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razvojne saradnje Češke Republike



Unapređenje socijalnih usluga
kroz jačanje NVO u BiH



Ovaj projekat implementira
CARE International

Midterm project evaluation

Enhancing social protection by empowering CSOs in Bosnia and Herzegovina

Project name: Enhancing social protection by empowering CSOs in Bosnia and Herzegovina

Activity: Crosscutting activity 3 '*Baseline, mid-term (internal) and final evaluation*'

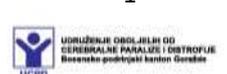
Service contract: BA 349/10-19

Contract due date: September 15th, 2019

Contractor: NGO Naša Perspektiva Sarajevo

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Projektni partneri:



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Introduction

In May, 2018, CARE International in cooperation with 7 project partners started implementation of the project: **Enhancing social protection by empowering CSOs in Bosnia and Herzegovina** – Financed by CZDA and CARE Czech Republic which will be realized within a three year timeframe (2018, 2019 and 2020).

The project is aimed 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 and their inability 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.

The evaluation of the impact of the initiative is done in line with the ToR that was created for the purpose of this assignment. The objective of the midterm evaluation is *measuring the level of achievements of the objectives as well as level of satisfaction of project partners and other beneficiaries of the initiative*. The evaluation process is internal and participatory with direct involvement of beneficiaries of the initiative. The midterm evaluation report includes report on implemented activities as well as lessons learned and recommendations. In more detail, the midterm assignment:

- Designed a Midterm study plan and survey tools, based on the objectives of the Midterm
- Reviewed relevant available reports, studies and surveys on the subject of the project and consultancy and synthesize the information for the Midterm Report,
- Provided a detailed activities plan within in communication with CARE PM,
- Undertook field research, employing qualitative and quantitative data collection methods necessary for obtaining relevant and required information, i.e. interviews with main stakeholders
- Provided the Midterm data on all project log-frame indicators for measuring project effectiveness and project impact
- Designed and delivered a 1 day workshop (in local language) with project staff and project partners for debriefing of preliminary findings of the Midterm Study and discussing implications on implementation and instalment of the evaluation recommendations into future project interventions

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- Prepared and submitted a well-structured Midterm Report, including Log-frame Indicators matrix updated with Midterm values of indicators, updated capacity needs assessment of the targeted CSOs and recommendations of the Midterm findings to be included in the project implementation plans (in particular the plans for CSOs capacity building and introduction of new services and/or new service methodologies into the CSOs' service portfolios).

This document has 4 parts. Introduction chapter shortly describes the project, the process and the purpose of this document. The second part explains project in details. The third and the main part present evaluation results. The final part is dedicated to main conclusion and recommendations.

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I. The Project

1.1 Objectives and results

The main objective of the project is *to professionalize and enhance mandate and role of civil society actors (CSOs) in Bosnia and Herzegovina by building their capacity to provide services for marginalized and vulnerable population and by enabling them to participate actively in design and implementation of relevant policies.*

The project has the following expected results:

1. Strengthened organizational capacity and management of 7 targeted CSOs in BiH.
2. Service provision of seven targeted CSOs improved to meet the needs of their target groups.
3. Seven targeted CSOs have strengthened their advocacy position and improved policies in specific areas of their mandate.

1.2. Project indicators

Project indicators planned in the proposal are related to the objectives of the project and they are presented in the tables for each objective.

Objective1

Strengthened organizational capacity and management of the seven targeted CSOs in BiH.	7 CSO strategic and action plans updated (by the end of 2018)
	At least 7 in-kind and 14 development grants (7 annually) implemented/realised in all 7 CSOs
	At least 14 young professionals successfully finalised their project deployment engagement by the end of the project implementation
	In addition, the project will assess and monitor the increase in capacity of organizations and their key staff trained /mentored by the project. Administrative policies and practices of target CSOs, including HR, finance, procurement policies and practices, will also be assessed and insufficiencies addressed through training and mentoring.

Objective 2

Service provision of seven targeted CSOs improved to meet the needs of their target groups.	20% increased CSOs service /activity portfolio by the end of the project
	Raised level of beneficiaries' and clients' satisfaction with CSO services by at least 25% (by the end of the project)
	At least 6 best practices documented. (2nd and 3rd project year)

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Objective 3

Seven targeted CSOs have strengthened their advocacy position and improved policies in specific areas of their mandate	At least 14 advocacy meetings with governmental officials held by the end of the project
	At least 4 advocacy initiatives of the 7 CSOs initiated with other NGOs and networks by the end of the project
	In addition, the project will monitor and measure all direct results of advocacy activities of the included CSOs, such as: the number of designed and adopted communication and advocacy strategies and the number of advocacy initiatives targeted at the policies relevant for CSO's mandate

1.3 Activities and deliverables

Cross cutting activities

The project envisions three cross cutting activities. The cross cutting project activities will influence the entire project implementation and relate to all three project outputs. Cross cutting activities will include:

1. *Semi-annual meetings with target CSOs* will be organised by CARE, as participatory workshops to present activities and revisit annual project plans. The first such meeting will be organised in month 1 of the project implementation, in a form of an Orientation Workshop, where the partners will discuss the project activities and implementation plan, roles and responsibilities, communication channels and similar topics.
2. *PR for the project and creation of promotional material*
CARE will be in charge of organising the process of the design of the visual identity for the project, engaging external designers to create the project logo, slogan and corresponding design for the project visibility materials, to ensure the recognition of all project activities and outputs.
3. *Baseline, mid-term (internal) and final evaluation*
To obtain relevant information necessary for the project implementation, in the project inception period the project will conduct a project baseline study on all major project topics as well as the context. The Capacity Needs Assessment of the target organisations will be incorporated in the baseline as a relevant complementary exercise that will also inform the project planning process particularly when it comes to making the capacity building plan. Finally, the project will develop an internal midterm and final evaluation.

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Activities to achieve Output 1 – Strengthened organisational capacity and management of 7 targeted CSOs in BiH.

Activity 1.1 Tailored made capacity building program for 7 CSOs (training, mentoring, and coaching).

Sub activities:

- Assessment of the current organisational, managerial and technical capacities and practice of the 7 CSOs
- Tailor-made capacity building plan development, addressing the specific training and mentoring /coaching needs of the CSOs
- Tailor-made capacity building plan implemented through provision of specific trainings and coaching
- Examining current admin policies (HR, finance, procurement), documentation (including job descriptions, performance management tools, staff development plans etc.) and practices and providing technical support for improvement

Activity 1.2 Study Visit(s) to Czech Republic, for practical insight in the Czech best practices, exchange and learning

The project will organise a study visit to the Czech Republic for 2-3 representatives of target CSOs. The visit will be conceptualised to meet learning needs of target CSOs. For each organisation, the project team in cooperation with CARE office in Czech Republic and Czech Embassy in Bosnia and Herzegovina will identify a counterpart organisation in Czech Republic.

Activity 1.3 Design/update of strategic plans of 7 CSOs and their organisational policies

The staff will facilitate the review of strategic plan and an annual action planning exercise with all target CSOs. The level of engagement will depend on current state of matters, capacities of CSOs staff and their commitment. The project staff and expert will also encourage CSOs staff to think innovatively and contemplate on ways to improve sustainability by offering new services and income-generating activities and ways to gain a greater support from governmental stakeholders.

Activity 1.4 Provision of in-kind grants to target CSOs, to support their development plans

In order to stay current every organisation has a need to periodically replace, update and refresh technical equipment, software and furniture, the target CSOs will in accordance with identify needs will be supported through the project to procure those. In accordance with budget limitations, the project team will make the prioritization and generate the procurement plan that will be operationalised by CARE's administrative department. The procurement will be done in accordance with CARE Procurement Procedure.

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Activity 1.5 – Young professionals/graduate students' deployment program

Sub activities:

- Designing and implementing a young professionals programme to create a new cadre of NGO professionals and promote exchange between graduate students from BiH and Czech Republic
- Designing staff development plans and Young Professionals programme (for BiH and Czech graduate students) in order to attract new talents and expanding the volunteer network

Activities to achieve Output 2 – Service provision of 7 targeted CSOs improved to meet the needs of their target beneficiaries

Activity 2.1 Mapping activities and services the 7 CSOs provide to their beneficiaries

Sub activities:

- Conducting beneficiary/client satisfaction survey
- Using the results of the mapping /assessment exercise and beneficiary/client satisfaction survey and propose improvements

Activity 2.2 Revision and enhancement of CSOs service portfolio and practice

Sub activities:

- Designing new activities and services in line with market /beneficiary demand and plan for financing those activities and services
- CSOs implementing improved and new services and activities through sub-grant project component

Activity 2.3 Promote best practice in effective CSOs service provision

Sub activities:

- Presenting best practice models generating PR opportunities and providing opportunities for networking and promotion in order to encourage cross-learning between CSOs and promotion of activities and services

Activities to achieve Output 3 – 7 targeted CSOs have strengthened their advocacy position and improved policies in specific areas of their mandate

Activity 3.1 Design/update communication and advocacy strategies of targeted CSOs.

Sub activities:

- Reviewing existing communication and /or advocacy (C&A) documents and identifying potential for improvements
- Organising communication and advocacy workshops with CSOs' staff
- Generating C&A strategy of the 7 CSOs and providing resources for its implementation

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Activity 3.2 Enhance advocacy mandate and initiatives of targeted CSOs

Sub activities:

- Fostering information exchange and networking with organisations that have same or similar advocacy priorities, stakeholders and policies
- Organising and participation in meetings with local government stakeholders to foster policy dialogue and address issues that affect CSOs provision of social protection/ their engagement in social entrepreneurship
- Establishing/maintaining cooperation with local and national media through inviting media to participate in discussions and organizing media conference in order to promote the best practices and advocacy efforts of the 7 CSOs.

1.4 Expected impact of the initiative

The project is 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.

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.

To summarize, the project aims to provide an opportunity and potential to support the CSOs to strengthen their organizational 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.

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II. The Assessment

When evaluating the project, two methods will be used to measure the fulfilment of the foreseen goals.

The first method is a desk research through access to project documents, including project reports and other project documents developed so far, through which the current fulfilment of the planned objectives of the project according to previously defined indicators will be measured. Next to revision of set indicators, the second measurement tool will include subjective 'views' of the project partners and other actors on the effects of the realized activities and the fulfilment of the project objectives so far. In addition to the evaluation of the activities carried out, both recommendations and performance measurement indicators for the following activities will be developed for both methods.

2.1 Implementation of activities and deliverables

Preparation activities

In the project preparation phase (May and June 2018), consultation with the eight pre-selected partner CSOs were performed. During the consultations, the chosen strategy was also discussed, which was planned to include individualized approach in building their capacity to implement activities and provide services. During the consultations, all organizations expressed a strong willingness to cooperate and be part of the project.

During the preparation phase, CARE undertook project inception activities, including the appointment of the Project Manager who established communication with all partners in order to start project implementation. The Technical Assistance and Grants Coordinator was employed as of November 2018.

However, after the first partners' meeting held in Sarajevo in June, one of the partner organizations, Fondacija Lokalne Demokratije (FLD) from Sarajevo, informed CARE about their decision to leave the project due to their organizational changes, closing down social entrepreneurship and downsizing number of employees, which was accepted by the project. In order to respond to this change, a budget reallocation was performed and eventually granted by the Donor in October 2018.

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Activities to achieve Output 1 – Strengthened organisational capacity and management of 7 targeted CSOs in BiH.

Activity 1.1 Tailored made capacity building program for 7 CSOs (training, mentoring, and coaching).

The activity was initiated with the engagement of Ms. Lejla Ramic Mersihovic in October 2018, an external expert which supported the project partners in a segment of their project organized capacity building concerning preparations for deployment of young graduated students in their organizations. Among other, a detailed job descriptions for the planned hiring of students was developed, along with the expressions of interest for the planned engagement of (at least) 7 Czech interns during 2019. Furthermore, the engaged expert led the process where project partners were deciding about profiles of BiH and Czech interns they seek to hire. The expert supported partners to create public calls, develop selection criteria and reach decisions according to BiH Laws.

As a result of the performed Baseline study that showed that partner CSOs were running their social businesses until the start of the project without detailed business plans or strategies, the project engaged an external expert for the support of four project partners in design of business plans for their social enterprises. The assessment identified needs for replacing or purchasing new, equipment, furniture and software that would contribute to greater technical capacities of the target CSOs. Both baseline study and assessment has been presented to the target organization and the findings have been discussed with representatives of each organization in order to determine if the presented needs are relevant and how those could most efficiently be met by the project. The consultant organized a two-day training on business planning in November and finalized the business plans in December 2018.

During the period September - December 2018, the project started to examine the admin policies of the partner CSOs (HR, finance, procurement), their documentation (including job descriptions, performance management tools, staff development plans etc.) and practices and provided technical support for improvement. Therefore, two-day training workshop was organized on administrative policies, organizational documentation and the Policy on Protection from Sexual Exploitation and Abuse and Child Protection. The trainings were facilitated by CARE Balkans staff. General impressions of participants were positive. For project partners DUGA and Gorazde who were absent from last training in November 2018, another training was organized in March 2019. Training in CARE's Policy on Protection from Sexual Exploitation and Abuse and Child Protection for these two organizations was done the following day.

Conclusion: The activity is implemented in line with the capacity building plan and has proven useful for the targeted CSOs which was evident from the survey performed among partner CSOs.

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Activity 1.2 Study Visit(s) to Czech Republic, for practical insight in the Czech best practices, exchange and learning

During partners' meeting held in Sarajevo, the project team confirmed that the Study Visit to the Czech Republic will be organized in two rounds in 2019: in May 27-30, during Roma festival (Khamoro) and in September-October (date not secured yet). First group of 8 individuals to visit Czech Republic were 2 members of Buducnost, SOC and Otaharin accompanied by CARE Intl. Balkans Grant and TA Coordinator and Project manager. For each organisation, the project team identified a counterpart organisation in Czech Republic. The group performed two joint meetings with NGO Accorus and Slovo 21, while separate meetings between SOC and PragPride and between Otaharin and Romanonet have been held as well. A direct result from the meetings are two visits from Czech organizations to BiH between July-December 2019. Namely, PragPride will visit SOC and Slovo 21 will visit Otaharin as a result of their conversations in Czech Republic.

Conclusion: The initial goal of the visit was to meet learning needs of target CSOs, and according to the feedback of the target CSOs it can be concluded that the first visit fulfilled its goal.

Activity 1.3 Design/update of strategic plans of 7 CSOs and their organisational policies

Based on the recommendations determined in the baseline study and the initial communication with the representatives of the partner CSOs, the engaged expert (CEDES) defined and provided activities to support each of the CSOs in further development. First of all, all existing strategic plans have been reviewed and updated. The staff facilitated the review of strategic plans and an annual action planning exercise with all target CSOs. The level of engagement depended on current state of matters, capacities of CSOs staff and their commitment. The project staff and engaged expert encouraged CSOs staff to think innovatively and contemplate on ways to improve sustainability by offering new services and income-generating activities and ways to gain a greater support from governmental stakeholders. All with all, the consultants provided two months of engagement, coaching and mentoring of partner CSOs, in close cooperation with CARE.

Conclusion: the activity is performed in line with the project activity plan and according to the feedback of target CSOs, this activity was very useful when it comes to improving their sustainability.

Activity 1.4 Provision of in-kind grants to target CSOs, to support their development plans Grants for action/service enhancement

During August and September 2018, all seven project partners signed contracts for implementing *Grants for Action/service enhancement* with **maximum budget of 12.500,00 BAM per organization** and implementation period from 1 July until 31 December 2018. These grants were used for realization of the updated strategic and development plans, for different purposes, depending on the organization:

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- UGCPD Gorazde used funds to support 6 workshop employees with disabilities with transport from home to location of their workshop, also for purchase diapers and liquid food for 12 most vulnerable beneficiaries. With support of the project managed to obtain export license and to complete the first export of their production to buyer from Germany, secured with CAREs mentoring and facilitation
- Budućnost from Modriča used funds for replacement of old doors and windows in their safe house, along with replacement of old heating boiler and kitchen, which enables better living conditions for 24 women and 73 children accommodated during this project implementation,
- SOC from Sarajevo used funds to finance their trainers and 10 promo events with their target group, where in total 156 persons participated (119 W and 37 M).
- Nešto Više from Eastern Sarajevo used funds for installing isolation over their training center in Mostar region which will enable them to decrease heating bills and use of more premises than before,
- Otaharin from Bijeljina used funds to make investment within their Resource training center by equipping it with IT and office furniture, and secured agrotechnical measures in their greenhouse (harvesting of vegetables and planting of new ones),
- Amica Educa from Tuzla and DUGA from Sarajevo used fund to co-finance salaries of their experts in order to meet growing needs in training they provide for their beneficiaries,

During this implementation period, the project partners showed satisfaction with allocated funds, which resolved their identified gaps in organizational management.

In addition, the process of allocation of grants and organizational development activities also provided insight to CARE around potential fields for intervention. The UGCPD from Gorazde was in this respect recognized as the CSO with the most necessary support needs among all project partners. Naturally, this circumstance demanded more CARE's engagement towards UGCPD, in consultation and mentoring, in order to achieve expected results. It resulted, after obtaining necessary export certificates and permits, in securing 1st export of their production to Germany.

For 2019, and in the last week of March, all seven project partners signed the first round of contracts for implementing *Grants for Action/service enhancement*.

It has been decided to finance two rounds of project applications in 2019, each round providing approximately 5.000 EURO per application. The first round provided 7 grants (50% of the available budget) to all partner CSOs for the period of 12 months, while the second round (and the remaining 50%) is to be provided for a period of July-December 2019, also to all partner CSOs. The applications from the second round are expected to include findings and activities that are to be implemented as a result of the recommendations of the recently developed C&A strategy.

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The first rounds of applications were used for realization of different purposes, depending on the organization:

- UGCPD Gorazde used funds to support 6 workshop employees with disabilities with transport from home to location of their workshop, also for purchase diapers and liquid food for beneficiaries. With CARE Intl. Balkans support UCPD visited BIH largest Economy Fair in Mostar during period 8-10.04.2019 with the aim to promote its production, to network with other buyers and similar business-oriented NGOs.
- Budućnost from Modriča has been using funds for project “Corner for children-victims of domestic violence”, implementing period 12 months where children of women who live in Buducnost’s Safe House or were their beneficiaries engaged with activities of their cooperative (trainings on agricultural production so they could start them self these businesses) will get chance to spend some time together while the engaged professional personnel of NGO Budućnost will look after the children with psycho-therapy workshop, securing also one meal for them. This pilot project phase will be used for results measuring and decision making for later shaping project implementing stage (July-Dec).
- SOC from Sarajevo has been using funds to finance their project:” Empowering of young women in BIH through improvement of access of information on feminism and women’s movement in BIH”. Project implementation is 12 months, where SOC would attempt to include more young educated women to be more active in social activities which are contributing to strengthening feminism. One of major activities will be design, production and dissemination of promotive brochure in later project stage.
- Nešto Više from Eastern Sarajevo used funds for the project: “Workshops in community” with implementation period of 6 months. The purpose of the project was to offer agricultural workshops to members of Mostar region NGOs who deal with vulnerable beneficiaries, including children with disabilities. Workshops will be secured by their social enterprise ECO DIZAJN.
- Otaharin from Bijeljina has been using funds for their project: “Improvements of capacities towards sustainability of social services”, with implementing period 12 months. The purpose of the project is to promote, and use created Resource center by other interested institutions and NGO in the region. Improving knowledge of employed staff is an ongoing activity in order to maintain agricultural business on their parcel where another investment, from another donors is planned to build another large greenhouse, therefore to hire more vulnerable Roma women and unemployed men. Also, one of key activities will be process of obtaining certificate for organic production and re-certification of their ISO standards.
- Amica Educa from Tuzla used fund to co-finance salaries of their experts in order to meet growing needs in training they provide for their beneficiaries.
- DUGA from Sarajevo with their project “Social services for children and adults” will test services of engaged expert for speech therapy to be used as commercial in the future. Also, as members of coalition (9 NGOs from Sarajevo canton) for

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improvement of education of children with disabilities with responsible ministry on Canton level number of meetings will be held among its members and supported by the project.

During this implementation period, the project partners were in constant contact with CARE team who assisted them with advices important for their project implementation.

Organizational development grants

During September and October 2018, CARE collected applications from the partner CSOs, for the project donation in equipment, in the amount of 6.600 KM per partner CSO. These grants were planned to respond to CSOs' practical needs and applications consisted of specifications of the needed equipment and materials (such as: computers, furniture, air conditioning devices, joinery and other facility restorations, etc.).

After the procurement procedure, 7 project partners were granted with equipment needed for their more efficient work.

The donation process was slowed because some partners changed their plans and applications several times due to their changed needs, or over-budgeting, therefore the whole process was finished late December 2018, instead in November as it was planned.

During September and October 2019, the project plans to carry out procurement procedure and supply partners in accordance to their needs shown in applications for donations what they submitted during July and August 2019.

Conclusion: Development grants are provided in line with the project activity plan and according to the feedback of target CSOs, this activity was very useful when it comes to improving their service provision and sustainability.

Activity 1.5 – Young professionals/graduate students' deployment program

Preparatory activities for this activity started in September 2018 – selection criteria, description of needs and candidates' profiles were designed. As of January 2019, 6 project partners contracted young interns with 12 months contracts, who passed selection process during end of 2018. NGO DUGA hired their intern as of 1th of February. During first implementation period NGO Budućnost reported that their intern got another job offer what resulted in another public call and selection process done by our project partner. It resulted in hiring Mr. Dejan Lazarević.

Partners reported following persons were contracted:

1. UGCP Gorazde: Mrs. Amela Imamovic, Bachelor of Economics
2. Budućnost Modriča: Mr. Dejan Lazarević, Political science, sector social services
3. SOC Sarajevo: Mrs. Amra Džonlić, Bachelor of social and political science
4. Nesto vise Mostar: Mr. Maid Maksumic, graduated agronomist,
5. Otaharin Bijeljina: Dragana Neskovic, graduated agronomist,
6. Amica Educa Tuzla: Mr. Damir Amirbegović, Bachelor of Business Informatics
7. Duga Sarajevo: Aiša Čorbo, graduated economist,

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Throughout this activity, the project created opportunities for graduate students to gain experience, work in the field of their interest and contribute to society by engaging themselves in the provision of social protection services or implementing activities that contribute to the mission of the target social service providers, target CSOs.

In cooperation with target CSOs, CARE designed and implemented the young professional (YP) project component. This entails discussing and agreeing with target CSOs the general criteria, qualification profiles that would be searched for, duration and employment conditions that are in line with conditions and benefits CSOs currently provide.

Furthermore, based on assessing the needs of the target CSOs, their capacities, skills and job descriptions of the employees, the project facilitated development of the staff development plans.

The Czech interns will be hired as of September 2019 for a period of three months.

Conclusion: the activity is performed in line with the project activity plan and according to the feedback of target CSOs, this activity was very useful when it comes to attracting and retaining new talent and future staff.

Activities to achieve Output 2 – Service provision of 7 targeted CSOs improved to meet the needs of their target beneficiaries

Activity 2.1 Mapping activities and services the 7 CSOs provide to their beneficiaries

Based on CSOs' strategic plans and their capacities and aspirations, the project assisted targeted CSOs to improve their effectiveness and efficiency by standardizing and documenting services where that is not the case (for safe houses the standards and protocols are set and there is little flexibility) and encouraged innovative thinking in order for CSOs to design and offer new services or improve the existing ones. The project selected the consultant (LINK Mostar) to carry out this activity in March 2019, and the mapping was finalized in June 2019.

The target CSOs that did not have an established system for assessing beneficiary and client satisfaction with their services and products, carried out a beneficiary/client satisfaction survey. The project team and LINK assisted them with the survey design and with establishing a more systematic way of assessing beneficiary / client satisfaction and needs at the more regular basis.

Conclusion: the activity is performed in line with the project activity plan. The result of mapping and survey will respond to the market demand in better quality manner, which will result in a greater revenue that will contribute to sustainability of the organizations.

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Activity 2.2 Revision and enhancement of CSOs service portfolio and practice

As a result of the mapping and beneficiary/client satisfaction survey, target CSOs will design new services and activities and will have an opportunity to incorporate the new activities and services into their action plans and operationalize those through sub-grant project component, while best practices, particularly those with potential for multiplication, are going to be documented and presented to stakeholders, other NGOs and the market.

Conclusion: This activity is expected to be finalized by the end of 2019.

Activity 2.3 Promote best practice in effective CSOs service provision

In the upcoming months, the project will seek innovative and user-friendly ways to document and present best practice models target CSOs implement to generate attention and interest from the stakeholders. More concretely, during September and October 2019 an external expert will be engaged to produce the best practice brochure in cooperation with 7 project partners.

Conclusion: This activity is expected to be finalized by November 2019.

Activities to achieve Output 3 – 7 targeted CSOs have strengthened their advocacy position and improved policies in specific areas of their mandate

Activity 3.1 Design/update communication and advocacy strategies of targeted CSOs.

The project engaged an expert to work with CSOs on their C&A strategy in February 2019, and first of all a review existing C&A strategy or documents of target CSOs has been performed. In addition, all CSOs filled informative questionnaire which enabled the consultant to shape the agenda of the planned 2-days workshop which was organized accordingly to staff members of all partner CSOs. During the workshop, engaged consultant presented the current status of partners web sites, Facebook pages and recommended improvements.

After completing the first contracted phase, the consultant designed the communication strategies which are to be accepted by their relevant bodies within their organisation. Furthermore, the engaged expert /agency will hold C&A workshop for target CSOs' managers and communications and advocacy professionals and provide the necessary TA and mentoring services. After this expert service is completed project partners will include recommendations from the above activities in their project proposals which will be awarded with grant agreement for period July-December 2019.

Conclusion: the activity is performed in line with the project activity plan and according to the feedback of target CSOs, this activity was very useful when it comes to communicating

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with their stakeholders, target groups, clients, donors and general public, which will, in turn, increase their sustainability.

Activity 3.2 Enhance advocacy mandate and initiatives of targeted CSOs

This activity will enable targeted CSOs to fulfil their advocacy mandate by going through the process of generating C&A strategy and drafting key advocacy messages. The project will provide the support to CSOs to gain greater knowledge and keep abreast of latest developments also through providing networking opportunities and information exchange.

Conclusion: This activity is expected to be initiated in the next reporting period.

Summary of the project indicators **for each activity** is presented in the table below.

Planned	Achieved
<i>Activities to achieve Output 1</i>	
1.1 Tailored made capacity building program for 7 CSOs (training, mentoring, and coaching).	Activities implemented in line with the project implementation plan. Planed for the next reporting period: Communications training, Web design improvements, PRAG training, Horizon 2020 training, etc.
1.2 Study visits to Czech Republic, for practical insight in the Czech best practices, exchange and learning.	One of two study visits organized. Second study is to be performed in September/October 2019
1.3 Design/update of strategic plans of 7 CSOs and their organisational policies.	Activity finalized
1.4 Provision of grants to target CSOs, to support their development plans.	In-kind and development grants are implemented in line with the project activity plan. 7 grants for action/service enhancement are implemented in 2018. For 2019, 7 grants have been signed for a period of 12 months. It is to be expected that another grants will be provided for the period July-December 2019 that will include C&A activities. Apart from that, another 7 organizational development grants (purchase of equipment) are realized in 2018. It is to be expected that another 7 will be implemented before the end of 2019.
1.5 Young professionals/graduate students' deployment program.	Activity implemented in line with the project activity plan. 7 BIH interns signed 12 months contracts with 7 partner CSOs. Czech interns are planned to be hired as of September 2019 with 3 months engagement.
<i>Activities to achieve Output 2</i>	
2.1 Mapping of services the 7 CSOs provide to their beneficiaries.	Activity finalized. Mapping exercise finalized, along with the client satisfaction survey and the capacity building program.
2.2 Revision and enhancement of CSOs service portfolio and practice.	To be implemented in the next reporting period

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CZECH REPUBLIC

Ovaj projekat je finasiran u okviru razvojnog programa Republike



Unapređenje socijalnih usluga kroz jačanje NVO u BiH



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Ovaj projekat implementira CARE International

2.3.10 Promote best practice of CSO initiatives and effective service provision

To be implemented in the next reporting period

Activities to achieve Output 3

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

Activity implemented in line with the project activity plan. Workshop held and communication and advocacy strategies updated. Strategies are to be adopted and implemented in the next reporting period.

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

To be implemented in the next reporting period

2.2 Assessment of the cross-cutting activities

C.1 Semi-annual meetings with target CSOs

The **first meeting** between CARE and the project partners was organized in a form of an Orientation Workshop, on 13th June 2018 in Hotel Bristol in Sarajevo.

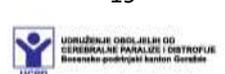
At the meeting, all planned project activities were presented and discussed, their main goals and outputs, main methodologies that will be used. The project team also discussed in general the implementation plan and partners' roles.

The **second meeting** was held in Bijeljina on 12th September 2018 in Hotel Drina. Representatives of five partners' organizations and engaged consultants for media project promotion were present at the meeting. All project partners received project banners with partners/donors logos and project visual elements, for the use throughout the project implementation. This partners meeting provided an opportunity to discuss implementation of partners activities, but mostly the Grants for action/service enhancement, which had been initiated by all 7 project partners.

The **third meeting** was held in Tuzla on 13th December 2018, participated by 17 members of the project team.

Project partners confirmed that all funds allocated as grants for partners' actions would be spent until the end of 2018. They also confirmed satisfaction with the company CEDES, external experts engaged by the project for the revision and updating of partners' strategic plans. The exception was partner organization AMICA EDUCA, which stated that they had been still waiting for the consultants' reports. CARE noted this circumstance held the payment for CEDES until all planned services have been completed.

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The **fourth meeting** was organized on 29th of January in Hotel Bristol in Sarajevo. 17 members of the project team and Mrs. Jana Zelinger accompanied by Mrs Vukovic from Czech embassy attended the meeting. At the meeting, all planned project activities were presented and discussed, their main goals and outputs, main methodologies that will be used etc. The project team also discussed in general the implementation plan and partners' roles. The partners used this opportunity to present their missions and work and also to exchange experiences useful for the project implementation.

The **fifth meeting** was organized in Mostar on 25th June 2019 in office premises of partner Nešto Više. In total 12 project partners team members were present together with representatives of CARE Czech and Czech Embassy from Sarajevo. Partners' meeting was also opportunity to organize separate meeting between finance staff of all partnering organizations, CARE Intl. Balkans Sarajevo and CARE Czech Republic Finance Manager, to discuss issues related to reporting.

It is worth mentioning that, in order to stimulate idea and knowledge share between partners, every meeting has been organized within premises of a different partner CSO. This enables other partners to learn more about the organization hosting the meeting and its work. The meeting is often followed-up by a joint visit to where their social business production takes place.

C.2 PR for the project and creation of promotional material

In cooperation with partner organizations and CARE Czech Republic, the project **motto and logo** were created to be applied throughout the project on various project information sharing and communication materials. The motto and logo were finalized in September 2018. Furthermore, a **project leaflet** was developed and distributed among project partners during the trainings held in November 2018.

In order to mark the donated equipment and reconstruction works, **promotion stickers** were produced and used during monitoring visits. Furthermore, **wall planning calendars** for 2019 were created.

In order to properly publicize the project achievements, the project engaged a **PR agency** to ensure media coverage of project events and publication of project results, as well as to collect press clipping regarding the project promotion. Furthermore, all semi-annual meetings were used for project promotion with extensive local and regional media presence.

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C.3 Baseline, mid-term (internal) and final evaluation

An expert was engaged to develop a Baseline research in June 2018. The main goal of the Baseline was to provide initial information and data on all major project topics as well as on the project implementation context, necessary to guide implementation of all project activities. The Baseline also incorporated the Capacity Needs Assessment of the partnering civil society organizations targeted by the project, which provided the necessary data to inform planning and implementation of the project's CSOs capacity building program. The research included a desk analysis, field visits to all project partner organizations and analysis and systematization of all gathered information and data collected. The Baseline was finished in September 2018, and includes findings and recommendations for project activities that would contribute to strengthening of target CSOs.

Furthermore, an external consultant for the project midterm evaluation was engaged. The evaluation is to be undertaken in July-August. The final Midterm Report is expected to include findings and recommendations from ToR Mapping and TOR C&A strategy that will contribute to strengthening of target OCDs.

An overview of the project indicators for each cross-cutting activity is presented in the table below.

<i>Cross- cutting activities</i>	
C.1 Regular, semi-annual meetings with target CSOs.	Activity implemented in line with the project activity plan. 5 meetings organized so far.
C.2 PR for the project and creation of promotional material.	Project promotion was adequate. Project's motto and logo were created, along with the project leaflet, promotion stickers and calendars for 2019. Furthermore, a PR agency was engaged and semi-annual meetings were covered by the media.
C.3 Baseline, mid-term (internal) and final evaluation.	Activity implemented in line with the project activity plan. Baseline study developed, and an expert engaged to perform the mid-term (internal) evaluation.

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2.3. Assessment of indicators: overview

An overview of project indicators reached by 30 of June 2019 are presented in the table below.

OBJECTIVE	TARGET PLANED BY THE END OF THE PROJECT	REACHED BY 30 OF JUNE 2019	BASELINE	% OF CHANGE
OBJECTIVE 1: Strengthened organisational capacity and management of 7 targeted civil society organisations (CSOs) in BiH.	Ind. 1.1: 7 CSO strategic and action plans updated (by the end of 2018).	The strategic and action plans were developed/ updated for seven partner organizations by the end of 2018.	- Only 3 organizations have strategic plans (of low quality) - No organization has an Action plan. - 4 organizations that have social businesses don't have business plans	- All organization have valid and updated Strategic plans All organizations have Action plans. - 4 Organizations that have social businesses all have business plans % of change: over 50%
	Ind. 1.2: At least 7 in-kind and 14 development grants (7 annually) implemented/realised in all 7 CSOs.	In-kind and development grants are implemented in line with the project activity plan. 7 grants for action/service enhancement are implemented in 2018. For 2019, 7 grants have been signed for a period of 12 months. It is to be expected that another grants will be provided for the period July-December 2019 that will include C&A activities. Apart from that, another 7 organizational development grants (purchase of equipment) are realized in 2018. It is	N.a	N.a

		to be expected that another 7 will be implemented before the end of 2019. <i>Conclusion: The activities are implemented in line with the project activity plan.</i>		
	Ind. 1.3: At least 14 young professionals successfully finalised their project deployment engagement by the end of the project	Preparation works performed and 7 interns from BiH signed 12 months contracts (DUGA 11 months) with 7 project partners. Czech interns are planned to be hired as of September 2019 with 3 months engagement. <i>Conclusion: The activities are implemented in line with the project activity plan, and it is to be expected that 14 young professionals will successfully finalise their project deployment engagement by the end of the project.</i>	All CSOs employ 71 employees	The project so far engaged 7 young professionals in 7 partner CSOs, an increase of 10% in human resources
OBJECTIVE	TARGET PLANED BY THE END OF THE PROJECT	REACHED BY 30 OF JUNE	BASELINE	% OF CHANGE
OBJECTIVE 2: Service provision of 7 targeted CSOs improved to meet the needs of their target groups (TG).	Ind. 2.1: 20% increased CSOs service /activity portfolio by the end of the project.	The mapping exercise along with the capacity building program with all 7 project partners has been performed. <i>Conclusion: The activities are implemented in line with the project activity plan. It is to be expected that the CSOs will introduce new services by the end of the project and thereby meet the 20% increase of service portfolio indicator.</i>	All CSO had combined 5.703 beneficiaries and 53 services <i>*according to the baseline study</i>	N.a.
	Ind. 2.2: Raised level of beneficiaries' and clients' satisfaction with CSO services by at least 25% (by the end of the project).	Along with the mapping exercise, the beneficiary/client satisfaction survey has been performed. Designing of new activities and services is planned for the next reporting period. <i>Conclusion: It is to be expected that the capacity building</i>	Average client satisfaction with CSO services in all 7 CSOs: 2,57 <i>*according to the</i>	N.a.

		<p><i>performed will lead to the introduction of new and improved services that will, in turn, raised the level of beneficiaries' and clients' satisfaction with CSO services by at least 25% by the end of the project.</i></p>	baseline study	
	<p>Ind. 2.3: At least 6 best practices documented. (2nd and 3rd project year).</p>	To be implemented in the next reporting period.	n.a.	n.a.
OBJECTIVE	TARGET PLANED BY THE END OF THE PROJECT	REACHED BY 30 OF JUNE		
<p>OBJECTIVE 3: 7 targeted CSOs have strengthened their advocacy position and improved policies in specific areas of their mandate.</p>	<p>Ind. 3.1: At least 14 advocacy meetings with governmental officials held by the end of the project.</p>	<p>Two partner CSO have had advocacy activities, namely Budućnost Modriča and Otaharin Bijeljina. However, these activities are expected to be intesified in the next reporting period, and especially throughout the imeplemntation of the next round of grant awards.</p>	n.a.	n.a.
	<p>Ind. 3.2: At least 4 advocacy initiatives of the 7 CSOs initiated with other NGOs and networks by the end of the project.</p>	<p>2 advocacy initiatives initiated with other NGOs and networks. Again from Budućnost and Otaharin (see description above)</p>	n.a.	n.a.

2.4 Impact assessment

It seems that the project implemented so far has set preconditions to strengthen civil society institutions in Bosnia and Herzegovina to work with poor and marginalized population groups. Targeted CSOs provide invaluable complementary service in the realm of social welfare and social protection and represent and assist the marginalized groups throughout Bosnia and Herzegovina. The project so far has succeeded to meet their needs and create tools that will contribute to their future work and operations which will, in turn, 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.

Furthermore, the project partners have praised the project and stated that this project really deals with needs of the CSOs with expectations of its development reflecting on their beneficiaries.

2.5 Field assessment

The mid-term evaluation also conducted a survey among the partner CSOs to analyse more comprehensively the activities, results and impacts of project implementation so far. The survey included 10 questions, namely:

1. *Do you feel the project is on its way to fulfil its main goal which is to professionalize and enhance mandate and role of civil society actors (CSOs) in Bosnia and Herzegovina by building their capacity to provide services for marginalized and vulnerable population and by enabling them to participate actively in design and implementation of relevant policies?*
2. *Do you feel the project strengthened your managerial and organisational capacity?*
3. *Do you feel the project supported your organization to better serve the needs of your target groups through improved service provision?*
4. *Do you feel the project will strengthen the advocacy position of your organization and enable you to improve policies in specific areas of your work?*
5. *How useful were the semi-annual meetings with target CSOs?*
6. *In general, are you satisfied with the results of activities in which you have been involved?*
7. *How satisfied are you with quality and usefulness of the trainings/workshops/study visits provided so far?*
8. *How satisfied are you with quality and usefulness of the analyses/ planning provided to your organization so far?*
9. *How useful will the support provided through this project be for your organization in terms of enhanced functioning and sustainability?*
10. *In general, are you satisfied how the project is being implemented so far?*

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The results of the conducted survey is presented in the section below.

1. Do you feel the project is on its way to fulfil its main goal which is to professionalize and enhance mandate and role of civil society actors (CSOs) in Bosnia and Herzegovina by building their capacity to provide services for marginalized and vulnerable population and by enabling them to participate actively in design and implementation of relevant policies?

All partner CSOs responded in a positive manner. A response from the association 'Nešto više' from Mostar reflects the answers of others best: *'I am not sure about other CSOs in BiH, but for the 7 CSOs that are partner to this project I can say that the services have been improved'*.

Positive responses: 100%

Negative responses: 0%

2. Do you feel the project strengthened your managerial and organisational capacity?

Again, all responses were positive, with Association for persons with cerebral paralysis and muscular dystrophy Goražde answering: *'Yes, we are already strengthened with a sales manager'*.

Positive responses: 100%

Negative responses: 0%

3. Do you feel the project supported your organization to better serve the needs of your target groups through improved service provision?

All responses were once again positive.

Positive responses: 100%

Negative responses: 0%

4. Do you feel the project will strengthen the advocacy position of your organization and enable you to improve policies in specific areas of your work?

With all responses being positive, one response from the Association for persons with cerebral paralysis and muscular dystrophy Goražde was reflective of responses of all other organizations: *'Yes, our marketing activities have improved significantly'*.

Positive responses: 100%

Negative responses: 0%

5. How useful were the semi-annual meetings with target CSOs?

Again, all CSOs responded positively, with one respondent stating: *'On these meeting we have the opportunity to hear useful new information, meet, interact and learn about other partner CSOs'*. One suggestion made by Goražde based organization was to hold all meetings in Sarajevo.

Positive responses: 100%

Negative responses: 0%

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6. *In general, are you satisfied with the results of activities in which you have been involved?*

All responders reacted positively again. Only Goražde based association did not prefer being compared with other organization that have different goals and objectives.

Positive responses: 100%

Negative responses: 0%

7. *How satisfied are you with quality and usefulness of the trainings/workshops/study visits provided so far?*

Generally, the respondents were satisfied with the trainings/workshops/study visits provided so far. SOC Sarajevo mentioned that trainings were particularly useful for smaller associations with underdeveloped capacities.

Positive responses: 100%

Negative responses: 0%

8. *How satisfied are you with quality and usefulness of the analyses/ planning provided to your organization so far?*

All responses were positive when it comes to developed analyses and studies throughout the project implementations. SOC Sarajevo stated that the initial versions of some documents needed some work, but also said that the *'final documents were quite satisfactory'*.

Association 'Budućnost' added that *'is very important that the donor did not forced them to work in a direction in order to meet certain project results, but that we work on developing capacities to better meet real needs from the field'*.

Positive responses: 100%

Negative responses: 0%

9. *How useful will the support provided through this project be for your organization in terms of enhanced functioning and sustainability?*

Respondents reacted positively to this question as well. Association 'Nešto više' stated that *'an addition part of organization's infrastructure has been built'* through the project. SOC Sarajevo mentioned that the trainings provided to their staff will *'diversify their service offering and at the same time increase their sustainability'*.

Positive responses: 100%

Negative responses: 0%

10. *In general, are you satisfied how the project is being implemented so far?*

All respondents were positive when it comes to how the project has been implemented so far. SOC Sarajevo mentioned that there were some *'minor issues in the beginning with regard to communications towards partner CSOs'*, but they also stated that *'all activities were successfully implemented in the end'*. Association Otaharin stated that the project

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implementation *'allowed them to increase their capacities and, compared with where they were at the beginning of the project, they are now a much more developed organization'*.

Positive responses: 100%

Negative responses: 0%

III. Conclusions and recommendations

3.1 Conclusions

- Activity 1.1: Conclusion: The activity is implemented in line with the capacity building plan and has proven useful for the targeted CSOs which was evident from the survey performed among partner CSOs. More specifically, an in-depth assessment of the organizational, managerial and technical capacities and practice of the 7 CSOs has been performed.
- Activity 1.2: One out of two study visits performed. The goal of the visit was to meet learning needs of target CSOs, and according to the feedback of the target CSOs it can be concluded that the first visit fulfilled its goal.
- Activity 1.3: All existing strategic plans have been reviewed and updated. The staff facilitated the review of strategic plans and an annual action planning exercise with all target CSOs.
- Activity 1.4: In-kind and development grants are implemented in line with the project activity plan. 7 grants for action/service enhancement implemented in 2018, and 7 in 2019. It is to be expected that another 7 action/service enhancement projects will be implemented before the end of 2019. Also, another 7 organizational development grants (purchase of equipment) are realized in 2018. It is to be expected that another 7 will be implemented before the end of 2019.
- Activity 1.5: 7 BiH interns signed 12 months contracts (DUGA 11 months) with 7 project partners. Czech interns are planned to be hired as of September with 3 months engagement. The activities are implemented in line with the project activity plan, and it is to be expected that 14 young professionals will successfully finalise their project deployment engagement by the end of the project.
- Activity: 2.1: The mapping exercise along with the capacity building program with all 7 project partners has been performed.
- Activity 2.2: Along with the mapping exercise, the beneficiary/client satisfaction survey has been performed. The capacity building, as a result of the survey and mapping exercise performed, will lead to new and improved services of partner CSOs.
- Activity 2.3: To be implemented in the next reporting period.

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- Activity 3.1: Communications workshop organized and the communication and advocacy strategies of targeted CSOs developed. According to the feedback of target CSOs, this activity was very useful when it comes to communicating with their stakeholders, target groups, clients, donors and general public, which will, in turn, increase their sustainability.
- Activity 3.2: To be performed in the next reporting period.
- Objective 1: All activities implemented in line with the project activity plan and it is to be expected that the organisational capacity and management of 7 targeted civil society organisations (CSOs) in BiH will be strengthened before the end of the project.
- Objective 2: Activities are implemented in line with the project activity plan. Along with the mapping exercise, the beneficiary/client satisfaction survey has been performed, gaining preconditions to improve service provision of 7 targeted CSOs and helping them meet the needs of their target groups.
- Objective 3: The activities will be implemented in the next reporting period.
- Cross cutting activities: The activities are implemented in line with the project activity plan. The activities regarded the organization of semi-annual meetings, promotional activities and the development of the baseline study along with the engaging an expert to develop a mid-term and final evaluation. So far, the project held five regular semi-annual meetings and engaged experts to promote the project and develop a baseline study and the mid-term evaluation
- Impact: The project implemented so far has set the necessary preconditions to strengthen civil society institutions in Bosnia and Herzegovina to work with poor and marginalized population groups. Targeted CSOs provide invaluable complementary service in the realm of social welfare and social protection and represent and assist the marginalized groups throughout Bosnia and Herzegovina. The project so far focused on increasing capacities and creating tools that will, before the end of the project, contribute to CSOs future work and operations which will, in turn, 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. Furthermore, the project partners have praised the project and stated that this project *'really deals with needs of the CSOs'* with expectations of its development reflecting on their beneficiaries.
- From the feedback received through e field work (survey), we can conclude that the partner CSOs are very satisfied with the project implementation so far, and the way project helps them to build their capacity to provide services for marginalized and vulnerable population

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3.2 Recommendations

- The project is being implemented in line with the set dynamics. It is recommended to continue with the same pace when it comes to project implementation.
- It is advisable to introduce the new services as soon as possible in order to have enough time to test them throughout the project implementation and, if necessary, make the additional adaptations in service provision.
- Also, when it comes to meeting the project indicators for the second and third project output, recommendations are as follows:
 - o To make a comparison in the final evaluation between the baseline data and data at the end of the project when it comes to:
 - an increase in CSOs service /activity portfolio, and
 - the raised level of beneficiaries' and clients' satisfaction with CSO services.
- It is also advisable to start with the implementation of activities that fall under the third objective as soon as possible since it often takes longer than anticipated to hold advocacy meetings with relevant government officials and propose new advocacy initiatives.
- Furthermore, it is advisable that when one of the partner organizations starts with an advocacy campaign or initiative, that it involves others to attend meetings and, possibly, take part in some of the advocacy activities.
- Finally, after reviewing all reports of the partner CSOs, it is recommended to identify indirect project results next to results that can directly be attributed to the project. Indirect project results can be other grants received from other donors as a result of capacity building received from this project.

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Annex 1: Questioner

Questionnaires, telephone interviews and interviews will be made on the basis of the questions presented in the table. For each question, it is indicated to which part of the application (initiative) it applies and for whom the question is relevant (applicant / partners, target groups, users, other actors listed in the project text). Field work will be organized in such a way as to, at the same time, survey the applicant / partners and organizations that are specifically mentioned in the text of the project. After that, the surveys will be conducted with other actors too. Questions are listed according to the application - first, the questions related to the objectives, then the cross cutting activities and regular project activities, then the sustainability, and finally on the quality of the project management. All questions will ask the project partners.

It. no.	Question/Indicator	Part of the project to which it relates
1.	Do you feel the project is on its way to fulfil its main goal which is to professionalize and enhance mandate and role of civil society actors (CSOs) in Bosnia and Herzegovina by building their capacity to provide services for marginalized and vulnerable population and by enabling them to participate actively in design and implementation of relevant policies?	Main objective
2.	Do you feel the project strengthened your managerial and organisational capacity?	Specific objective
3.	Do you feel the project supported your organization to better serve the needs of your target groups through improved service provision?	Specific objective
4.	Do you feel the project will strengthen the advocacy position of your organization and enable you to improve policies in specific areas of your work?	Specific objective
5.	How useful were the semi-annual meetings with target CSOs?	Cross-cutting activities
6.	In general, are you satisfied with the results of activities in which you have been involved?	Activities
7.	How satisfied are you with quality and usefulness of the trainings/workshops/study visits provided so far?	Activities
8.	How satisfied are you with quality and usefulness of the analyses/ planning provided to your organization so far?	Activities
9.	How useful will the support provided through this project be for your organization in terms of enhanced functioning and sustainability?	Sustainability
10.	In general, are you satisfied how the project is being implemented so far?	Project management

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