25% of contracted amount, not later than 31th October | Beneficiary satisfaction survey for each of the seven target CSOs. |
| Second-Final payment (75% of contracted amount) | Upon the approval of the Consultancy report by CARE |

The detailed payment schedule will be outlined in the Consultancy Contract. The Payment will be carried out in line with all necessary documentation as per CARE's administrative procedures (time sheets, consultancy report, etc).

Required qualification of the Consultant:

CARE invites individual experts, expert teams, NGOs and agencies, experienced in project evaluations in the context of a CSOs development project, to submit their bids and present in details their relevant expertise, experience, division of work and responsibility levels/responsible persons (in case of teams or agencies).

The successful candidate will have:

- Multi-year professional experience in project evaluation , research (qualitative and quantitative), and data analysis.
- Good knowledge of the CSO scene in Bosnia and Herzegovina.
- Relevant Masters University degree. Demonstrated knowledge of the BiH social system and alternative models of social protection and services.
- Knowledge of key principles of social/cooperative entrepreneurship and/or direct long-term involvement will be an asset.
- Demonstrated experience in working with authorities in BaH at all levels(local, regional, entity, cantonal and State).
- Acquaintance with the economic situation in the project locations.
- Excellent level of English (written English level C2 with proven experience in English written reports) and local languages
- Good presentation skills, demonstrated experience in workshop organization.
- Excellent communication skills, flexibility, reliability.
- Ability to meet deadlines.

The Consultant's bid/application must include the following:

1. Consultant's Curriculum Vitae (preferably in EU format) and professional portfolio, with detailed information relevant to the required qualifications.
2. Draft consultancy plan – implementation plan (schedule) for the consultancy.
3. Bid/financial offer: The Consultant shall suggest a daily fee/rate in BAM per consultancy day. (Transportation, food and accommodation costs should be included). There is no standard format for the bid.
4. Appendix 1 – filled in Identification Form (form provided by CARE).

The received applications will be evaluated against the following criteria:

| REFERENCE / EXPERIENCE | METHODOLOGY/ APPROACH | KNOWLEDGE / SKILLS | BID |
|--|---|-------------------------|-------------------|
| (consultant(s)' experience with similar tasks / subject) | (effectiveness of the planned methodology for the task) | (relevant to the tasks) | (value for money) |

THE APPLICATION BID MUST BE SUBMITTED IN ENGLISH!

Interested candidates are invited to apply to:

Via post to CARE International, Balkans, Hasana Kaimije 11, 71000 Sarajevo

OR via email to: shalkic@care.ba

Closing date for application submission is September 7th, 2020, 15:00 (CET).

We thank all applicants for their interest. Only selected applicants will be contacted. For any additional information concerning the application, please contact:

Branislav Tanasijevic, Project Manager – btanasijevic@care.ba

In Sarajevo, 14th August 2020.

7.2 List of documents used in evaluation process

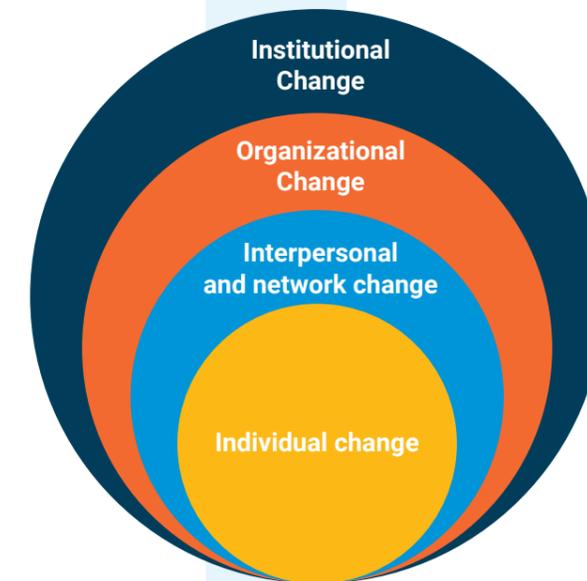
| No | Document |
|----|---|
| 1 | Project proposal |
| 2 | Logical Framework |
| 3 | Baseline and CSOs capacity needs assessment report |
| 4 | Midterm project evaluation report |
| 5 | Final Report narrative for grants under Czech Development Agency for 2018, 2019 and first half of 2020 |
| 6 | Semi-annual meetings reports for 2018, 2019 and 2020 |
| 7 | Press clipping reports for 2018, 2019 and 2020 |
| 8 | CEDES Final report on Design/update of Strategic plans for 7 target CSOs |
| 9 | Report of completion of consultancy engagement to support project partners in a segment of their project organized capacity building concerning preparations for deployment of young graduated students in their organizations |
| 10 | CARE training workshop materials in administrative policies (HR, finance, procurement), organizational documentation (including job descriptions, performance management tools, staff development plans) and a particular training in CARE's Policy on Protection from Sexual Exploitation and Abuse and Child Protection and Gender Equality |
| 11 | Consultancy Report on Business Plans Design for Target CSOs |
| 12 | BTA Final Report on Consultancy to review CSOs web sites and install recommendations from Communication and Advocacy strategy |
| 13 | CEDES Consultancy report for enhancing administrative and financial capacities of 7 target CSOs |
| 14 | INFOHOUSE Final Consultancy Report for Communication and advocacy strategies of targeted CSOs |
| 15 | LINK Final Report on Mapping and improvement of services of 7 target CSOs |
| 16 | WebStudio Final Consultancy Report on Media communication for the target CSOs |
| 17 | Needs Assessments Reports for each 7 target CSOs |
| 18 | Communication and Advocacy Strategies for each 7 target CSOs |
| 19 | WebStudio First Consultancy Report on Communication and advocacy strategies in 2020 |
| 20 | Terms of References for other consultancy assignments in 2020 |
| 21 | Application forms and project proposals for in-kind and development grants for each 7 target CSOs for 2018, 2019, 2020 |
| 22 | Narrative Reports from Project implementation of in-kind and development grants for each 7 target CSOs for 2018, 2019 and 2020 (first half) |

7.3 Evaluation Framework

FINAL PROJECT EVALUATION

“ENHANCING SOCIAL PROTECTION
BY EMPOWERING CSOS
IN BOSNIA AND HERZEGOVINA”

Evaluation Framework



September 2020

Client: **CARE International, Balkans**

Consultants: **Mirna Dabić Davidović & Zlatko Sarić**

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 - 2.4 List of the documents for desk study
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Project background

Introduction

The project “Enhancing social protection by empowering CSOs in Bosnia and Herzegovina” is implemented by CARE International, which has vast experience in capacity development of CSOs and advocacy in cooperation with CSOs for various causes in BiH.

The project “Enhancing social protection by empowering CSOs in Bosnia and Herzegovina” was expected to contribute to strengthening the weak social welfare and social protection as well as access to rights and social inclusion for the marginalized and most vulnerable.

Poor economic performance and high unemployment cause shocks in the country's social welfare system which largely effects the socio-economic position of citizens, especially most vulnerable and marginalized. The state and non-state service providers are under-capacitated and underfunded.

The project sought to protect the most vulnerable population groups, but also to provide benefits for all BiH citizens. Hence the goal of the project was to professionalize and enhance mandate and role of civil society actors (CSOs) in Bosnia and Herzegovina by building their capacities to provide services for marginalized and vulnerable population and by enabling them to actively participate in design and implementation of relevant policies.

Target group/Partners: 7 pre-selected CSOs with proven record of providing support, assistance and protection to the vulnerable population beneficiaries: Otaharin, NeštoViše, Budućnost, SOC (Sarajevski otvoreni centar,) Duga, UPCD, Amica. These are reputable organizations at the BiH's market, recognized among target beneficiaries, communities as well as the government.

Project duration: April 2018 – December 2020

Logframe as the basis for creation of evaluation report

Project application and logframe were the basis on which the whole evaluation process and the evaluation report will be based. The observation of the achieved results through previously determined indicators opens the space for gaining adequate answers to the questions how effective, relevant and efficient the project was and how much it created foundations for long-term sustainability of project results. At the same time, logframe provided guidelines for the selection of methods, techniques in the process of collection of data that will be used in the creation of evaluation report.

The table below (practically the logframe with added columns that will be filled in during the process) present the direction of the creation of evaluation report as well as the scope and quality of data to be presented in the evaluation report.

Evaluation process

Evaluation Goals and Objectives

As stated in the Terms of Reference, the CARE's project "Enhancing social protection by empowering CSOs in Bosnia and Herzegovina" is at its final (third) year of implementation, a final evaluation (for all three project years, 2018-2020) will be undertaken on all major project topics, context and activities and against the log frame indicator levels set within the baseline. The evaluation is expected to combine desk review of project documents, including the Baseline Study and regular monitoring data and existing documents from various resources (official, civil society data, shadow reports, media reporting etc.) with qualitative and quantitative field research, which is expected to be undertaken through interviews, group discussions and eventual polls with the target CSOs, their beneficiaries and stakeholders of importance for the implementation of the project (local, entity, national). The evaluation will provide an opportunity to capture findings of the process and recommendations for eventual future programmatic engagement in similar actions.

Following the basic theoretical and practical principles of the evaluation process, five basic criteria for the project evaluation will be applied. These criteria match the key questions from Terms of Reference. They are:

- **Relevance.** The relevance of the project to the BiH integration process and appropriateness of the project methodology, i.e.: Was the chosen approach appropriate to reach the goals related the project component and to have an impact on target groups? What worked well and why? How does the target group see the changes brought by the project?
- **Effectiveness.** An assessment of the project contribution in achievement of envisaged goal; Has the project achieved its objectives and its planned results and to what extent? What are the project outcomes – positive and negative, planned and unplanned? Which are the main reasons identified to have affected the success and the deviations from the project plan?
- **Efficiency.** The quality of coordination and communication between the project stakeholders and interaction between project partners and key stakeholders, i.e.: Was there an appropriate system of management and communication in place to support project staff? Was there an appropriate logistics system in place, considering the difficulties of the region's topography? How well has the project implementation been following the agreed plans for activities, reporting and dialogue? What has been the level of preparedness and response from project partners to fulfil their expected roles in the implementation? How has the coordination worked from the project partner side? Has the communication flow in the project been sufficient to support a smooth implementation? What were the challenges and how they have been addressed? What could have been improved in order to strengthen the dialogue between the project partners and expedite the necessary measures to avoid delays?
- **Impact.** What are the overall effects of the intervention, intended and unintended, long term and short term, positive and negative?? Is there a specific approach identified that can be followed also in the future?
- **Continuation of support(Sustainability).** Assessing the likelihood of benefits produced by the Project to continue to flow after external funding has ended

Methodology

The final evaluation is based on the usage of project application and logframe as the basic instrument both in the creation of project application and in the assessment of the achievements. The usage of logframe as the evaluation basis creates preconditions for the success of the evaluation process and at the same time

ensures the continuity of learning process. Methodology that will be used in making endeavours to meet requests as stated in ToR and goals as set up will be a combination of several methods being usually used during the evaluation process. The methodological approach will ensure wide-scope data, both regarding the quality and the quantity, and also create a basis for their analysis and making recommendations and conclusions. While maintaining independence/ neutrality, the evaluation will be carried out using a participatory approach, which seeks the views and inputs from all groups of beneficiaries and stakeholders.

The Evaluation Framework is defining key evaluation questions and indicators that need to be addressed, as well as tools that will be used - guides for semi-structured interviews with different stakeholders, guide for focus groups with project beneficiaries, questionnaire assessing beneficiaries' satisfaction, that will serve as a guide while making an interview covering the focus areas of the evaluation as stated in the ToR. In accordance with ToR requests, basic pathway while designing semi-structure questionnaire for interviews with stakeholders, guidelines for focus groups, questionnaire assessing beneficiaries' satisfaction will be searching for answers related to the issues related to the effectiveness of change, challenges, results sustainability and impact of the programme, as well as strategic directions and methods for future programming. The evaluation will conform to OECD/DAC's Quality Standards for Development Evaluation. By combining multiple data sources, methods, analyses, or theories, evaluators seek to overcome the bias that comes from single informants, single methods, single observers or single theory studies.

The evaluation will be conducted by a team of evaluators with long-term experience and knowledge in carrying out evaluations, research (qualitative and quantitative), and data analysis, as well as the knowledge of the civil sector. This approach will ensure different types of expertise and experience to the task. Different views and perspectives discussed among team members will enrich the quality, objectiveness and depth of the final assessment. Complementary knowledge and skills in expert areas ensures that all segments of the evaluation are done in a professional and quality manner.

Work plan and activities

Start-up meeting and discussion of the assignment and specific expectations with CARE project staff:

This meeting with CARE project staff will provide consultants with additional information and directions regarding the evaluation process, goals and outputs, methodology and key questions, clarifying activities to be undertaken and responsibilities of all involved in this process, stakeholders to include in the evaluation process.

Desk study:

As foreseen by the ToR, all necessary project documentation will be reviewed in this phase in order to get an all insight into all aspects of the evaluation and to serve as a foundation for development of the Evaluation plan. This process includes an initial desk study of available and relevant project documentation - proposals and reports of realized and ongoing projects as well as general reports, policies, strategies, studies, and surveys about the project and consultancy, including the Baseline Study and regular monitoring data and existing documents from various resources (official, civil society data, shadow reports, media reporting etc.)

Development of the Evaluation Framework/plan:

The evaluation plan will include analysis of the Theory of change with clearly defined qualitative and quantitative assessment indicators, a detailed field activity plan, and detailed guides for semi-structured interviews, focus groups and questionnaires.

Interviews:

As one of the most significant methods within research of data and writing of final report, interviews will

be made with key persons within the project such as: CARE Project team, management and staff of seven CSOs, representatives of the stakeholders of importance for the implementation of the project (local, entity, national), participants in project activities and similar. Interviews with at least 20 persons will be conducted during the evaluation process. It is not highly necessary to make individual interviews, however one will endeavour for such interviews to be made with the persons from different levels within the project management, from partner institutions and stakeholders. This is particularly important because one has to take into account diverse socio-economic background and possibility for comparison.

Focus groups /group interviews:

By its nature, focus group is such a method that should provide open discussion and possibility of expressing the views of participants. For all the fields being subject of the evaluation to be covered from different angles, focus groups will be organised with direct project beneficiaries i.e. the target groups of the Partner Organisations aimed at obtaining relevant information, primarily about the project impact, its concrete benefits, how much the project has been rooted within the beneficiary group and in the community, as well as, about the level of cooperation between the project personnel and beneficiary groups. It is planned to hold at least 4 focus groups primarily with the project beneficiaries from different environments/backgrounds. The intention is to gather citizens/individuals of different profiles in focus groups who could provide relevant opinion on the project impact. Also focus groups will be guided through facilitated discussions on clearly defined topics to gather information about the opinions of the target group about the project efficiency, effectiveness and relevance. Focus groups will approximately take 60 minutes and will be attended by 6 to 12 people.

Survey assessing beneficiaries' satisfaction/Questionnaire:

With the intention to include as many participants as possible during the evaluation and to gain information from different sources and different surroundings and to conduct a survey assessing beneficiaries' satisfaction with the services provided by each of the seven target CSOs, to be compared with similar data from the beginning of the project the Evaluators will create the questionnaire which will be delivered by e-mail to all relevant beneficiaries. The basis for the creation of the questionnaire will be the findings gained during desk review and also CARE project management team will be consulted. The basis will be a questionnaire developed by another consultancy agency and used in 2019, with a few additional questions. The reason why evaluators will use similar questionnaire is to make a comparative analysis of the results of the survey assessing beneficiaries' satisfaction in 2019 and 2020. There are two types of questionnaires - one for beneficiaries and another for organization's management team.

The list of the persons to whom the questionnaire which is part of a survey assessing beneficiaries' satisfaction should be sent will be agreed upon with CARE project staff.

Preparation of Draft Evaluation report:

Upon gathering of all the relevant information, it will be started with writing of draft evaluation report (including final list of documents reviewed). Given a rather large volume of the documentation and information to be provided over the field visits to be further analysed and composed as a one whole that will meet the ToR requests, this phase will be crucial part of the evaluation. Draft Evaluation report will provide also the final evaluation data on all project log frame indicators for measuring the project's effectiveness and project impact during and after the completion of the project. Draft report will contain all of the key elements of the report including recommendations and conclusion and it will serve as a foundation for creating final report. The report will include an executive summary (max. one page) with key findings, conclusions and recommendations. Draft Evaluation report will be in English. After its completion the Draft report will be sent to CARE project staff in order to solve possible dilemmas through possible suggestions and additional inputs and also so that the report itself gains on its clearness and strength.

Designing and delivering a one-day workshop (in local language) with the project staff and project partners: This workshop will be organized for debriefing on preliminary findings of the Draft evaluation and discussing implications on the implementation and instalment of the evaluation recommendations into future project interventions.

Final Evaluation report finalization and submission:

All acceptable suggestions and comments given by CARE project staff and project partners discussed during one-day workshops will be incorporated into the Final report. Final Evaluation report will be submitted to the CARE Project Manager.

Final Evaluation report will consist of interpretations, assessments and recommendations. Interpretation will figure out what the evaluation findings mean. It will draw on information and perspectives that stakeholders brought to the evaluation. The facts about a program's performance will be interpreted to understand their practical significance. Assessments, as statements about a program's merit, worth and significance, will be formed when findings and interpretations are compared against one or more selected project standards.

Team of consultants will timely hand-over to CARE the entire original quantitative and qualitative data documentation collected, in hard copy originals and via E mail pdf files, for the purposes of the consultancy, upon the final report acceptance and prior to the payment.

Note: Field visits to some selected locations should be considered if the Covid-19 situation allows, while some regions can be covered through virtual interviews (Zoom, Skype, telephone and similar).

| Activities | No of working days | No of working days per Consultant 1 | No of working days per Consultant 2 | Period |
|---|--------------------|-------------------------------------|-------------------------------------|---------------------------------------|
| Start-up meeting | 1 | 0,5 | 0,5 | 14 September 2020 |
| Desk study | 3 | 1,5 | 1,5 | Not later than then 23 September 2020 |
| Development of the Evaluation plan | 2 | 1 | 1 | Not later than 30 September 2020 |
| Field research (Interviews and focus groups) | 6 | 3 | 3 | 1 – 30 October 2020 |
| Field research (Beneficiary satisfaction survey for each of the seven target CSOs) | 1 | 0,5 | 0,5 | 1 – 30 October 2020 |
| Writing Draft Evaluation report | 7 | 3,5 | 3,5 | Not later than 13 November 2020 |
| Delivering a one-day workshop (in local language) with the project staff and project partners | 1 | 0,5 | 0,5 | Not later than 27 November 2020 |
| Writing and submission Final report | 4 | 2 | 2 | Not later than 15 December 2020 |
| TOTAL WORKING DAYS | 25 | 12,5 | 12,5 | |

List of the documents for desk study

During the preparation phase and before field visits, CARE project staff should submit the following documents to the evaluators:

- **Project proposal**
- **Logical Framework (LFA)**
- **Reports for donor (annual, semi-annual, monthly)**
- **Baseline Study**
- **Midterm evaluation report**
- **Minutes taken at relevant meetings with 7 CSOs/partner organizations**
- **Reports from the relevant trainings and other consultancies (for all three years- 2018, 2019 and 2020)**
- **Relevant studies and surveys such as Survey assessing beneficiaries' satisfaction and similar**
- **Project proposals and reports from in-kind and development grants implemented in 7 partner CSOs**
- **Promotional and media outreach materials**

In addition to these documents, evaluators can request documents such as minutes from meetings, media archives, developed promotional materials, photos of project activities, evaluations of participants, etc. during field visits from partner organizations.

Stakeholders Involvement in Evaluation Process – Operational plan for field visits

| Stakeholder | Description | Method | Place | Proposed dates |
|---|---|--|----------|----------------|
| CARE project staff | Project Manager, | Start up meeting | Sarajevo | 21.09.2020 |
| Društvo ujedinjenih građanskih Akcija (DUGA) | Management team (Executive director and Project Coordinator- contact person for CARE) Representatives of local public institutions/ governmental officials (if relevant for CSO) Young professionals/graduate students (if relevant) Group of project beneficiaries (6 to 12 people) | Interview Interview Interview Focus group | Sarajevo | 14.10.2020 |
| Udruženje oboljelih od cerebralne paralize i distrofije Bosansko-podrinjskog kantona | Management team (Executive director and Project Coordinator- contact person for CARE) Representatives of local public institutions/ governmental officials (if relevant for CSO) Young professionals/graduate students (if relevant) Director of socially responsible company Group of project beneficiaries (6 to 12 people) | Interview Interview Interview Focus group | Goražde | 21.10.2020 |

| Stakeholder | Description | Method | Place | Proposed dates |
|---|--|---|---------------------------------------|---|
| Udruženje građana za promociju obrazovanja Roma "Otaharin" | Management team (Executive director and Project Coordinator- contact person for CARE) Representatives of local public institutions/ governmental officials (if relevant for CSO) Young professionals/graduate students (if relevant) Director of socially responsible company Group of project beneficiaries (6 to 12 people) | Interview Interview Interview Interview Focus group | Bijeljina | 23.10.2020 |
| Udruženje građana Budućnost | Management team (Executive director and Project Coordinator- contact person for CARE) Representatives of local public institutions/ governmental officials (if relevant for CSO) Young professionals/graduate students (if relevant) Director of socially responsible company Group of project beneficiaries (6 to 12 people) | Interview Interview Interview Interview Focus group | Modriča | 19.10.2020 |
| Sarajevski otvoreni centar (SOC) | Management team (Executive director and Project Coordinator- contact person for CARE) Representatives of local public institutions/ governmental officials (if relevant for CSO) Young professionals/graduate students (if relevant) Group of project beneficiaries (6 to 12 people)-if possible | Interview Interview Interview Focus group | Sarajevo | 20.10.2020 |
| Amica Educa | Management team (Executive director and Project Coordinator- contact person for CARE) Representatives of local public institutions/ governmental officials (if relevant for CSO) Young professionals/graduate students (if relevant) Group of project beneficiaries (6 to 12 people)- if possible | Interview Interview Interview Focus group | Tuzla | 20.10.2020 |
| Nešto Više | Management team (Executive director and Project Coordinator- contact person for CARE) Representatives of local public institutions/ governmental officials (if relevant for CSO) Young professionals/graduate students (if relevant) Director of socially responsible company Group of project beneficiaries (6 to 12 people)- if possible | Interview Interview Interview Interview Focus group | Sarajevo HQ, Mostar and East Sarajevo | 19.10.2020 |
| Consultants | CEDES, Link, Infohouse, Webstudio, Slavko Simić, Lejla Ramić-Mesihović | Phone/skype interview | | 1 day in the period from 26-30.10.2020 |
| Project beneficiaries | Beneficiaries who are users of different services in each partner CSO | Questionnaire assessing beneficiaries' satisfaction | / | To be sent on 4.10. and deadline for fulfilling questionnaires will be 27.10.2020 |

Precise dates for conducting interviews and detailed timetable will be subsequently agreed with the evaluation participants.

Partner organizations will take care of all logistical issues (inviting participants and organizing their travelling as needed, ensuring rooms for focus groups). In selection of the participants of the focus groups partner organization should pay attention of diversity and ensure following criteria in selection process:

- participants diverse activities organized in different periods (period 2018-2020)
- participants from rural and urban areas
- disability/ gender / national / ethnic balance (if appropriate)

Guides and questionnaires for data collection: The evaluators have prepared several types of guides for semi-structured interviews, as well as questionnaires for project beneficiaries involved in the project, with whom we will not have the opportunity to talk through personal contact. Questionnaires will be distributed and processed by evaluators.

Logistics & Cooperation with CARE project staff

CARE project staff will:

- Provide the contact person that will have permanent communication with consultants
- Provide necessary information and documentation on the project
- Agree on the work plan with the Consultants
- Coordinate with partner organisations and the team of consultants during the entire preparation and realisation of the task
- Provide logistical support to the team of consultants necessary for the realisation of the tasks, other than travel logistics.

Note: Potential challenges in performing the required Services might be current situation with Corona Pandemic. Due to the current situation with Corona Pandemic, the Timeframe and methods used for collection of data might be reviewed in consultations with CARE project staff.

Final product of the Final evaluation

The final report in the English language will present the key findings and lessons learned, and provide recommendations for further carrying out of project activities, in order to ensure efficiency and relevance in carrying out and effectiveness and sustainability of project results.

The report will have 25 to 30 pages at most (plus annexes), and will contain the following chapters:

I Executive summary

II Program background

- 1.Introduction into the project
2. Social context
- 3.Description of partner organizations

III Evaluation process

- 1.Evaluation purpose and objectives
- 2.Evaluation methodologies and tools

3.challenges in evaluation process

IV Findings-progress achieved

Expected result 1. Strengthened organisational capacity and management of 7 targeted civil society organisations (CSOs) in BiH

- 1.1 Efficiency in carrying out of activities
- 1.2 Achieved effects of the project
- 1.3 Relevance of project activities
- 1.4 Sustainability of project results

Expected result 2. Service provision of 7 targeted CSOs improved to meet the needs of their target groups

- 2.1 Efficiency in carrying out of activities
- 2.2 Achieved effects of the project
- 2.3 Relevance of project activities
- 2.4 Sustainability of project results

Expected result 3. 7 targeted CSOs have strengthened their advocacy position and improved policies in specific areas of their mandate.

- 3.1 Efficiency in carrying out of activities
- 3.2 Achieved effects of the project
- 3.3 Relevance of project activities
- 3.4 Sustainability of project results

4. Cross-cutting issues

- 4.1 Partner meetings and cooperation
- 4.2 Promotional activities
- 4.3 Gender and application of gender policy in the organizations

5. Organizational issues related to the running of the project

VI Conclusions and recommendations

Annexes

1. Terms of reference
2. Evaluation Framework
3. List of documents used in evaluation process
4. List of participants in the evaluation process
5. Statistical processing of the questionnaire
6. Log frame matrix of the project updated with final evaluated values for all indicators (both qualitative and quantitative);

Annexes

Guidelines for Semi-Structured Interview with Partner Organizations/targeted CSOs

EFFECTIVENESS

1. In your opinion what are the main components of the project? Describe?
2. What is new that this project brings in the area of the issues of marginalized persons in BiH? What makes it different from other projects?
3. The assessment of achievements related to the expected result: "Strengthened organisational capacity and management of 7 targeted civil society organisations (CSOs) in BiH"
 - a. Were planned activities carried out in accordance with the operative plan? What were the obstacles and challenges and how did you respond to them?
 - b. Were there any changes in the realization of planned activities /strategy? Why? What was the impact of these changes on the expected results?
 - c. The significance of the creation of strategic plans and how are they used in practice?
 - d. Did hiring trainees help you in the process of capacity building? Did you get from them what you expected and did they and how did they become an integral part of the organization even after the end of their trainee period?
 - e. What to do and how to go further on? Lessons learned and recommendation?
4. Assessment of achievements related to the expected result: "Service provision of 7 targeted CSOs improved to meet the needs of their target groups"
 - a. Were planned activities carried out in accordance with the operative plan? What were the obstacles and challenges and how did you respond to them?
 - b. Were there any changes in the realization of planned activities / strategy? Why? What was the impact of these changes on the expected results?
 - c. How much and in what way did grants help you to expand your portfolio and to raise the quality of services you offer?
 - d. Did the number of beneficiaries increase? Do you have any statistical indicators? If yes, how much did the project influence this increase?
5. What to do and how to go further on? Lessons learned and recommendations?
6. Assessment of achievements related to the expected result: "7 targeted CSOs have strengthened their advocacy position and improved policies in specific areas of their mandate"
 - a. Were the planned activities carried out in accordance with the operative plan? What were the obstacles and challenges and how did you respond to them?
 - b. Were there any changes in the realization of planned activities / strategy? Why? What was the impact of these changes on the expected results?
 - c. From your point of view, assess the importance of creation and adoption of Communication & advocacy strategy. Is it and how is it implemented in practice?
 - d. Relations with the institutions of the system? Did the project help to improve these relations and how?
 - e. What next and how to go further on? Lessons learned and recommendations.
7. Did the project result in the improvement of equal opportunities for men and women?

8. Did the partner organization strengthen its capacities to carry out gender based projects? Explain how.
9. Please summarize the main achievements of the project so far – are there noticeable changes that can influence the beneficiary group?

EFFICIENCY

10. Was the information provided at the beginning of the project sufficient to fully understand your responsibilities and obligations in carrying out of this project?
11. How do you assess the consultants' assistance received during the project? What was most useful and why?
12. Quality and purposefulness of the trainings you attended?
13. Did the visit to the Czech Republic bring you some new knowledges and which ones? Be specific.
14. Visibility of project results in the media (number of reports, variety of media houses)? Recommendations.
15. What are the reporting procedures and how satisfied are you with them? Should something be changed?
16. How satisfied are you with the flow of information and the ways of making decisions related to the project? Should there be any changes?
17. Generally speaking, how do you assess the cooperation with Care International?

RELEVANCE

18. Appropriateness of the chosen strategy and activities in solving defined problem? What had most influence and what had least influence so far on the achievement of expected results?
19. Synergy with other (similar) projects? Overlapping?
20. How does the broad community see the project / recognize its meaning? How do people show this?
21. In your opinion, what are the biggest strengths of the project? Weaknesses?

SUSTAINABILITY

22. What do you think are the key conditions for the sustainability of results (sustainability elements for all three project results)?
23. Do you recognize some social, political and economic trends that could be important for the realization of the project?
24. What are the biggest risks that can endanger the sustainability of project results? How can you respond to these challenges?
25. During the project were there any joint activities of partners, that are not related to the carrying out of this project?

Final question: If you had the opportunity to develop this project again, what would you do differently?

Guidelines for Focus Groups with project beneficiaries

1. What do you know about the partner organization?
2. What do you like in work of the organization?
3. How were you involved in work of the partner organization? What type of service do you use?
4. What did you expect? What happened?
5. What participation in these activities/project brought to you? Is there any change (knowledge, skills, attitudes, behaviour)?
6. How would you rate the quality of the services you use in the organization?
7. How would you rate the relationship that the organization developed with the target group?
8. How much and in what way is the organization recognized in the community especially among beneficiaries (target group)? How is it manifested?
9. Which type of service is the most recognized in the community? What are the real effects of partner organization work in the community and how to recognize them?
10. How would you rate the website/Facebook page and their social media sources that the organization uses to communicate with the target group and community? How often do you visit the website/Facebook page etc.? Recommendations?
11. Do you know about any campaigns run by the organization for influencing decision making actors in the community? Have you been involved and how? Partner organization as a link between government institutions and civil sector dealing with target group?
12. What are the potential needs of beneficiaries (target group) to be possibly met by the partner organization in the future?
13. If you were in situation to create and implement the project activities/to provide services, what would you do in a different way?

Guidelines for Semi-Structured Interview with representatives of local public institutions/governmental officials

1. How well are you introduced to the project and how are you involved in it?
2. What is your opinion on the role of the organizations of civil society in the area of social rights and protection? Where do you see their role?
3. Did you have a chance to cooperate with a CSO so far and what are your experiences?
4. Your assessment of the quality and variety of services offered by CSOs. Do you think that the improvements in the CSO you are cooperating with are visible in the last three years? If yes, where is this improvement most visible?
5. What is it that CSOs do not have and that would make the institutions of the system accept them as a relevant factor?
6. Do you have any recommendations for future project and in what ways could the system institutions be included in them?

Guidelines for Semi-Structured Interview with Young professionals/graduate students

1. What do you know about the partner organization?
2. How did you found out about the public call for hiring Young professionals/graduate students?

3. How were you hired for this job? Please explain selection process.
4. What was your job? Was the Job Description clear enough?
5. Did you receive any mentoring support during your work? How did you manage your work?
6. Did you finish your job? Would you stay in the organization and how long?
7. What did you learn from this process? Is there any change (knowledge, skills, attitudes, behaviour)?
8. If you were in situation to create and implement the recruitment process of Young professionals/graduate students, what would you do in a different way?

Guidelines for Semi-Structured Interview with consultants

1. Was the consultants' task that you were assigned sufficiently precise and clear?
2. What is your assessment of the cooperation with project staff of Care International?
3. How would you assess the readiness of the organizations for cooperation with the consultants?
4. What do you think is the biggest achievement within your consultant's task?
5. What were the biggest difficulties and how did you overcome them?
6. Your assessment of how much the results of your work will be applied in the organization?
7. From the consultant's point of view, what else, that was not covered by consultants' services this time, would targeted CSOs need?

Questionnaire assessing beneficiaries' satisfaction

The basis for these are questionnaires developed by another consultancy agency (Link) and used in 2019, with a few additional questions. The reason why evaluators used similar questionnaire is to make a comparative analysis of the results of the survey assessing beneficiaries' satisfaction in 2019 and 2020. There are two types of questionnaires: a) for beneficiaries and b) for organization's management team.

a) Example of questionnaire for beneficiaries of the Association of citizens "Buducnost".

Within the project "Enhancing social protection by empowering CSOs in Bosnia and Herzegovina", implemented by CARE International Balkans and funded by the Government of the Czech Republic, part of our work was to improve the services provided by the organization "BUDUĆNOST", Modriča.

In order to have a more complete view and insight into the perception of you as a beneficiaries of the quality of services we provide, please take a few minutes of free time and fill out a short survey. Please make your answers as realistic as possible and point out to us all our possible omissions so that we can eliminate them in our future work. The suggestions and attitudes you will express by completing our survey will certainly help us to improve our work in the future.

You filled out a similar survey in 2019, and in order to do a comparative analysis of the results on the improvement of services provided by our organization in 2020, please fill out the survey this time as well.

Your data will be used exclusively for the analysis of measuring the beneficiary's satisfaction of the services of the Association FUTURE, within the project "Enhancing social protection by empowering CSOs in Bosnia and Herzegovina", and will not be used for other purposes.

| | |
|--|--|
| Name and surname, name of the organization: | |
| Phone: | |
| E-mail: | |

1. Which services of the association BUDUCNOST did you use?

| Services | I used the service | I did not use the service |
|---|--------------------|---------------------------|
| Safe house | | |
| Reception and placement of victims of violence | | |
| Legal and psycho-social assistance | | |
| Work-occupation activities | | |
| After-care | | |
| SOS phone for victims of violence | | |
| Cooperation with the subjects of protection against domestic violence | | |
| Resource Center | | |
| Project making | | |
| Counseling - free counseling services | | |
| Mentoring program - economic empowerment and development of professional capacities | | |
| Licensed programs | | |
| Community work | | |
| Lobbying and advocacy | | |
| Men's Center | | |
| Therapeutic-counseling with male perpetrators of violence | | |
| Preventive work with men who are potential perpetrators of violence; | | |
| Anti-stress program | | |

| | | |
|-------------------------------------|--|--|
| Phone info | | |
| Other (please write it down) | | |

2. How do you get information about the work of the Association BUDUCNOST and the services it provides? It is possible to specify multiple answers.

- a) Direct contact
- b) Media
- c) Web page
- d) E-mail communication
- e) Other (please specify) _____

3. Please rate the quality of services of the Association FUTURE that you have used, on a scale from 1 to 5 where 1 represents the lowest and 5 the highest quality of service.

| Service/ Service quality assessment | 1 | 2 | 3 | 4 | 5 | I don't know/ I did not use the service |
|---|----------|-----|---------------------|------|------------|---|
| | Very bad | Bad | Neither good or bad | Good | Excel-lent | |
| Safe house | | | | | | |
| Reception and placement of victims of violence | | | | | | |
| Legal and psycho-social assistance | | | | | | |
| Work-occupation activities | | | | | | |
| After-care | | | | | | |
| SOS phone for victims of violence | | | | | | |
| Cooperation with the subjects of protection against domestic violence | | | | | | |
| Resource Center | | | | | | |
| Project making | | | | | | |
| Counseling - free counseling services | | | | | | |

| Service/ Service quality assessment | 1 | 2 | 3 | 4 | 5 | I don't know/ I did not use the service |
|---|----------|-----|---------------------|------|-----------|---|
| | Very bad | Bad | Neither good or bad | Good | Excellent | |
| Mentoring program - economic empowerment and development of professional capacities | | | | | | |
| Licensed programs | | | | | | |
| Community work | | | | | | |
| Lobbying and advocacy | | | | | | |
| Men's Center | | | | | | |
| Therapeutic-counseling with male perpetrators of violence | | | | | | |
| Preventive work with men who are potential perpetrators of violence; | | | | | | |
| Anti-stress program | | | | | | |
| Phone info | | | | | | |
| Other (please write it down) | | | | | | |

4. Are you willing to pay for certain services provided by the Association FUTURE?

- a) Yes (Please specify which services) _____
- b) No

5. What new services should the Association BUDUĆNOST introduce?

6. Why are these services needed?

7. To what extent are you satisfied with the communication with the staff of the FUTURE Association? Please mark one answer.

- a) I am not satisfied
- b) I am partially satisfied

- c) I am satisfied
 - d) I am very satisfied
 - e) I am very satisfied, but I think that there is a possibility to improve communication
 - f) Other (please specify) _____
- 8. Do you have any suggestions for improving the services of the Association BUDUĆNOST and improving communication with service users?**

Thank you for your time!

b) Example of questionnaire for management team of the Association of citizens "Buducnost".

Within the project "Enhancing social protection by empowering CSOs in Bosnia and Herzegovina", implemented by CARE International Balkans and funded by the Government of the Czech Republic, part of our work was to improve the services provided by the organization "BUDUĆNOST", Modriča.

In order to have of a more complete overview of the work and insight into the quality of services provided by the organization, this questionnaire is intended for the management of the organization, and please take a few minutes of free time and fill out a short survey. Please make your answers as realistic as possible. The suggestions and attitudes that you will express by filling out the survey will certainly help us find better solutions in the future work of the organization BUDUĆNOST.

You filled out a similar survey in 2019, and in order to do a comparative analysis of the results on the improvement of services provided by your organization in 2020, please fill out the survey this time as well. Your data will be used exclusively for the analysis of measuring the beneficiary's satisfaction of the services of the Association FUTURE, within the project "Enhancing social protection by empowering CSOs in Bosnia and Herzegovina", and will not be used for other purposes.

| | |
|-------------------------------------|--|
| Name and surname, job title: | |
| Phone: | |
| E-mail: | |

1. Is the list of services that Buducnost provides accurately stated? Please, if necessary, add information about the services / comment:

- a) Safe house
 - Reception and placement of victims of violence
 - Legal and psycho-social assistance
 - Work-occupation activities
 - After-care
 - SOS phone for victims of violence
 - Cooperation with the subjects of protection against domestic violence

b) Resource Center

- Project making
- Counseling - free counseling services
- Mentoring program - economic empowerment and development of professional capacities
- Licensed programs
- Community work
- Lobbying and advocacy

c) Men's Center

- Therapeutic-counseling with male perpetrators of violence
- Preventive work with men who are potential perpetrators of violence;
- Anti-stress program
- Phone info

2. How do you inform your users about the work of the Association FUTURE and the services provided by your organization? It is possible to circle more answers.

- d) Direct contact
- e) Media
- f) Website
- g) E - mail communication
- h) Facebook page
- i) Other (specify what): _____

3. Are you satisfied with the quality of services you provide?

- a) I am not satisfied
- b) I am partially satisfied
- c) I am satisfied
- d) I am very satisfied
- e) I am very satisfied, but I think that there is a possibility to improve the quality of our service
- f) Other (please specify) _____

4. What would you improve about service delivery?

5. To what extent are you satisfied with your relationship and communication that you developed with your beneficiaries? Please mark one answer.

- a) I am not satisfied
- b) I am partially satisfied
- c) I am satisfied
- d) I am very satisfied
- e) I am very satisfied, but I think that there is a possibility to improve communication
- f) Other (please specify) _____

6. What new services would you start providing? Why?

7. What steps do you suggest to do in order to introduce new services - if you think you need new services?

8. How are you accepted by beneficiaries in the area where you are providing service?

9. How do you see your organization and the provision of your services in 5 years?

Thank you for your time!

7.4 List of participants in the evaluation process

| STAKEHOLDER | No | Name | Organization and function | Method | Date |
|--|-----|------------------------------|--|------------------|-------------|
| MANAGEMENT TEAM FROM CARE AND PARTNER CSO | 1. | Branislav Tanasijević | CARE Project Manager | Interview | 21.09.2020. |
| | 2. | Aida Musa | CARE Grants and Technical Assistance Coordinator | Interview | 21.09.2020. |
| | 3. | Sanja Đermanović | Nešto Više, Executive Director EkoDizajn | Interview | 07.10.2020. |
| | 4. | Aleksandar Bundalo | Nešto Više, Executive Director | Interview | 07.10.2020. |
| | 5. | Maid Maksumić | Nešto Više, Project Assistant | Interview | 07.10.2020. |
| | 6. | Jelena Mišić | Budućnost, Executive Director | Interview | 19.10.2020. |
| | 7. | Ana Cvijanović | Budućnost, Expert Associate for Economic Empowerment of Women | Interview | 19.10.2020. |
| | 8. | Emina Bošnjak | Sarajevo Open Centre SOC, Executive Director | Interview | 20.10.2020. |
| | 9. | Aida Malkić | SOC, Program Manager | Interview | 20.10.2020. |
| | 10. | Vladana Vasić | SOC, Advocacy Manager | Interview | 20.10.2020. |
| | 11. | Nejra Agić | SOC, Communication Coordinator | Interview | 20.10.2020. |
| | 12. | Selma Aličić | Amica Educa, Executive Director | Interview | 20.10.2020. |
| | 13. | Ivona Erdeljac | Amica Educa, Programe Director | Interview | 20.10.2020. |
| | 14. | Mirsada Ćulov | UCDP Association of persons with paralysis and dystrophy, Executive Director | Interview | 21.10.2020. |
| | 15. | Amela Imamović | UCDP, Sales Manager | Interview | 21.10.2020. |
| | 16. | Anka Izetbegović | DUGA Sarajevo, Executive Director | Interview | 22.10.2020. |
| | 17. | Alma Kudra | DUGA Sarajevo, Project Coordinator | Interview | 22.10.2020. |
| | 18. | Selma Šarka | DUGA Sarajevo, Administrative Finance Officer | Interview | 22.10.2020. |
| | 19. | Bojana Jovanović | Otaharin Bijeljina, Program Manager | Interview | 23.10.2020. |
| | 20. | Ivana Krunić | Otaharin, Project Coordinator | Interview | 23.10.2020. |
| | 21. | Ljiljana Janković | Otaharin, Executive Director Agro-plan | Interview | 23.10.2020. |
| REPRESENTATIVES OF LOCAL PUBLIC INSTITUTIONS/ GOVERNMENTAL OFFICIALS | 22. | Lejla Hodović | Gender Center FBIH | Interview | 20.10.2020. |
| | 23. | Suada Selimović | Ministry of Labor, Social Policy and Return, Expert Advisor | Interview | 20.10.2020. |
| | 24. | Samira Drakovac | City of Goražde, Assistant Mayor of Goražde | Interview | 21.10.2020. |
| | 25. | Ljubiša Stanišić | Office for Minorities City of Bijeljina | Interview | 23.10.2020. |
| | 26. | Sandra Bjelan- Guska | Faculty of Philosophy Sarajevo, Professor | Online Interview | 28.10.2020. |
| | 27. | Sevdija Kujović | Association Life with Down syndrom FBIH, Executive Director | Online Interview | 30.10.2020. |
| YOUNG PROFESSIONALS /GRADUATE STUDENTS AND CONSULTANTS | 28. | Dejan Lazarević | Budućnost Modriča | Interview | 19.10.2020. |
| | 29. | Dejan Drinić | Budućnost Modriča/Employed through grant | Interview | 19.10.2020. |
| | 30. | Dragana Nešković | Otaharin Bijeljina | Interview | 23.10.2020. |
| | 31. | Mirza Pale | CEDES Sarajevo, Consultant | Online interview | 15.10.2020. |
| | 32. | Adin Šabić | INFOHOUSE, Consultant | Online interview | 15.10.2020. |
| | 33. | Adi Đulić | Web IN, Consultant | Online interview | 15.10.2020. |
| | 34. | Alisa Gelić | LINK, Consultant | Online interview | 16.10.2020. |

| STAKEHOLDER | No | Name | Organization and function | Method | Date |
|-----------------------|-----|------------------------------|---------------------------|-------------|-------------|
| PROJECT BENEFICIARIES | 35. | Ružica Simić | Budućnost Modriča | Focus Group | 19.10.2020. |
| | 36. | Sabina Džinić | Budućnost Modriča | Focus Group | 19.10.2020. |
| | 37. | Božana Demonjić | Budućnost Modriča | Focus Group | 19.10.2020. |
| | 38. | Mirjana Vidović | Budućnost Modriča | Focus Group | 19.10.2020. |
| | 39. | Milica Nedić | Budućnost Modriča | Focus Group | 19.10.2020. |
| | 40. | Danijela Kegelj | Vedri osmijeh, Mostar | Focus Group | 19.10.2020. |
| | 41. | Kristina Biokšić | Vedri osmijeh, Mostar | Focus Group | 19.10.2020. |
| | 42. | Milka Vrljić | Vedri osmijeh | Focus Group | 19.10.2020. |
| | 43. | Edisa Hodžić | Amica Educa Tuzla | Focus Group | 20.10.2020. |
| | 44. | Alenka Tahović-Hodžić | Amica Educa Tuzla | Focus Group | 20.10.2020. |
| | 45. | Jasmina Bajrektarević | Amica Educa Tuzla | Focus Group | 20.10.2020. |
| | 46. | Damir Altumbabić | Amica Educa Tuzla | Focus Group | 20.10.2020. |
| | 47. | Sanija Kusturica | Amica Educa Tuzla | Focus Group | 20.10.2020. |
| | 48. | Sabina Čičkušić | Amica Educa Tuzla | Focus Group | 20.10.2020. |
| | 49. | Sabahudin Obuća | UCPD Goražde | Focus Group | 21.10.2020. |
| | 50. | Naima Pita | UCPD Goražde | Focus Group | 21.10.2020. |
| | 51. | Safija Ferhatović | UCPD Goražde | Focus Group | 21.10.2020. |
| | 52. | Jasmina Karauzović | UCPD Goražde | Focus Group | 21.10.2020. |
| | 53. | Medisa Zec | UCPD Goražde | Focus Group | 21.10.2020. |
| | 54. | Arnes Šabanović | DUGA Sarajevo | Focus Group | 22.10.2020. |
| | 55. | Vera Osmanović | DUGA Sarajevo | Focus Group | 22.10.2020. |
| | 56. | Emira Idrizović | DUGA Sarajevo | Focus Group | 22.10.2020. |
| | 57. | Anja Svirčević | Otaharin Bijeljina | Focus Group | 23.10.2020. |
| | 58. | Hasiba Džanić | Otaharin Bijeljina | Focus Group | 23.10.2020. |
| | 59. | Sanja Delić | Otaharin Bijeljina | Focus Group | 23.10.2020. |
| | 60. | Raifa Mustafić | Otaharin Bijeljina | Focus Group | 23.10.2020. |
| | 61. | Ermin Beganović | Otaharin Bijeljina | Focus Group | 23.10.2020. |
| | 62. | Katarina Tomanić | Otaharin Bijeljina | Focus Group | 23.10.2020. |

7.5 Results of the survey assessing beneficiaries' satisfaction

Introduction

With the intention to include as many participants as possible during the evaluation and to gain information from different sources and different surroundings and to conduct a survey assessing beneficiaries' satisfaction with the services provided by each of the seven target CSOs, to be compared with similar data from the beginning of the project the Evaluators created instrument for collecting data- the questionnaire which was delivered by e-mail to all relevant beneficiaries. The basis for the creation of the instrument, in this case questionnaire was the findings gained during desk review and also CARE project management team have been consulted. The basis was a questionnaire developed by another consultancy agency and used in 2019, with a few additional questions. The reason why evaluators used similar questionnaire is to make a comparative analysis of the results of the survey assessing beneficiaries' satisfaction in 2019 and 2020. There are two types of questionnaires- one for beneficiaries and another for organization's management team.

Two indicators from the Logical Framework were the basis for creation of this survey and those are:

Indicator 2.1 20% increased CSOs service /activity portfolio by the end of the project.

Indicator 2.2 Raised level of beneficiaries' and clients' satisfaction with CSO services by at least 25% (by the end of the project)

Sample for the survey and logistical aspect

The questionnaire was sent to each partner CSO on 04.10.2020. and deadline for fulfilling questionnaires was 27.10.2020. Management of the partner CSOs fulfilled questionnaire for organization's management team, and they forwarded questionnaire to the beneficiaries who are users of different services in each partner CSO.

In total 11 members of CSO's management team fulfilled questionnaires: 3 persons from CSO DUGA, 2 persons from CSO NEŠTO VIŠE and also 2 persons from CSO AMICA EDUCA, while from CSOs BUDUĆNOST, SOC, OTAHARIN AND UCPD one person per each CSO fulfilled questionnaire for management team.

The questionnaire assessing beneficiaries' satisfaction fulfilled in total 143 beneficiaries of 7 partner CSOs and distribution of completed questionnaires per CSO is:

AMICA EDUCA TUZLA- 17 beneficiaries;

BUDUĆNOST MODRIČA- 32 beneficiaries;

DUGA SARAJEVO- 36 beneficiaries;

NEŠTO VIŠE MOSTAR- 11 beneficiaries;

OTAHARIN BIJE LJINA- 38 beneficiaries;

SOC SARAJEVO- 5 beneficiaries;

UCPD GORAŽDE- 4 beneficiaries.

Results and Analysis of the survey

a) The Service/activity portfolio according to the attitudes and opinion of CSOs management teams

In order to have of a more complete overview of the work and insight into the quality of services provided by the organization and CSOs management attitudes regarding quality of communication with beneficiaries, the management of the organization fulfilled the questionnaire. Main results of the survey conducted are presented below.

Table 1: Partner CSOs service /activity portfolio and CSOs management attitudes regarding quality of services and communication with beneficiaries

| Partner CSO | Baseline Service Portfolio 2018 ⁴ | Mapping of Services 2019 ⁵ | New Services October 2020 | Satisfaction with the quality of services | Channels of informing beneficiaries about the services | Satisfaction with relationship and communication developed with beneficiaries |
|---------------------|--|--|---------------------------|--|---|---|
| AMICA EDUCA | 17 | 3 programs and 16 services within these programs | 6 | Very satisfied, but there is a possibility to improve the quality of our service | Direct contact, Media, Web page, E-mail communication, Facebook page + Instagram page, Meeting of Assembly member Amica Educa (open to the public). | Very satisfied, but there is a possibility to improve communication |
| BUDUĆNOST MODRIČA | 6 | 3 groups of services and 16 services within these groups | None | Very satisfied, but there is a possibility to improve the quality of service | Direct contact, Media, Web page, E-mail communication, Facebook page | Very satisfied, but there is a possibility to improve communication |
| DUGA SARAJEVO | 3 | 6 | 1 until June 2020 | Very satisfied, but there is a possibility to improve the quality of service | Direct contact, Media, Web page, E-mail communication, Facebook page | Very satisfied, but there is a possibility to improve communication |
| NEŠTO VIŠE MOSTAR | 1 | 2 main areas of services | 4 | Very satisfied, but there is a possibility to improve the quality of service | Direct contact, Media, Web page, E-mail communication, Facebook page | Very satisfied |
| OTAHARIN BIJE LJINA | 5 | 3 programs and 6 services within these programs | 2 | Very satisfied with the quality of service | Mostly direct contact and phone calls | Very satisfied |
| SOC SARAJEVO | 4 | 5 | 1 | Very satisfied with the quality of service | Direct contact, Media, Web page, E-mail communication, Facebook page | Very satisfied, but there is a possibility to improve communication |
| UCPD GORAŽDE | 3 | 3 | 4 | Very satisfied, but there is a possibility to improve the quality of service | Direct contact, Media, Web page, E-mail communication, Facebook page | Very satisfied, but there is a possibility to improve communication |

4 According to the report Baseline and CSOs Capacity Needs Assessment, 2018

5 According to the Final Report- Improving of Services of 7 target CSOs, LINK Mostar, June 2019

Some observations about the results and analysis of the survey completed by CSOs management team are:

- It was a challenge to do mapping of new services developed through this project, since CSOs use different approach to define their services, and the results from Baseline Report (2018) and Mapping of services (2019) are different. More detailed info about the new services that are introduced according to the understanding and way of defining of new services by management team is listed below, per each CSO. Additional mapping of services requires additional time.
- Majority of partner CSOs have increased their service /activity portfolio in last three years. At beginning of project there was 39⁶ services in total, and in October 2020, there are 18 new services based on CSOs management teams answers. **The results show that CSOs service /activity portfolio increased by 46% by the end of the projecting the period 2018-2020.**
- According to the attitudes of CSOs management teams, each partner CSOs are very satisfied with the quality of their services, but most of them think that there is a possibility to improve the quality of their services.
- According to the attitudes of CSOs management teams, each partner CSOs are very satisfied with relationship and communication developed with beneficiaries, but most of them think there is a possibility to improve communication.
- Each of the partner CSOs use different channels to communicate to inform their beneficiaries such as: direct contact, Media, Web page, E-mail communication, Facebook page. Otaharin Bijeljina are using mostly direct contact and phone calls as a main channels of communication with their beneficiaries, because of the background such as access to internet, illiterate of their target group. Amica Educa has two new channels of communication such as Instagram page and Meetings of Assembly members of Amica Educa which is open to the public.

AMICA EDUCA

In the field of Psychoeducation, a new service was introduced: Online psychoeducational support.

In the area of Family / Psychological Counseling, 3 new services were introduced:

- Counseling and workshops for young people leaving the public care system and young people in a state of social need (personal and business skills),
- One-time and occasional material assistance (school supplies, hygiene supplies, food, etc. .) for the most vulnerable users of the Family / Psychological Counseling Center in cooperation with other organizations / institutions,
- Online urgent and continuous psychological / psychotherapeutic support to the users.

Psychological counseling as the name was changed to Family / psychological counseling in order to be more in line with the social protection system and contribute to better recognition and positioning of Amica Educa in the social protection system.

In the field of Gender Equality, 2 new services were introduced:

- Stakeholder education (establishment of gender equality mechanisms) and
- Informative / educational and promotional online activities for the promotion of gender equality and encouraging the activism of targets.

Regarding the quality of service Ivona Erdeljac, Program director thinks: "The quality and number of services do not have to change, but what would make it easier is less burden on bureaucratic tasks that are increased by donors and the state, which leads to burnout of employees (service providers), which can provide more time of direct services to citizens."

Executive director Selma Aličić thinks: "I think it would be useful to conduct a regular (at least once a year) survey of customer satisfaction with Amica Educa services. As I stated, the number and quality of services is optimal if the number of employees and external associates is taken into account. Nevertheless, regular research and evaluations in the areas in which Amica Educa operates could provide official data on the impact and effects of projects / programs on improving the mental and social health of citizens, which would add to the visibility of Amica Educa as a professional organization."

BUDUĆNOST MODRIČA

Regarding question about what could organization do in order to improve more service delivery, Jelena Mišić, Executive director answered: "In the last few years, we have paid great attention to the economic empowerment of women victims of gender-based violence, and we believe that this part should be strengthened in the future. It is also important to work with children in order to keep children safe while their mothers work or go in search of work and similar."

Regarding question about new services they should provide, Jelena Mišić, Executive director thinks:

"I think we need to continue working with children, find funds for these activities because this segment has been temporarily suspended for us. Our goal is to establish a day care center for children so that their mothers can do / look for work safely, but this would not exclude children from families with multiple problems that also need attention."

About acceptance and recognition of the organization from the local community she answered:

"I think that we are more than well accepted by the users in the area in which we operate. We have a wide range of free services we offer. Given the unemployment in our country, which has recently been contributed by the pandemic caused by the COVID-19 virus, free services are very welcome. Sometimes users can only tell us that it is not important that they do not have the right to achieve something with a certain institution, it is important to them that only someone listened to them."

DUGA SARAJEVO

One new service was introduced in the period July 2018- June 2020: Procurement of clothing and footwear, insurance for children, transport and snacks, and the launch of a mobile kindergarten were services that were temporarily provided within the project "Preschool education for every child" which was implemented in partnership with Caritas Switzerland and the Ministry of Education, Science and Youth Canton of Sarajevo.

Regarding question about new services organization should provide in the future, the management team think:

- Social skills development programs with children and young people because we have seen in practice the need to develop life skills in children.
- Child and family counseling services.
- Consulting services to ministries, public institutions, educational institutions, other associations.
- Personal and professional growth and development programs for teacher training students.
- Consulting / advisory services to ministries and other organizations that are currently implemented free of charge through advocacy activities or campaigns
- Personal growth and development programs for educators of all levels of education from initial education to work in practice.

In order to start with new services potential steps to do that are:

- Excellent marketing and promotion of services on social networks and other media (hire a good marketing company) in order to better and more extensively promote services.

- Direct contacts with potential customers and presentation of our services
- Promotion of services through video materials, social networks, direct contacts with potential users, research of user needs

NEŠTO VIŠE MOSTAR

Four new services CSO introduced:

- Entrepreneurship development among young people
- Gender equality
- Sustainable development, green economy,
- Permaculture and environmental protection

Regarding explanation of the services that Nesto Više did introduced, Aleksandar Bundalo, Executive director answered: "Nesto Više does not provide services in the classical sense, but through its projects responds to the needs of target groups. I'm not sure I know, I think that at the moment many activities / services are related to one geographical area, maybe an extension to more locations."

Duško Cvjetinović, member of the Nesto Više thinks: "We work with several target groups, not one type of service, but several of them. It is possible that we could move towards the institutionalization of some services (eg occupational therapies in Mostar), and include them in local budgets. And we could expand them for users from other areas, in terms of working for a week or two with the accommodation service. We operate throughout BiH by doing a range of activities that meet the needs of our target groups, while the services in the CZDA project were concentrated in the Mostar region."

OTAHARIN BIJELJINA

Two new services were introduced:

- Programs for women's rights
- Programs for strengthening and promoting human rights equality - lobbying and advocacy campaigns

Regarding question about what could organization do in order to improve more service delivery, Dragan Joković, Executive director answered: We would increase user participation and adapt existing services to user needs and changes caused by the Corona virus pandemic. What we also consider important is the accreditation of existing programs.

Regarding question about new services they should provide in the future, he answered: "Services that are in accordance with the law on social protection and other legal acts. It is extremely important that services are sustainable and involve the whole family, because a healthy and safe environment such as a family is crucial for the healthy growth of a child. Another direction in which we would develop our services is training and education for other people and organizations. Developing accredited programs with a methodology applicable to work with marginalized groups, with young people, developing organizations."

SOC SARAJEVO

One new service that SOC introduced:

Consulting services in accordance with expertise (analysis, drafting of documents, trainings, etc.)

New services that CSO introduced:

- Employment of members who are capable of the same
- Distribution of various assistance to members
- Support in the procurement of orthopedic aids
- Work on pointing out and removing barriers for PWD, etc.

Regarding question about what could organization do in order to improve more service delivery Mirsada Ćulov, Executive director answered: "We would like to have more opportunities and support from the competent institutions, more opportunities for visits to members as well as for specific optional gatherings for members because they see joy in it."

b) Beneficiaries and client's satisfaction of CSOs services

In order to have a more complete view and insight into the perception of beneficiary's attitudes of the quality of services that CSOs provide and beneficiary's attitudes regarding quality of communication and relationship with between management team and beneficiaries, beneficiaries fulfilled the questionnaire. Main results of the survey conducted are presented below.

Table 2: Measuring the beneficiary's satisfaction of the services and beneficiary's attitudes regarding quality of communication and relationship with between management team and beneficiaries

| Partner CSO | Baseline beneficiaries satisfaction of CSOs services 2018 ⁷ | Number of beneficiaries fulfilled questionnaire | Beneficiaries satisfaction with the quality of services | | Satisfaction with relationship and communication developed with beneficiaries | Channels of getting information about the services |
|--------------------|--|---|---|---|--|---|
| | | | October 2020 | Willingness to pay for certain services | | |
| AMICA EDUCA | 2,5 | 17 | 4,8 | 10 yes, 7 no | Mostly Very satisfied, few answers very satisfied but there is possibility for improvement | Mostly direct contact, Media, Web page, E-mail communication, Facebook page. Few of them are using more E-mail and Facebook |
| BUDUĆNOST MODRIČA | 2,5 | 32 | 4,9 | No | Very satisfied, few answers very satisfied but there is possibility for improvement | Mostly direct contact, few of them also web page, Facebook and e-mail |
| DUGA SARAJEVO | 2,5 | 36 | 4,9 | 26 no 10 yes | Satisfied, very satisfied, very satisfied but there is possibility for improvement | Mostly direct contact, Facebook, E-mail |
| NEŠTO VIŠE MOSTAR | 2,5 | 11 | 4,9 | 9 yes 2 No | Very satisfied but there is possibility for improvement | Mostly direct contact, Media, Web page, E-mail communication, |
| OTAHARIN BIJELJINA | 2,5 | 38 | 4,8 | 35 No 3 yes | Satisfied, very satisfied, very satisfied but there is possibility for improvement | Mostly direct contact and media |

⁷ According to the report Baseline and CSOs Capacity Needs Assessment, 2018

PROJECT PARTNERS:

PROJECT PARTNERS:

| Partner CSO | Baseline beneficiaries satisfaction of CSOs services 2018 ⁷ | Number of beneficiaries fulfilled questionnaire | Beneficiaries satisfaction with the quality of services October 2020 | Willingness to pay for certain services | Satisfaction with relationship and communication developed with beneficiaries | Channels of getting information about the services |
|--------------|--|---|--|---|---|--|
| SOC SARAJEVO | 2,5 | 5 | 4,8 | No | Very satisfied, few answers very satisfied but there is possibility for improvement | Mostly direct contact, Media, Web page, E-mail communication, Facebook page. |
| UCPD GORAŽDE | 2,5 | 4 | 4,8 | No | Very satisfied but there is possibility for improvement | Mostly direct contact, Media, Web page, E-mail communication, Facebook page. |

Some of the observations and conclusions about the results and analysis of the survey completed by CSOs beneficiaries are:

- It can be seen that a different number of beneficiaries from each organization participated and completed the survey such as 4 beneficiaries from UCPD Gorazde which is the lowest number to 38 beneficiaries which is the highest number of beneficiaries who participated in the survey.
- Beneficiaries' and clients' satisfaction with CSO services increased from 2,5⁸ to 4,8 or 4,9 on the scale from 1 to 5. **The results show that level of beneficiaries' and clients' satisfaction with CSO services is raised by 52% in the period 2018-2020.**
- The willingness of beneficiaries to pay for certain services varies from organization to organization, depending of the profile and background of their target group. For example, in Amica Educa, DUGA and Nesto Vise there are more beneficiaries who are willing to pay for organization services than those who cannot pay for services. In other organizations, most of beneficiaries or all beneficiaries are not willing to pay for services.
- According to the attitudes of beneficiaries, most of them are very satisfied with relationship and communication developed with beneficiaries, but also majority of them think there is a possibility to improve communication.
- According to the attitudes of beneficiaries, they use different channels to get information from the partner CSOs services such as: direct contact, Media, Web page, E-mail communication, Facebook page. Majority of beneficiaries are preferring direct contact to get information from the organization, and direct contact is the most often a response from beneficiaries how they obtain information about the services provided by the organization.

Specific responses from the beneficiaries per each organization are:

AMICA EDUCA

Regarding the quality of the services some beneficiaries of Amica Educa answered:

- "I have already pointed out the quality of service levels, and as for the way of communicating with beneficiaries, I think you are a real role model, a model of how it should work to the mutual satisfaction. I want you to continue to develop further with professionalism and sensibility for the needs of those for whom you exist."
- "I am especially pleased because all the services I have used so far have been extremely useful and helped me to better understand myself and the world around me, interpersonal relationships and improve isith. My needs for learning, clarity, connection, play, empathy and many others will be met

by the high level of Amica Educa services. I am satisfied with the acquaintances I made at Amica Educa and the connection I felt with other users. I am satisfied with the overall ambience and energy that Amica Educa exudes and I noticed that this and such an ambience has contributed to even easier learning (I mean peace, mutual respect, understanding, respect, empathy). I am satisfied with the expertise of the people who led the workshops I attended."

Regarding the question about new services that Amica Educa should introduce in the future, answers from their beneficiaries were:

- "The topic "Living with Covid" should be introduced. Not only in terms of prevention, protection, but also the reduction of psychological consequences that the age of the corona has brought to all generations. During the war, as well as a long time after, we dealt with the consequences of war trauma. We learned about the same as well as ways of healing in order to preserve the mental health of all those who had experienced war. The age of the corona carries its own specifics, fears, uncertainties, insecurities, global presence around the world, living conditions to which we need to adapt, which in turn result in consequences for the psychophysical state. Therefore, I think it is necessary to work on mental health for all those who are already feeling the symptoms, the consequences of living in this time."
- "I would like to go through psychodrama and some more workshops in the field of art and personal development and growth because they seem to me personally interesting for my personal development, on a psychological, spiritual, sociological and artistic level."
- "Personally, at the moment I need something that would help me come to clarity about the choice of partner (premarital counseling, workshops, etc.). I did find out that Amica Educa offers a premarital counseling service, but I don't see that service or information on how it works on the site."
- "Workshops for dysfunctional families. Given that the project of Family Group Conferences has been completed, I am of the opinion that support and assistance should be provided to dysfunctional families where minor children suffer the most."
- "All the services that amica educa offers are excellent. Since I work in a specialized institution, in any case, trainings related to working with children with disabilities would be welcome, where the employees of the institution where I work would have the opportunity to improve their work."
- "Focus work on the male population, families in crisis and rural population."

BUDUĆNOST MODRIČA

Regarding the question about new services that Buducnost should introduce in the future, answers from their beneficiaries were:

- "Workshops for children to give mothers more time to work."
- "Psychotherapy for perpetrators of violence to help overcome stressful situations and to work on self-control."
- "Representation in court because lawyers' corners are very expensive and necessary for exercising rights."
- "Excursion in the nature to pass the anti-stress program more successfully."

DUGA SARAJEVO

Regarding the quality of the services some beneficiaries of DUGA answered:

- "As we have just started using the services through the public institution Djaca Sarajevo, we are very satisfied with this so far, as we have managed to see, and we certainly want further cooperation. Special praise for speech therapist Arnes, who immediately after class with our son gave us a detailed

report on the current situation and advised how and what to do next.”

- “Communication and work of experts from the Association “Duga” shows how the NGO should work and employ professional staff. I would like to praise Ms. Anka Izetbegović for the quality of work of the Association for the Welfare of Children, which they provide at all times.”

Regarding the question about new services that DUGA should introduce in the future, answers from their beneficiaries were:

- “Defectologist, to improve the conditions and quality of work with children with disabilities, and those who are socially disadvantaged.”
- “Defectologist, because the work of speech therapists with children has proven to be very successful and high quality, the inclusion of a defectologist would improve the whole work.”
- “Organize joint workshops for children-parents. Speech therapy services, educational and rehabilitation services, hire a team of people who will work more often with children with special needs, organization of a professional team for working with children with disabilities and further work of speech therapists so that children have more support from professionals and individual work. Practical examples through the game.”
- “As we received information that the Kekec kindergarten speech therapist program is a program that ends at the end of the year, I certainly believe that such a program should continue in a larger capacity. As you yourself presented the importance of speech development in preschool, for their further development speech, I think that is enough to say about the importance of that service.”
- “Continue with inclusive education, education for educators, assistance in speech therapy treatment. Due to the great obligations of parents, children are not able to perform professional treatments, and with the engagement of a speech therapist in the Public Institution “Djeca Sarajeva”, the practice has shown that it is an excellent result.”

NEŠTO VIŠE MOSTAR

Regarding the quality of the services some beneficiaries of Nesto Više answered:

- “I honestly think that NGO Nešto Više does a fantastic job - direct communication with all members is always kind, structured, timely and accurate, while Facebook communication (posts on Fb both UG Nešto Više and on associated pages / groups that I regularly follow: Eco design and permaculture and I plant, and you? Very informative and inspiring.

Regarding the question about new services that Nesto Više should introduce in the future, answers from their beneficiaries were:

- “Beekeeping school, Mushroom growing course, Video tutorials wherever possible, On-site practical training (within the project I plant, and you?).
- “Since you have a lot of experience in writing projects maybe some education to give young people enough knowledge to make their own business plan.”
- “Further develop mental health services. Mental health promotion services can be channeled into exclusively social models of care. The ultimate goals would be to reduce institutionally treated people, improve the socio-economic conditions (of the most vulnerable groups) of society, etc.”

OTAHARIN BIJE LJINA

Most users believe that the number of children from marginalized groups has increased in the education system. The services provided by Otaharin have contributed to reduced begging. “Nobody helps us, only Otaharin” said one of the beneficiaries.

Regarding the question about new services that Otaharin should introduce in the future, answers from their beneficiaries were:

- “A reception station for children because begging children have nowhere to stay.
- “Teacher of French and English.”

SOC SARAJEVO

One of the answers from SOC beneficiaries regarding the quality of service:

- “I think that we should be more present in public so that the speech about LGBTIQ rights - a person would be visible in public as often as possible so that the topic becomes a normal, everyday topic, and not an exception that stings the eyes and ears of enemies or people who do not understand the topic. I understand that it depends not only on them, but also on the media, but I think that SOC members must find a way to impose themselves on the media, at least those who are interested □ ”

UCPD GORAŽDE

Suggestions for service improvement from UCPD beneficiary:

- “Increasing market for our workshop products, more engaged workers in our workshop.”

7.6 Log frame matrix of the project updated with final evaluated values for all indicators (both qualitative and quantitative);

Filled in logframe with final values established during the process of final evaluation is presented below. For the purpose of easier comparison, the input and output parameters established through Baseline assessment report are also presented. As already mentioned in the paragraph evaluation challenges, due to the fact that the project is not yet finished, and that the final reports of both project and the organization are still not available for the consultants, some data are not yet completed. But the trends are by all means observable.

