



EVALUATION OF MUNICIPAL INTENSIVE LABOR PROJECT IN BiH (MILP BH)

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Banja Luka, June 2013

CONTENTS

SUMMARY	4
1. BASIC PROJECT INFORMATION	6
2. PURPOSE, GOALS AND REASONS FOR EVALUATION OF MILP BH PROJECT	7
3. EVALUATION CRITERIA AND EVALUATION ISSUES	8
3.1. Evaluation criteria and evaluation issues	8
3.2. Evaluation sub-criteria	9
3.3. Scope of evaluation, risks and limitations	9
4. EVALUATION APPROACH AND METHODOLOGY	10
4.1. Data collection methods	10
4.2. Sources of data	10
4.3. Analytical approach	11
4.4. Description of methodological approach	11
5. THE MAIN EVALUATION FINDINGS	13
5.1. Implementation project and plan	13
5.1.1. Establishing the project team	13
5.1.2. Designing project documentation	13
5.1.3. Work principles	14
5.2. Implementation Strategy evaluation	14
5.3. Institutional framework	16
5.4. Project management	17
5.5. Participation of stakeholders	17
5.6. The analysis of project implementation results	18
5.6.1. Analysis of accomplished physical indicators	18
6. DESCRIPTIVE ANALYSIS OF EVALUATION FINDINGS	24
6.1. Efficiency	24
6.2. Effectiveness	25
6.3. Project sustainability	30
6.4. Relevance	31
6.5. Influence	33
6.6. Support to fulfillment of the criteria	34
7. OVERVIEW OF SET GOALS AND ACCOMPLISHED RESULTS OF MILP PROJECT	35
8. LESSONS LEARNT AND CONCLUSIONS	37
9. RECOMMENDATIONS	39

10. MESSEGAS OF THE BENEFICIARIES	40
APPENDIX 1. - Map of municipalities in Bosnia and Herzegovina according selection criteria	42
APPENDIX 2. - Map of municipalities in Bosnia and Herzegovina that expressed interest in participating	43
APPENDIX 3. - Map of municipalities in Bosnia and Herzegovina that were visited during the evaluation	44
APPENDIX 4. - Questions used for the needs of interviews during evaluation	45
APPENDIX 5. - Plan of visits for the purpose of evaluation	48
APPENDIX 6. - List of persons interviewed - Local communities (Municipalities)	49
APPENDIX 7. - List of persons interviewed - Local employment agencies	50
APPENDIX 8. - List of persons interviewed - Contractors	51
APPENDIX 9. - List of persons interviewed - Beneficiaries	52
APPENDIX 10. - Municipalities eligible for participation in the project	53
APPENDIX 11. - Participation of the local co-financing in relation to the participation of OSF B&H	54

SUMMARY

Municipal Intensive Labor Project in Bosnia and Herzegovina (MILP BH) was designed by the Bosnia and Herzegovina Open Society Fund (OSF B&H) as a project that creates opportunities for making income and for temporary employment of workers who were laid off due to economic crisis and the overall stagnation of economic activities.

The purpose of evaluation is to evaluate project effects, benefits and limitations of the implemented model of user support, costs vs. benefits, and contribution of the project to the improvement of local infrastructure as well as project sustainability.

The project was based on partner relations between OSF B&H and the local communities defined by the Memorandum on Agreement (MoA) on project implementation, which cooperation and co-financing of project activities were agreed. During the project implementation, cooperation was established with key development actors in local communities: local governance, business community and citizens' associations.

MILP BH Projects plan the implementation of minimum 20 labour intensive projects, totaling to 2.542.579,00 BAM, of which 1.955.830,00 BAM are the Emergency Fund funds, and 586.749,00 BAM are co-financed locally. The project envisages creation of temporary employment for 800 unemployed persons and making of 1.040.000,00 BAM of income for temporary employed persons.

The analysis of accomplished results is based on the documentary analysis and in-depth interviews with direct beneficiaries (engaged workers), local communities representatives who participated in project implementation, contractors (companies that were commissioned to perform works) and with the local employment bureaus that were included in the activities of selection of the workers for the project. Prior to the beginning of the work in the field, project documentation was analyzed.

Planned project outcomes have been fully accomplished. All planned project activities have been fully realized. Speaking of envisaged outcomes, more progress was made than planned, especially from the point of view of the number of temporarily employed workers, the number of realized working hours and the amount of funds provided from local sources.

Project beneficiaries assessed the project as very useful both for them and the local communities, because the project ensured temporary employment and cash income to unemployed and needy persons. Having in mind that one of the project outcomes is the local infrastructure rehabilitation, accomplishing project goals required close cooperation of all development actors in local communities starting with the preparation to the completion of the project.

20 municipalities were selected according to the statistical ranking criteria (unemployment rate, average net income and unemployment rate index 2008-2009). In order to present the project to all stakeholders responsible for the running of and providing support to local development programs, the information about the project and the manner of implementation were made available to a big number of citizens. In local communities of all target municipalities the presentations of MILP projects were held so as to make sure that as many citizens as possible can express their opinions on the priorities in terms of investments in the public utility infrastructure and take an active part in the process of making decisions on the projects that would be nominated for support by the municipalities.

The municipalities nominated infrastructure projects, in accordance with the criteria, (such as a repair of local roads, reconstruction of water supply system, arrangement of drainage channels, etc.) as well

as the environmental projects (cleaning and arrangement of river banks, parks, cleaning local landfills).

A total of 20 projects nominated by the local communities in BiH were approved. They related to the following activities: cleaning water streams, roadside brush clearing, reconstruction and laying asphalt on roads, arrangement of parks, construction and reconstruction of waterworks and sewerage systems in local communities, removing illegal landfills, and construction and expansion of small bridges.

By efficient use of the funds we managed to make savings in the project that were further used for additional investments in public utility infrastructure (the savings that were made are a direct consequence of the implementation of the public procurement procedure for selection of contractors in all 20 municipalities).

Besides the evident and significant results, the evaluation also showed that the project affirmed the Open Society Fund in BiH, which was recognized by the local communities as a reliable and dedicated partner.

A good concept of Municipal Intensive Labour Project in BiH project, professional staff willing to support the local communities in all project implementation phases, a well designed and implemented cooperation between the partners (municipalities, employment bureaus, social work centers, entrepreneurs, non-governmental organizations, local communities representatives) and consistent observation of national legislative all resulted in emphasizing OSF B&H as a particularly desirable partner in the next projects too.

Through the conclusions and recommendations that were provided, the evaluator pointed to the need to initiate/continue labour intensive projects in Bosnia and Herzegovina. Being a pilot project, MILP BH is a good example that highlighted a big unemployment problem, and it was one of the good ways to making the life and overcoming of crisis for this needy population category easier. The project proved that regardless of hard living and working conditions that currently exist in BiH, it is possible to organize temporary employment, which, for the domestic authorities at all levels should be an indicator of how they can solve one part of accumulated social problems, i.e. by creating conditions that enable the socially needy persons to get an opportunity to work and make some income. It is the fact that foreign donor assistance in BiH is gradually subsiding and that the local authorities simply must take the responsibility for employment, even if it is temporary.

MILP BH also pointed to the existing reserves and possible ways of maintaining local infrastructure. Hence the evaluator's recommendation that local self-governance units continue working on establishing mechanisms for higher quality of local infrastructure management.

1. BASIC PROJECT INFORMATION

Name of project: Municipal Labour Intensive Project in BiH (MILP BH)

Project financed by: Emergency Fund resources and
Local communities' contributions

Implementer: Open Society Fund Bosnia and Herzegovina (OSF B&H)

Total amount of invested funds: 2,713,428.27 BAM

Share of OSF B&H: 1,951,716.30 BAM

Share of local communities: 761,711.97 BAM

Beneficiaries: Municipalities in Bosnia and Herzegovina – twenty local communities

Direct beneficiaries: 1,269 unemployed persons

Direct benefit: 1,149,761.24 BAM of temporary income as wages

Works performed – infrastructure rehabilitated:

- Cleaning water streams, 163.5 km long
- Roadside and industrial zones brush clearing, 136.7 km long
- Reconstruction and laying asphalt on roads, 11.33 km long
- Development of parks, of total area of 49,825 m²
- Building and reconstruction of waterworks and sewage system in the total length of 6,085 m
- Removal of illegal landfills and transportation of garbage, with total volume of 11,642 m³
- Expansion of 1 bridge and building 9 bridges

Project implementation period: April 2011 – January 2013

Evaluation period: April 2013 – June 2013

2. PURPOSE, GOALS AND REASONS FOR EVALUATION OF MILP BH PROJECT

In April 2013 the Economics Institute Ltd. Banja Luka agreed on the evaluation of MILP project implemented by BH Open Society Fund.

The purpose of this evaluation is to provide information about the project results. In accordance with the job description, the goal of the evaluation is to determine whether and to which extent the planned project outcomes were achieved, and to assess the efficiency in achieving results and making recommendations for future work. The evaluation tried to determine, in a systematic and objective manner, the design, implementation and results of MILP BH project, in order to assess relevance, efficiency, effectiveness, influence and sustainability of the project.

There are a number of reasons that make this evaluation necessary:

- Having in mind that the project is complete, OSF B&H procedures require that final project evaluation be conducted,
- Municipal Intensive Labour Projects had not been a practice of local communities so far, and
- The project results are best confirmed and verified after elapse of a certain time period.

During the evaluation the focus was on assessment of project achievement from the points of view of:

- Accomplishment of goals,
- Causal connections and contribution of planned and implemented activities toward accomplishment of goals and project results,
- Dynamics and tactics of running the implementation process, and
- Lessons learnt and good practices that can improve the implementation of other projects.

The implementation of MILP BH project is complete. In order to determine whether the project was implemented as planned, whether it accomplished desired effects for the individuals, households and local communities, and whether these effects can be attributed to the project, the Project Task (ToR) envisaged the implementation of project evaluation.

The evaluation should also provide the information from the beneficiaries on the degree of satisfaction and on the effects of project implementation in local communities, as well as the lessons learnt that can be used to create future initiatives.

The evaluation determined the intervention logic and assessment of the results from the points of view of:

- Efficiency (efficiency of implementation – planned and achieved goals of MILP project),
- Effectiveness (the main factors of project success/failure),
- Influences (positive and negative changes arising from the project),
- Relevance (specific goals of the project with regard to the beneficiaries' needs),
- Project sustainability (the destiny of the project after the end of implementation),
- Providing information about success/failure of the project, and
- Providing conclusions and recommendations.

The implementation of MILP project was from April 2011 to January 2013. The evaluation covered both the period of project implementation and the period after its end, i.e. the period January-June 2013.

3. EVALUATION CRITERIA AND EVALUATION ISSUES

3.1. Evaluation criteria and evaluation issues

Efficiency

- (1) What is the relation between the project budget and project results?
- (2) Would it have been possible to implement the project activities and achieve the same project effects with lower costs?
- (3) Could the project have achieved better results in the sense of higher direct allocations to beneficiaries?
- (4) In which way were the project activities managed, and how were the decisions made? How did this affect the project results?

Efficiency

- (1) To what degree were the project goals accomplished?
- (2) Which are the main factors that influenced success or failure in achieving goals?
- (3) Was the planned support to local communities in local communities regarding capacity-building accomplished?
- (4) Was the planned result of temporary employment of unemployed persons achieved?
- (5) Were the infrastructure and environment in target municipalities renovated and upgraded?

Relevance

- (1) Are the planned project results relevant to local priorities and the needs of the beneficiaries?
- (2) Is the project (relevant) to the OSF B&H mandate?
- (3) Were the planned outcomes in line with the development documents of the municipalities?
- (4) Were the municipalities and citizens included during project preparation and implementation?

Sustainability

- (1) Have the activities on repair and maintaining the local infrastructure continued after the end of the project?
- (2) To which degree did the project contribute to the introduction of the obligation to provide better maintenance to local infrastructure?
- (3) Was the capacity of the municipality employees in charge of project development and implementation improved in the function of temporary employment?
- (4) Do the local communities allocate funds for maintenance of repaired infrastructure facilities and green areas and do they assign additional funds for such purposes?

Influence

- (1) How do you assess the project results with regards to the change of the way your community looks like?
- (2) Did you notice changes in co-citizens' behaviour in relation to the environment (waste disposal, etc.)?
- (3) Have there been positive/negative reactions of citizens to the project implementation activities?

3.2. Evaluation sub-criteria

- (1) Support to the practice of dialogue and partnership and to solving the local development issues,
- (2) Readiness of the municipalities to continue co-financing the projects of similar purposes,
- (3) Support to gender equality,
- (4) Transparency of running the project implementation process, and
- (5) Multi-ethnicity of beneficiaries.

3.3. Scope of evaluation, risks and limitations

In order to review the project success, all actors in the project implementation process were subjected to evaluation, ranging from OSF B&H project team, local community representatives, contractors, employment bureaus, NGOs, with a special focus on project beneficiaries, i.e. the workers to whom the project was dedicated in the first place.

The evaluation provides answers on the progress achieved (results accomplished, cost v. results, relevance, efficiency, effectiveness and sustainability of intervention) and identified the lessons learnt. During the evaluation process the external factors that affected the achievement of the results and that were out of the implementer's control were also reviewed. Another focus of evaluation was on the influence of the project on the living conditions of both the individuals and the overall population at a micro level.

The evaluators reviewed, analyzed and formulated the conclusions and recommendations with regards to the following:

- (1) To which degree were the project activities, specified in project documents, successfully implemented and to which degree were the planned results obtained,
- (2) Factors that contributed to (non) efficiency of the project,
- (3) Efficiency of the project approach in achieving results,
- (4) Evaluation of external factors affecting the project and to which degree the project was capable of adjusting to these factors,
- (5) Approach to project management, including the role of stakeholders and coordination of the activities among partners,
- (6) Degree to which the beneficiaries could benefit from the project activities,
- (7) Degree of beneficiaries' and partners' satisfaction with the project implementation and results, and
- (8) Possibilities to continue the project.

When designing the evaluation plan, the possible risks that related to the following were recognized:

- a) The lack of readiness or business of certain subjects to conduct interviews, given the fact that a number of public calls were announced for the local communities at the same time, and that they were busy preparing the projects, and
- b) The possibility of missing the deadline planned for interviews, and consequently of completing the evaluation.

4. EVALUATION APPROACH AND METHODOLOGY

The survey aimed at providing useful and relevant information about the possibilities of temporary employment, especially in the communities with extremely high unemployment rates, as well of the system approach to the maintenance of local infrastructure. The evaluation was carried out with a view to making sure that the obtained findings are useful. As envisaged by professional standards, the evaluation was conducted systematically, based on valid and verifiable data, so as to ensure the integrity of the overall evaluation process and with appreciation of all the subjects who participated in the evaluation procedure.

All information and data were collected, verified and analyzed in order to objectively evaluate success of the project.

The work method included a combined methodological approach that comprised reviewing, checking and analysis of the overall project documentation and the interviews with the subjects that were included in different project stages.

4.1. Data collection methods

The following data collection methods were used for evaluation:

- (1) Checking, reviewing and analysis of different documents (project document, report on project progress, minutes of the project team meetings, records, work logs, lists of the participants in project activities, information about the meetings held with the stakeholders),
- (2) Individual interviews – in order to assess the relevance and effectiveness of the project, perception of the subjects on the achievements and the need for further work (the following persons were interviewed: mayors and employees in the municipalities, employment bureaus, owners of the companies, managers of public companies, MILP project team and members in the implementation project units of municipalities).

4.2. Sources of data

The sources of data used during evaluation:

- Project documentation,
- Reports on project progress, minutes of the project team meetings,
- Key documents generated during the project,
- Notes from the interviews that were conducted,
- Registration lists of participants in project activities,
- Reports of project coordinators,
- Websites of municipalities, etc.

4.3. Analytical approach

The evaluation approach is in line with the standard project evaluation practice.

Methodological approach includes the following:

- (1) Quantitative analysis (number of implemented projects, number of employed workers, number of project presentations, number of participants in the implementation, etc.), and
- (2) Qualitative analysis based on interviews and indirect data sources.

4.4. Description of methodological approach

The analysis aimed at evaluation of the accomplishment project results included the following: project documentation, development plans of local communities, interim and final reports, unemployment statistics, data on age-related and educational structure of unemployed, official bulletins and publications of BH statistics bureaus, etc.

In order to evaluate the scope, dynamics and deadlines of project activities the meetings were held with the project staff and the main project manager, who were also interviewed. During evaluation, mayors, project coordinators on behalf of municipalities, heads of employment bureaus, managers of companies which were contractors, as well as the staff engaged on the project were interviewed.

The goal of these meetings was to get a feedback on the quality of project management and on the beneficiaries' satisfaction with the results achieved. During the interviews with the stakeholders, the evaluators used structured questionnaires especially designed for each group of beneficiaries.

With a view to evaluate the project sustainability, in addition to the interviews with the municipalities that had been required to establish the mechanisms of project long-term sustainability, the sites where the works were carried out were visited, so that the present situation could be reviewed and assessment made as to how much improvement was made on infrastructure in target local communities.

Quantitative methods of data collection were used to collect and analyze the data related to the number of project beneficiaries, spent funds per beneficiary, number of temporarily employed persons, income per beneficiary, number of reconstructed or repaired local infrastructure facilities, participation of local communities in financing projects and other activities. These methods included numerical and quantitative measuring from the presented reports of the main project implementers, i.e. from their internal statistical reviews (records, logs, etc.)

When evaluating the project benefits by qualitative methods of data collection (narrative description and subjective interpretation), by individual and group interviews, stories and case studies, the information was collected about how the key beneficiaries describe their own participation in the project and the benefits that they had. Based on the information collected, the influence of the project on the target population and community was assessed and the situation on the ground before the implementation (based on reviewing the survey) and after the implementation was compared.

Temporarily employed workers, representatives of local communities, employers and other interested parties were the primary source of information about the project benefits and satisfaction of

beneficiaries. They expressed their views of the project after its finalization and shared specific information about the importance of the project.

The information that was not directly related to the project, such as analyses and reports of local communities on the situation in economy, municipal budget fro 2013, situation regarding unemployment, social issues, etc. were the secondary sources of information.

The analysis of financial information was based on the data presented by OSF B&H, as an implementer of MILP BH project.

The process of selection of direct project beneficiaries was also subject to evaluation. This evaluation was done on the basis of presented information about the beneficiary selection criteria (documentation of the employment bureaus and of the centres for social work, and interviews with the persons who were direct beneficiaries).

Other forms of support of the local community to the project were analyzed too during the evaluation, based on the information obtained from interviews and from printed materials.

Short-term result (output) indicators and influence indicators were used to evaluate the project.

Finally, a comparison was done from the point of view of the relevance of implemented activities with regards to identified problems and the goals set in the project task ToR, the effects with regards to the set specific project goals and the general objective of the project, and the evaluation of justification of continuation of the same or similar projects.

Conclusions, recommendations and sources of information were presented at the end of the evaluation.

5. THE MAIN EVALUATION FINDINGS

5.1. Implementation project and plan

Under the MILP BH project, the plan was to invest about 1,955,830.00 BAM and to provide additional funds as a local contribution of municipalities, local communities or directly of citizens, amounting to the minimum 586,749.00 BAM. In the area of Bosnia and Herzegovina the intention was to implement at least twenty Municipal Intensive Labour Projects, in order to temporarily employ 800 unemployed persons, who would generate 266,650 working hours and make an income of 1.040.000 BAM for temporarily hired workers.

Target municipalities for the implementation of MILP BH project included the local communities that have high unemployment and poverty rate. The goal was to enable a number of these municipalities to temporarily hire unemployed persons who are in social need by starting municipal intensive labour projects on repair of micro infrastructure. The implementation of MILP BH Project was planned to last from April 2011 to January 2013.

5.1.1. Establishing the project team

OSF B&H planned to implement MILP BH as an operative project. To that end, a MILP unit for implementation was formed (MILP UI). The unit was composed of the representatives of OSF B&H (in the role of MILP project coordinator), a local consultant and a construction engineer. At the level of each project, i.e. for each municipality in which the project was implemented, separate units for the implementation were established (SP IU). Municipalities appointed project coordinators who were mainly the officers employed in local administration.

5.1.2. Designing project documentation

Promotion of the project and preparation of the municipalities and contractors for cooperation and development of applications were done on the basis of specific information-promotional documents:

- Project presentation (electronic and printed version),
- Memorandum on Agreement with partner municipalities (MoA),
- Instruction for application and implementation of the project with an explanation of application criteria,
- Instruction for calculation of costs,
- Project application form with ecological (environmental) check list,
- Form of a tripartite agreement on construction, etc.

Additionally, internal procedures were precisely defined and operative documents developed for their implementation for each project activity (project application evaluation, approval proposal, project evaluation, etc.).

5.1.3. Work principles

To the end of efficient and quality implementation of MILP BH project, the work principles were defined; they were binding on all project participants:

- Commitment to accomplishment of goals,
- Independence,
- Impartiality,
- Transparency,
- Efficiency and
- Environmental awareness.

These principles ensured better project implementation, independence of OSF B&H in managing the overall project and in making strategic decisions, consistent observance of established criteria in deciding on the selection of priorities and in project approval, application of regulations, maximizing cost to benefit ratio, and positive implications of the project on local environment.

5.2. Implementation Strategy evaluation

The strategy of the implementation of BH MILP project was based on ensuring the conditions for reaching the set goals, i.e. on the efforts to implement the activities and achieve the expected outcomes, with the available staff and financial resources, within the planned time line.

The implementer was aware that the project was challenging for all the participants and that the coordination was demanding. This was a good enough reason for it to opt for a detailed preparation, especially in terms of defining the rules and procedures of operation. Consequently, the instructions were drafted to that end, and made available by the implementer to potential partners before they decided to join the project implementation.

Thanks to this approach, the latent expectations of the municipalities that, before the implementation they would be able to modify and deviate from agreed conditions, or to ensure that the amount of project co-financing from local sources was lower, were eliminated. Although there were some inquiries by the municipalities as to whether the participation of local communities would be insisted on, all the dilemmas were solved when they were presented a condition that the provision of these funds would be decisive for agreeing on project implementation. Everyone was made clear that the adopted requirements and criteria must be fully complied with, and so, this was done by the municipalities.

Thanks to organizing presentations on requirements for partnerships of the local communities in the project, the target municipalities were given timely relevant information about the criteria for the use of OSF B&H funds and requirements to be fulfilled by them from the point of view of acceptability of works to be funded. In that way higher inclusion of wider local community was ensured in the process of the decision-making related to the project selection.

Relations between OSF B&H and the municipalities were precisely defined by the Memorandum on Agreement (MoA), which formalized partners' relation and implied acceptance of the rules of work, of the rights, obligations and tasks of the signatories of this document. In this way pre-conditions were

created for disputable issues that may rise during the project implementation to be solved by the agreement of the partners.

In order to ensure the mechanisms for efficient implementation of sub-projects, project implementation units (SP IU) were established in each municipality. They were composed of the representatives of MILP BH project and the representatives of the local community (representatives of municipalities, local communities, local employment bureaus, centres for social work, companies – contractors).

One of the criteria for accepting project application included the obligation of a local community to co-finance the project in the minimum amount of 30%, which had to be paid to OSF B&H in advance. In this way the delays in project implementation were avoided. The criterion of obligatory co-financing of the project from local sources proved to be justified also from the point of view of selection of priority works – municipalities showed to be more responsible during nomination of the works for which financial support was sought, exactly because of the funds from local budgets invested in project realization.

For better understanding of the requirements to be fulfilled by the projects in order to be financially supported by the Emergency Fund, the municipalities, local communities, civil society organizations and other subject were given the following information about the requirements to be fulfilled in the pre-qualification stage:

- Maximum three project proposals per municipality may be considered,
- Only the project proposals with full technical documentation provided in a prescribed format will be considered,
- Works must be on public infrastructure,
- The minimum of local co-financing is 30% of the Emergency Fund (OSF B&H) share,
- Participation of labour, i.e. of the salaries of temporarily hired persons, had to be at the minimum level of 51% of funds to be provided by OSF B&H.

After the selection of municipalities and their acceptance to participate in project implementation, the municipalities developed the project proposals according to the set criteria. These proposals were evaluated on the basis of the following criteria:

- Degree of engagement of workforce (importance evaluation 35%),
- The degree of co-financing from local sources (importance evaluation 30%),
- Number of beneficiaries whose needs are met (importance evaluation 25%) i
- Creation of conditions for sustainable employment and influence on the environment (importance evaluation 10%).

Selection was done and the decision made on project financing on the basis of the scored points, and the implementation started only after the local contribution funds were paid in the OSF B&H account.

In accordance with BH Law on Public Procurements, the municipal commissions in charge of procurements carried out the procedure of the selection of the best supplier. These commissions were made of the representatives of the municipality and local community (in which the works will be performed), while MILP BH staff monitored the transparency of the implementation of public procurement processes.

In order to ensure that the workers are recruited from the employment bureau, the bidding documents clearly stated that this was an unconditional obligation. Also, the contractors were made clear that the

payment of the workers' salaries had an advantage over other costs, i.e. that this payment was priority.

For each worker the contractor kept records of effective working hours, and the calculation of salaries and the amount to be paid for the meal during work was done accordingly. Thanks to such clear definition of the rules and deadlines for payment to the workers, full safety of the payment of workers' salaries was ensured and the possibility of delays eliminated.

The local employment bureaus and the centres for social work were included in the process of consultations and selection, to ensure that the selection of workers is done through a public procedure. The Centres for Social Work submitted the lists of persons to whom the temporary salary was the most indispensable, and who had a legal capacity, while the employment bureaus provided the contractors with the lists of workers according to the criteria and the interest showed by the workers.

The quality of performed works in local communities was supervised by the supervisory bodies appointed by the municipality. MILP BH construction engineer performed temporary monitoring of works, with his report forming a basis for the payment to the contractor.

Works were paid by OSF B&H from the project sub-account. Works were handed over from the contractor by SP IUs, while the responsible municipal commission was in charge of technical acceptance.

The evaluator assessed that the strategy of implementation of MILP BH project was very well designed. Critical issues and limitations were identified prior to the project implementation, the efficient mechanisms of mitigation and elimination of these limitations were developed (clear rules of project financing, developed working rules and procedure, good workflow diagram and the plan of activities, well set project management, defined responsibilities and obligations of all the participants in the implementation process), which, along the constant monitoring, resulted in minimizing the barriers in the implementation, made the process of implementation, and consequently of reaching the set goals, easier.

5.3. Institutional framework

The implementation of BH BILP project started at the time of deterioration of economic trends in BiH, stagnation of production, constant increase in the number of unemployed, decreasing the number of private companies and sole proprietorships, and an increase of the number of social benefits users.

In these conditions, the local communities were more than interested in giving a support to the initiatives aimed at employment, especially to these initiatives making sure that, while employing modest financial resources, temporary income for the neediest category of the unemployed could be ensured and at the same time improve the local infrastructure.

The current BH legislation presented a potential obstacle for the implementation of such a project, because certain reliefs (tax exemptions, etc.) may be used with temporary employment of workers only for public works pronounced as such by the relevant administrative body (ministry).

In line with its obligation to observe national legislation, the implementer solved the existing difficulties and grey areas in regulations, especially those relating to the status of unemployed workers at the time of temporary employment, in cooperation with the relevant institutions (entities' labour ministries, tax administrations and employment bureaus).

According to the agreement with the administrative bodies in charge of these issues, the workers were engaged on the basis of the service agreement, so that they could still be kept on the records of the unemployed in the employment bureaus, and keep their entitlements based on unemployment (social insurance for themselves and their family members).

5.4. Project management

The project was managed by OSF B&H which was also responsible for running and monitoring the overall project implementation, managing the project budget and making sure that the funds were used purposefully. In addition to this, OSF B&H made a final decision on approval of Municipal Intensive Labour Projects.

Quality coordination between all the participants in the implementation of project activities was possible thanks to the establishing of clear and transparent management structure, by appointing the implementers of operative tasks and by clear description of their roles and responsibilities. This also helped avoid the problems in implementation and possible conflicts between the partners due to ambiguous roles and rules of conduct. During interviews, the representatives of the municipalities and contractors said that they believed that the coordination of the activities and cooperation with MILP BH Project staff, appointed by OSF B&H, was of high quality, and they especially emphasized their competence and cooperativeness.

5.5. Participation of stakeholders

Based on their review of the area in which the project was implemented, the evaluators selected 14 municipalities for field visits and direct contacts. The criteria for selection of the municipalities included the following:

- Types of projects implemented,
- Size of the municipality,
- Share of municipalities in both entities, and
- Possibility of making contacts with the persons directly involved in project implementation.

The interviewed local government representatives (mayors, presidents of municipal assemblies), owners of private companies and managers, directors of public companies, NGO representatives, heads of the employment bureaus and temporarily employed workers showed an utmost interest in further participation in the implementation of the same and similar projects, which points to the conclusion that the project was justified.

Evaluator's general impression is that the project beneficiaries were well informed about all stages of project implementation, because they explained their roles and the experiences gained in many details, although in certain local communities the project was completed more than one year ago.

5.6. The analysis of project implementation results

5.6.1. Analysis of accomplished physical indicators

Project activities were implemented in 20 BH municipalities. 1.269 unemployed persons were given temporary jobs, with a total of 294.780 working hours generated and 1.149.761,24 BAM of earned salaries. The total amount of Emergency Fund funds invested by OSF B&H was 1.951.716,30 BAM, while the local communities invested, as co-financing, the funds in the amount of 761.711,97 BAM.

Local contributions were provided from different sources (municipal budgets, citizens' self-contributions, cantonal budgets and loans from FBiH Development Bank).

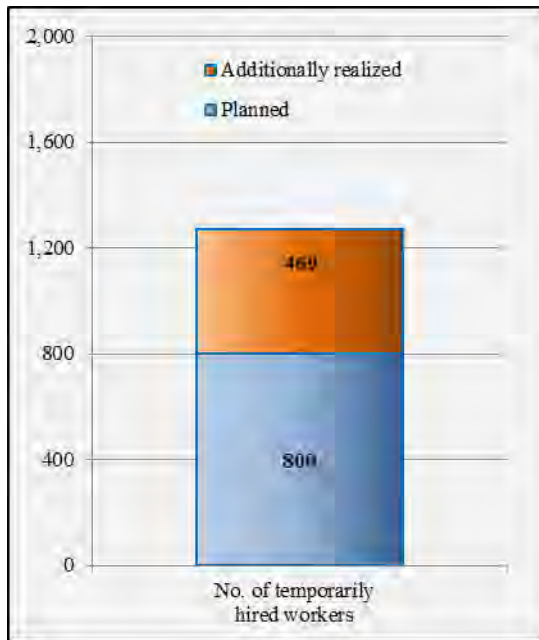
Comparing the results that were achieved and the results that were planned, we can see that the number of temporarily employed workers was by 58,6% higher than the employment planned by the project. There was a great deal of interest on the part of unemployed workers who were on the employment bureaus' records, so that in certain local communities, in cooperation with BH MILP and employment bureaus, it was agreed that the number of hired workers be increase while the number of hiring days per worker would be decreased (Prijedor, Maglaj, Novi Grad, etc.). Compared to planned working hours, the number of realized working hours is by 10.5% bigger.

Appreciating the importance of the repair of local infrastructure, more funds than planned were allocated by local communities, so that contributions by the municipalities were by 29.8% higher. Of originally planned local co-financing which was 30%, the contribution of the municipalities was 39%.

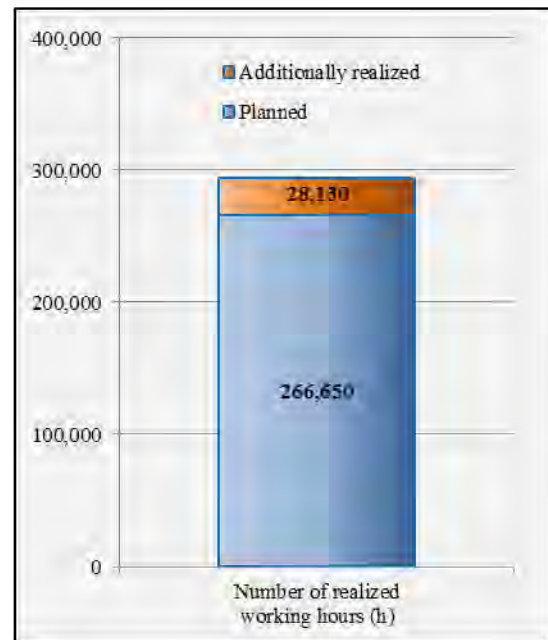
Table 1. Overview of the main success indicators of MILP project

No.	Indicator	Planned	Achieved	Index
1	No. of temporarily hired workers (number)	800	1.269	158,6
2	Number of realized working hours (h)	266.650	294.780	110,5
3	Temporary income generated (BAM)	1.040.000,00	1.149.761,24	110,6
4.1	Contribution of OSF B&H (BAM)	1.955.830,00	1.951.716,30	99,8
4.2	Local co-financing (BAM)	586.749,00	761.711,97	129,8
4	Total project budget (BAM)	2.542.579,00	2.713.428,27	106,7

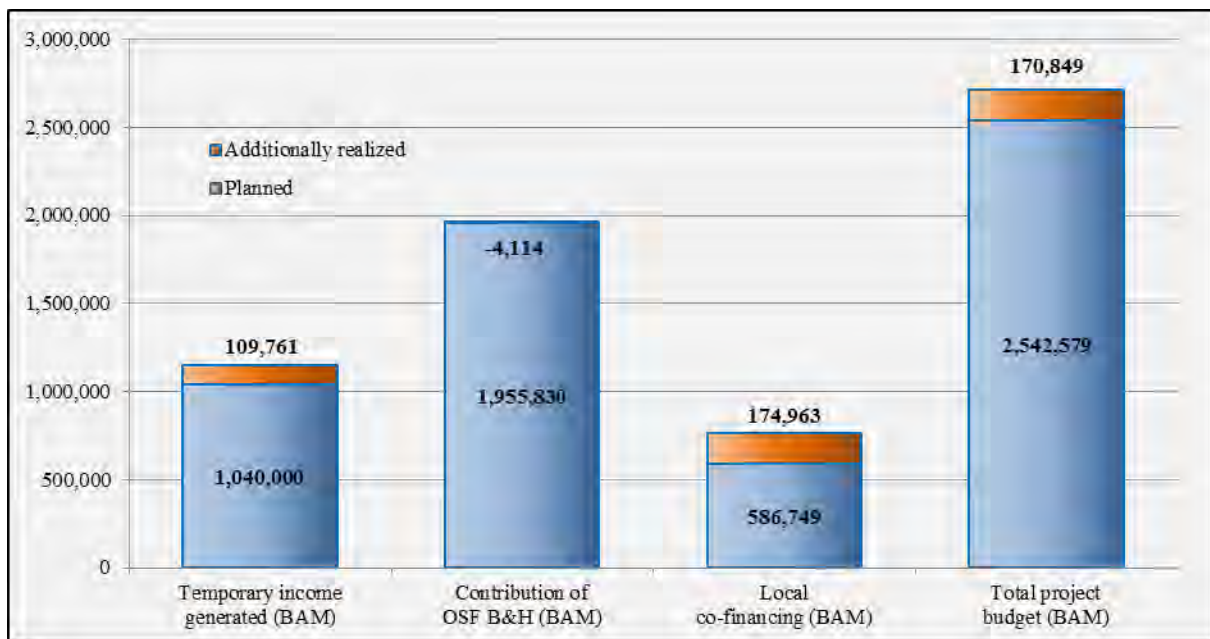
Graph 1. Overview of planned and achieved Number of temporarily hired workers



Graph 2. Overview of planned and achieved number of working hours by hired workers



Graph 3. Overview of planned and achieved financial indicators as part of MILP Project



The project implementation achieved some additional benefits, i.e. by cleaning water streams not only the environment was improved, but the danger of floods and infections was decreased, and a considerable amount of secondary raw material (such as wood and metal waste) was extracted from water currents of rivers and creeks, during clearing brushes and cleaning of water beds. Collected wood that could be used as fire wood was given to the most vulnerable population categories (e.g. 200 m³ of wood in Bosanska Krupa cut during clearing the thicket were distributed through the Centre for Social Work), while the metal waste was given to the companies dealing with treatment of secondary raw materials.

Finally, because of the offered level of payment for work and security of payment, during the project implementation there were constant inquiries about the possibility to hire additional workers.

If we analyze the structure of works, we can see that the works were focused on cleaning the water currents, clearing the brushes and thicket, cleaning the parks, sport grounds and children playgrounds, as well as on the repair works on sewage and road networks. Some places did not have any sport grounds before these works (Srebrenik), while some parks looked rather like landfills, totally devastated with no related facilities (Cazin, Prozor-Rama, Donji Travnik, Nevesinje). Today in these places nicely developed parks can be seen, while in some local communities the investments continue (Cazin – public lights, Prozor-Rama – irrigation sprinklers, etc.).

“...Now this area that was completely untidy has become a place for rest for everyone...”

(words of a person who happened to come by the Cazin Municipality hall while we were in the meeting)

Table 2. Overview of scope of carried out works

No.	Description of works	Meas. unit	Quantities of performed works
1	Cleaning water currents	km	163.5
2	Clearing brushes at roadsides and in industrial zones	km	136.7
3	Reconstruction and laying asphalt on roads	km	11.33
4	Development of parks	m ²	49,825
5	Construction and reconstruction of waterworks and sewage systems	m	6,085
6	Removing illegal landfills and transportation of garbage	m ³	11,642
7	Widening of 1 bridge	n/a	n/a
8	Construction of a bridge	M	9

During an interview, a project beneficiary who worked as an auxiliary worker on rehabilitation of a park in Cazin, spontaneously said:

“...Now I finally have a place where I can bring my child to play... And the first time I brought him to the park I showed him everything and told him proudly – your father built this!...”

The number of persons engaged in temporary jobs during the project implementation ranged from 26 workers in Cazin to 152 in Maglaj. There was a very big turnout of workers in Maglaj (about 180 workers), so it was decided that the vulnerable persons on the employment bureau records should be hired from each local community, so that they carry out the project activities planned in these local communities. In this way we tried to encourage the local population to be more responsible to the

environment in which they lived. The expectations that this would have a positive influence and contribute to the change of behaviour proved to be justified. According to the beneficiaries, far less waste is now being disposed along the cleaned banks of the Bosna river.

The working teams on BH MILP project had multi-ethnic composition: a total of 106 workers were engaged in works in Prijedor, who belonged to 6 different nationalities.

The average salary per worker was 906,00 BAM, and maximum salary 2.004,00 BAM. Thanks to their work and the length of engagement on MILP BH project, the workers could make more than what is an average salary in BiH¹. Before the start of project implementation, the municipal representatives were a little skeptical and expressed concern as to whether the offered labour price would be encouraging for the workers to apply, but when the invitation process started it could be seen that in all 20 municipalities there were many more applications than the number of objectively necessary workers.

Table 3 Overview of hired workers and realized working hours per municipalities

No.	Municipality	Indicator		
		No. of temporarily hired persons from the employment bureaus	No. of working hours realized	Paid gross salaries to temporarily hired persons (BAM)
1	Lopare	35	13,077	51,000.30
2	Sapna	70	14,500	52,185.26
3	Donji Vakuf	70	17,815	74,205.06
4	Žepče	40	12,134	50,511.40
5	Cazin	26	12,278	51,076.48
6	Petrovo	40	13,108	50,942.03
7	Novi Grad	30	13,154	51,204.61
8	Prozor-Rama	81	12,411	51,662.44
9	Bileća	42	11,840	46,075.36
10	Bosanska Krupa	97	12,440	51,750.15
11	Nevesinje	47	13,176	51,386.21
12	Prijedor	106	29,822	99,406.65
13	Bratunac	35	13,100	43,670.04
14	Čelić	69	13,835	57,525.93

¹ Average net salary in BiH in 2012 was 826 BAM (data of BH Statistics Agency).

No.	Municipality	Indicator		
		No. of temporarily hired persons from the employment bureaus	No. of working hours realized	Paid gross salaries to temporarily hired persons (BAM)
15	Kalesija	35	12,500	52,000.00
16	Novi Travnik	101	17,680	73,513.44
17	Srebrenik	68	12,358	51,384.56
18	Busovača	38	11,630	48,357.54
19	Višegrad	87	18,358	60,556.66
20	Maglaj	152	19,564	81,347.11
Total		1,269	294,780	1,149,761.23

Table 4. Overview of structure of performed works

No.	Municipality	Type of works and realized scope of works							
		Cleaning water streams		Brush clearing on roadsides and industrial zones		Reconstruction and asphaltting roads	Development of parks	Construction and reconst. of waterworks and sewage	Removal of illegal landfills and transportation of waste
		km	m ²	km	m ²	km	m ²	m	m ³
1	Lopare	4.60	46,000.00		8,000.00	0.85			230.00
2	Sapna			35.15	125,550.00	2.18			
3	Donji Vakuf	8.00	40,000.00					1,585.00	
4	Žepče	1.80	18,000.00	4.00	58,750.00				
5	Cazin						7,500.00		
6	Petrovo	2.40	26,000.00	21.70	69,600.00	7.90	5,530.00		72.00
7	Novi Grad	2.00	18,000.00			0.40	3,580.00		
8	Prozor-Rama			57.71	115,420.00		1,440.00		1,000.00
9	Bileća				63,500.00			2,700.00	400.00
10	Bosanska				61,065.00				6,000.00
11	Nevesinje			10.00	33,000.00		10,000.00	1,800.00	750.00
12	Prijedor	14.57	341,000.00						500.00
13	Bratunac	8.90	73,000.00						750.00
14	Čelić	3.00	40,000.00	6.60	19,800.00		1,500.00		
15	Kalesija			1.50	6,000.00		12,000.00		
16	Novi Travnik	20.00	76,000.00				3,250.00		660.00
17	Srebrenik	79.70	947,000.00				1,500.00		440.00
18	Busovača	4.50	18,000.00		7,000.00				80.00
19	Višegrad	5.00	31,000.00		8,000.00		775.00		760.00
20	Maglaj	9.00	35,500.00		56,000.00		2,750.00		
Total		163.47	1,709,500.00	136.66	631,685.00	11.33	49,825.00	6,085.00	11,642.00

6. DESCRIPTIVE ANALYSIS OF EVALUATION FINDINGS

6.1. Efficiency

Comparing the project budget and the project outcome we can see that more was achieved than originally expected. If we compare the level of incurred expenses against the planned expenses on the one hand and the results accomplished vs. expected results on the other, we can say that the project was efficiently managed, and that the expenses were managed in an economic manner.

The total value of the project is 2.713.428,27 BAM. Of total approved amount of funds for local communities' projects, the Emergency Fund funds amounted to 1.951.716,30 BAM, of which 58,9% was allocated to temporary salaries of the neediest categories in target municipalities. Thus, a goal was achieved to allocate as much funds as possible to the unemployed persons' salaries.

The expenses of OSF B&H account for 8.6% of invested funds or 83.427,70 BAM and they are within the planned expenses. With relatively modest funds and with only three actively employed project team members, achieving the project goals and successfully running the actions without major flaws could be accomplished only thanks to their experience and expertise.

Savings of about 90.000 BAM were used to increase the level of works in the municipalities that could provide additional funds and the highest participation of unemployed workers (Maglaj, Prijedor, Novi Travnik).

If we looked at the efficiency from the point of view of alternative approaches to the implementation of this project, another approach could include the implementation of the project in the form of public works. This option would have significantly increased the implementation costs, as it requires more project staff and would incur additional costs for outsourcing the consultants due to insufficient capacities of municipalities (the lack of knowledge and experience). Therefore, the implementation costs would be increased, the funds available for workers' salaries would be lower and implementation deadlines prolonged, all of which would have resulted in departing from the set project goals. In that event the funds intended for direct beneficiaries (workers) would have had to be decreased – therefore, this option was not acceptable, as it would have jeopardized the main goal of the project - assistance to the needy categories of unemployed.

In a conversation with MILP BH project staff, it was also highlighted:

“...By announcing public works OSF B&H would lose a possibility to actively run the process, which would be run by an implementation unit at the level of entities, cantons, or the like. Based on previous experiences OSF B&H did not want to reduce its role to that of a donor who would only ‘transfer’ the funds and enable someone to asphalt the road to their own weekend houses or to develop infrastructure according to party-based criteria. This is very important as 2012 was an election year for local levels of authorities, which represented a special challenge in the implementation of BH MILP project. Also, OSF B&H wanted as much funds as possible to reach the hands of the unemployed, through salaries and to contribute to developing a specific approach to solving of the unemployment problem in the local communities. Our intention was, even if this cost us the suspension of implementation, to stop any potential influence of politics or other decision-making centers on the course of the project! Public works are managed by the state, and all the options are open there... “

Another approach to the implementation according to which the municipalities would implement the project themselves, would have not been feasible either, as these municipalities did not have the skilled staff to run the projects, or the funds for such works (e.g. the budget of Donji Vakuf Municipality for infrastructure works at the annual level does not exceed 200.000,00 BAM).

During the project preparation and implementation, the decisions made by the project management bodies can be considered justified and purposeful. Project activities were well planned and successfully run. In certain cases public utility and private companies made their machinery available free of charge for the project activities, thus adding more value to the works performed than specified in financial documentation (Novi Grad, Maglaj, Prijedor etc.).

6.2. Effectiveness

The effectiveness of BH MILP project was seen as a capability of the implementer and his partner to use the available resources efficiently for achieving the set goals. All planned project activities have been carried out. The outcomes accomplished showed that the planned project goals were reached. Also, the project achieved a significant contribution to changing the perception of unemployed workers, i.e. a prejudice that it was mainly the non-quality workforce mostly uninterested to work who was at the employment bureaus. The practice has shown something completely different – hired workers were very much motivated to work – although the works were quite demanding and implied working in the open, only very few workers gave up.

Direct beneficiaries assessed the project in very positive terms, they believed that it was very useful and said that, in addition to the income that considerably improved their financial position (even though in a short term only – e.g. they bought firewood, bought textbooks for children or new-born babies necessities), they also made new contacts and new acquaintances. Thanks to their skill and efforts some workers had an opportunity to temporarily work with the contractor even after the end of the project, while 17 workers (in visited municipalities) got full-time jobs.

For a more detailed evaluation of the role of interested parties, the following were interviewed: MILP project team, representatives of municipalities, contractors and direct beneficiaries.

MILP Project Team

Through the realization of planned preparatory activities (establishing MILP IUs, identification and ranking the most vulnerable municipalities in BiH as project beneficiaries), promotion of MILP in selected municipalities (visits, project presentation) and by signing the Memorandum on Agreement with OSF B&H, the project got support from 20 local communities (municipalities).

During the visits the beneficiaries' attention was especially drawn to the quality cooperation with MILP experts and their willingness to provide detailed explanations about technical and other issues, which contributed to good understanding of the overall process, especially on the part of local communities, as well as to their active participation in the project.

During the interview, the technical manager of Company “Kov-Grad” Buzim underlined:

“...I was a little concerned how to do all that and meet the obligations that we assumed, however, the dedication, skill and experience, as well as expert assistance and constant presence of BH MILP project staff on the ground were decisive so that all the segments of works went smoothly...”

The co-coordinator of the sub-project implemented in Cazin municipality expressed his satisfaction with the cooperation with MILP project team, in the following way:

“...Something that was the most appreciated and positive was that we had the expert team of MILP Project always at our disposal and that they were ready to deal with concrete issues relating to the survey and similar assistance, which is usually not the case with other projects and donors...”

Thanks to appropriately designed and well implemented activities in relation to identification and approval of the Municipal Intensive Labour Projects for financing (clear criteria, preparation of application format, cooperation with local communities on defining priorities, detailed elaboration of the project in accordance with the set application format and rules, provision of statements by the municipalities and the guarantees on project co-financing, assessment of justifiability of work expenses, etc.), it was possible to start the project implementation with the defined timeline and, as soon as the suppliers and workers were selected, to start achieving the immediate project results (employment of workers and making salaries).

Municipal representatives

During the interviews in local communities, the mayors underlined that the project was not only useful because some people got jobs and because some local infrastructure was improved, but also because it was educative in the sense that it motivated the municipalities to start developing the temporary employment programmes themselves, based on Municipal intensive labour actions and thus alleviate the unemployment problems and contribute to improvement of the condition of local infrastructure and the quality of life of its citizens.

During the meetings with the representatives of local communities, a number of statements were singled out:

“...This project was the right response to citizens’ needs...” (mayor of Donji Vakuf)

“...We are satisfied in each segment – an area of the size of 100.000 m² was cleaned, new value was generated, 2 facilities have been built in that area, while 2 are under preparation, and, at the same time, the social component was very much in focus...” (mayor of Bosanska Krupa)

“...When they proposed this project to me I wondered what the citizens would say, because with such a high unemployment and so many problems, I was starting a project of development of the picnic area “Kula” at the mouth of the Sana in the Una. I realized later that this was a good job when I was stopped by citizens in the street every day who said that this was the right thing to do – to give people a job, and for the town to get a picnic area...” (mayor of Novi Grad)

A representative of the employment bureau from Prijedor municipality said:

“...A father and a son worked together on this project, they made 2.400 BAM, bought a cow, firewood and other things that they needed, this was a lot of money for them ...”

By appointing the coordinators of sub-projects on behalf of municipalities, higher participation of municipalities in the implementation was achieved as well as higher level of responsibility in achieving the project goals. A good preparation of MILP team (analysis of regulations in RS and FBiH) resulted in a situation with no objections or penalties by inspection bodies, and consequently no delays in preparation and implementation of the project.

Wider community

Interest and spontaneous support of the citizens to the project were shown by their presence of workers at the work sites, in the questions that they asked about the scope and type of works underway, as well as in their offering food and refreshments to workers. By learning about the project activities the citizens were encouraged to take some actions themselves in order to protect the river banks, parks, playgrounds etc. and to influence the conscience of their co-citizens about their responsibility for the appearance and the living conditions in the local community.

A contractor from Prijedor said the following about the interest of the wider community in the project activities:

“...Well, we were daily supervised by the pensioners too, as they came to see how the works on the project progressed, and every day the citizens offered us coffee and juices...”

The implementation of MILP project was especially covered by the media in Maglaj municipality, where the citizens were constantly updated about the activities carried out in their community, which resulted in overall support and approval. The owner of the restaurant that was close to the location where most works were carried out brought the workers breakfast and refreshments every day.

Numerous activities that were carried out as part of MILP BH project, that covered the rehabilitation of river beds and banks, not only changed the picture of the environment, but also resulted in elimination of the possibility of floods in certain settlement during heavier rains, or spreading of diseases (Prijedor, Donji Vakuf, Žepče i dr.).

In the municipality Prozor-Rama the local population who were not engaged on the project joined the works completely free of charge, while the significant assistance reflected in, among others, in the fact that they helped clear the brushes by using their own motor saws, in places where workers could not do anything with their bare hands.

Direct beneficiaries

Temporarily employed workers knew in advance which types of work they should do, the level of their hourly rates, as well as the expected working conditions, which gave them an additional sense of security.

In a conversation with a worker in Lopare municipality he said that not only he was satisfied with the

salary, but he constantly pointed out that during the project he learned how to lay bricks, and that he built one wall completely by himself. The sense of ownership of the community and of usefulness was very pronounced with the workers who for the first time worked in an organized group.

The beneficiaries are extremely satisfied with the cooperation with the contractors and project staff and believe that more such projects are necessary.

Talks with direct beneficiaries were very open; the expression of their views went in two main directions:

- They pointed out the financial benefit which was precious for themselves and their family members, and that the fact that they were given a salary for their work fulfilled them with a sense of satisfaction, and
- They expressed their concern for both their current and future existence, which made them ask the questions *“Will there be more of these projects...?”* and mentioned that such projects would again be very useful for them.

The importance of the project for the beneficiaries is the best reflected in a statement of a beneficiary from Cazin Municipality who said:

“...Four of us in the family are out of job, so that this was a great financial help to us, and it came at the right time, before the winter, when there are most needs and fewer and fewer jobs...”

About how much the engagement on the project and consequently the salaries that were made meant to the beneficiaries, and their families on the whole, one beneficiary from Maglaj Municipality said:

“...There are 11 of us in the family – the father is retired, mother, 4 sisters, 4 brothers and I, and none of us works... In this way we could do something on the house, replace the broken windows, fix some electricity fittings, and the like...”

A beneficiary from Lopare Municipality mentioned the contribution of the project to other workers:

“...Thanks to this project my neighbour Lazo roofed his house...”

Also, some beneficiaries criticized the behaviour of few workers who, in their opinion, did not put enough efforts in work. It is interesting to note that their comment about this was:

“...Well, we were anxious to do all the planned work appropriately and on time, so we often finished their part of the job too...” (a beneficiary from Bosanska Krupa municipality)

Contractors

The contractors were anxious to make sure that they have secure payment and clear cooperation rules, and in that context they applied to the public call, although they sincerely said that they were a little worried how the coordination of the activities in this project would be run.

At the end, they assessed that during the performance of works there were no major problems. Satisfaction of the contractors with the participation in the project is also reflected in the fact that no contracts were cancelled. They underlined in the interviews that they could complete the works on time because they had all technical documentation and financial resources according to the agreed payment schedule.

A contractor from Cazin shared some of his reflexions on the project before the very beginning of works:

“...I expected that it would be much harder to organize the work with the workers from the employment bureau, but the workers were good and with adequate skills, so that everything went smoothly...”

Contractors' satisfaction is also reflected in the fact that more work was done than agreed (Maglaj, Novi Grad, Prozor-Rama, Prijedor), and in the decision of some of them to give a full-time job to a number of workers who were engaged on the project.

In Srebrenik Municipality the contractor repaired of lighting posts and placed better varnishing for the stands as well as 200m² of road surfacing, so that this part of works was his contribution to the project.

Initiatives of local communities

Local communities said that it would be necessary to continue such projects; they also recognized the importance of introduction of practice of their own co-financing of labour intensive activities aimed at improving the functionalities and the appearance of local infrastructure, as well as the importance of development of new projects on the basis of experiences gained through the implementation of MILP.

The Municipality of Srebrenik prepares applications for new Municipal Intensive Labour Projects (upon the invitation of UNDP), while Maglaj Municipality plans to fund working actions with its own finances and employ the workers from the employment bureaus. Prijedor Municipality intends to allocate a part of water fees for maintenance of infrastructure, while Bosanska Krupa plans to continue investments in clearing the thicket in the town for the needs of expansion of a business zone.

During the winter 2012/2013 Cazin Municipality and the employment bureau carried out the action of cleaning in cooperation with the Public Utility Company. The Public Utility Company made available the machinery and organized works, while the employment bureau provided workers who were paid by the municipality. Cazin Municipality was given a Reward for the Best Cleaned Municipalities in BiH for efficiently conducted action.

Following MILP BH project, Cazin Municipality applied for 2 more projects for funds of the FBiH Fund for Protection of the Environment. The plan within both projects is to hire a certain number of persons from the employment bureau.

Novi Grad Municipality provided additional funds for asphaltting the road to the Kula picnic area in the amount of 40.000,00 BAM, and they plan to invest in the construction of a log cabin (a small

facility for offering restaurant services to visitors).

The activities of local communities in the river Vrbas basin on signing the Charter on Protection of the Vrbas (Project Clean Vrbas) are underway.

After cleaning the stecaks in Krekova, carried out within MILP BH project, the municipality of Nevesinje plans to fence off this area, and in accordance with the development strategy, make this biggest stecaks necropolis in BiH an available tourist attraction.

Current initiatives of entities' governments

The municipalities that participated in BH MILP project gained valuable experiences that they can use in development and implementation of employment programs. The following programs are worth mentioning in the Republic of Srpska and BH Federation:

- The RS Ministry of Labour and Protection of Veterans and Disabled Veterans and PI The Republic of Srpska Employment Bureau announced the Public Invitation to Employers, Unemployed Persons and Local Communities for Using the Funds for Self-Employment and Employment of Unemployed Persons with a Degree of Vocational Education from NQ to HE who are actively seeking employment and are on the Bureau's records (a total of 2.927 persons) as well as the Public Invitation for the Project of Employment in the Republic of Srpska Agriculture in 2013,
- Within the Bosnia and Herzegovina Federation Strategy of Employment 2009-2013 – Program of Spending Funds and the Criteria for Distribution of Funds and of Transfer Determined by the Bosnia and Herzegovina Federation budget for 2012, the Federal Ministry of Labour and Social Policy and the Federal Employment Bureau announced the Public Invitation for the Selection of the contractors of the Training Program / Professional Development / in the field of grape growing and wine production,
- Public Invitation to “Units of Local Self-Governance for Using the Funds for Organizing and Carrying out Public Works”. In accordance with the Action Plan of Employment in 2013, the funds have been provided in the Republic of Srpska in the amount of 500.00 BAM for organizing and carrying out of public works, relating to the construction, i.e. repair of municipal public infrastructure and the projects related to maintenance and protection of the environment.

6.3. Project sustainability

Based on a review of quantitative indicators on the degree of realization of project activities in 20 BH municipalities, we concluded that the main project goals were fully accomplished and that the project results were better than planned, according to the number of engaged workers, realized working hours, and the amount of financial contribution to the municipalities. Now an issue is raised of the project sustainability, i.e. who should take care, and how, that the project continues to ‘live’ even after the implementation.

In local communities there is a genuine wish to maintain, protect and take quality care of the built and rehabilitated infrastructure. Municipalities have modest economic means, and the chances to provide permanent sources for keeping the results achieved by the implementation of MILP BH project in all municipalities are slim. These communities wish to preserve what has been created and are trying to provide the funds to finance and maintain the rehabilitated landfills, water currents, parks, etc. Based

on interviews and visits to the ground (14 municipalities) we can conclude that presently the public utilities companies mainly take care of these facilities, although no additional funds were allocated for such purposes. Depending on finances and available machinery, they perform works on maintenance of repaired facilities and green areas.

The quality of maintenance of rehabilitated green areas and water beds, parks and children playgrounds is significantly higher in municipalities in which the contractors were the public utility companies. During the interview they said:

“...This is our job in the first place, but we did not have resources to do it. Now it is easier to keep it than allow it to return to the previous state...”

The park in the municipality Cazin is regularly maintained, PI Housing Credit Union introduced in the Program of Public Hygiene the obligation of park maintenance so that the necessary funds were allocated for that.

In Cazin municipality the investments and the initiatives related to the new city park continued after the MILP project:

“...We placed three more lighting bodies in the park and the checkerboard and we are expecting a positive answer from “Tik” (Turkish State Agency for International Cooperation) to our application for completing the lighting in the park...”

Another positive example is from Srebrenik Municipality, where the rehabilitated sports ground is used by many subjects (schools, sport clubs, people doing recreational activities) and it is maintained by PI Sport and Recreational Center, from its own resources, donations from the municipal budget, etc.

The investments were continued in the Municipality Novi Travnik, in the amount of about 15.000 BAM.

“EKO udruga” Busovača takes care, on a volunteer basis, of preserving the green areas and maintenance of local water works in its local community.

6.4. Relevance

The project is relevant both for local needs and for needs of the users. The process of implementation went in close cooperation with the municipalities and the project ideas were tailored to the needs of citizens in local communities. During the selection of priorities, municipalities could use their own development plans and propose the works and/or facilities to be repaired according to them. In the meetings organized in cooperation with the local communities, municipalities and civil organizations the lists of potential projects were formed, so that the selection was done and the priority works determined to be implemented by MILP BH project, through a constructive dialogue on the needs and urgency of certain infrastructure tasks.

The project was formulated and implemented in the conditions of growing awareness in local

communities of the need of raising citizens' consciousness about the necessity of protection and better care for the environment.

The goals of MILP BH project were fully complementary with the needs of local communities so that identifying the needs was not a problem, but how to do a proper selection in accordance with the criteria.

In Nevesinje Municipality, MILP BH Project helped solve the problem of water supply in the summer, because the accumulation water pools were built, so that the electricity costs for switching on and using the pumps for pumping out water during the time of reduced water level were minimized (the savings in the period from October 2012 to April 2013, compared to the same period the last year, i.e. the situation before the project, amount to about 17,452 BAM, which is almost about 50% of the funds invested in water works).

In Prijedor Municipality the scope of the planned works was increased (the plan was to clean the channel in the length of 1.2 km, and the channel was cleaned in the length of 2 km; also the plan was to clean the banks of the rivers Sana and creek Berek, Gomionica and Milosevica in the area of 140.000 m², while the area of 341.000 m² was cleaned. The works that were not planned by the project tasks were included (the area around the city hospital and the air club was additionally cleaned). Thanks to the works on cleaning water streams of Milosevica and Gomionica, a refugee settlement of about 600 houses was protected from the flood – this also relates to 500 houses in Gomionica in the area of Prijedor Municipality.

The mayor of Bosanska Krupa municipality, highlighted the following, as something very important:

“...Our business zone, to the enabling of which the MILP project greatly contributed, now employs about 60 workers, by the end of the year there will be 200 workers employed and during the next 2-3 years the plan is to have a total of 500 workers employed...”

When asked whether they would now, if asked to, change the project idea, the local communities representatives said that they would not. All the respondents said that the action was well done and that more of such initiatives were necessary. In a situation where the unemployment is on the rise, and more and more workers are laid off, short-term labour intensive initiatives are indispensable. The implementation of MILP BH project was a good example to local communities as to how many useful things may be achieved if all the local development factors are mobilized.

6.5. Influence

Identified changes

The project also had an influence on the change of behaviour of citizens in local communities. The representatives of public utility companies said during the interview that there were some positive reactions from citizens, so that besides their showing satisfaction they also started warning the neighbours not to throw away the waste in illegal landfills or into the water streams.

In Donji Vakuf Municipality particularly, many citizens who spend their free time doing some sport or recreation along the river Vrbas banks, expressed their satisfaction; they said that for the first time in 50 years some parts of the river were accessible. It is also noteworthy that the campaigns for the protection of the environment were initiated in a number of municipalities.

Another positive change brought by this project is the fact that the workers, who have not so far been involved in the working activities in an organized way, joined the labour market for the first time.

During the visit to Cazin Municipality one of the beneficiaries stated:

“...For the first time I had an opportunity to work on the basis of a design, drawings and set measures, and this was an excellent experience, as I have not done it so far...”

It may sound unbelievable but it is true. There were some workers who had never had an account opened in the bank, nor received money in their current accounts, so they found it difficult going to the bank, because they did not know how to fill out necessary forms for opening the account. The director of the Development Agency from Zepce said:

“...I could not believe that there were people who never went to the bank and they are between 20-40 years old. You could see happiness on their faces when they got their own payment cards...”

During the visit to Maglaj Municipality, the director of Public Utility Company said:

“...When I saw that they had sent me the main ‘rebel’ in town, I already had a quarrel with him. Today he is one of the best workers in the company. I realized that he had been waiting for a job for 20 years and that his bitterness was justified...”

This is just one of the examples showing that BH MILP Project, although this was not its direct intention, had an effect on the changes of people’s views and behaviors too.

People’s behaviour is hardly ever changed by warnings or information – you can influence the change with the people much more efficiently if you involve them in the process enabling them to understand the point of the change and benefit from it. Rehabilitation of a picnic area in Novi Grad was carried out with MILP BH project resources; it was done by the inhabitants of that part of the town – and it is now they who do not let the visitors leave garbage or waste as this spoils the looks of their picnic area.

6.6. Support to fulfillment of the criteria

Speaking about the inclusion of the women in the implementation activities, we can say that very few women participated in them. The main reason for that is the fact that this included difficult physical work that women objectively are not capable of doing. There were some attempts at women being actively included in the project but they very soon gave up. However, there were some positive experience in this sense too – there is an example from Prijedor Municipality where a lady, a single mother, showed special efforts at work and was appointed a ‘foreman’.

Inclusion of different ethnic groups was fully complied with, especially of national minorities and the members of the Roma, which can be seen from the lists of hired workers.

The application of the practice of dialogue, critical thinking, compromises and of making joint decisions was a constant method of working and communicating in the project, because the implementer insisted on the inclusion of all interested parties in decision-making processes in local communities, even at the cost that certain stages of project adjustment are prolonged.

7. OVERVIEW OF SET GOALS AND ACCOMPLISHED RESULTS OF MILP PROJECT

Accomplishment of set goals and expected results measured by set indicators show that, according to physical indicators, the changes are fully in line with the fulfillment of project purpose.

Table 5. Project results and goals

Result	Indicators	Goal 1	Comment
<p>Direct benefit for the municipalities:</p> <ul style="list-style-type: none"> - 20 municipalities selected, - 20 presentations of MILP project held, - 20 MoA signed, - 20 projects for financing prepared, approved and implemented, - Municipalities' capacities for the implementation of new intensive labour projects increased. 	<ul style="list-style-type: none"> - Number of selected municipalities, - No. of presentations of MILP project, - No. of signed MoAs, - No. of prepared and approved projects for financing. 	<ul style="list-style-type: none"> - In cooperation with 20 municipalities support the implementation of 20 intensive labour projects. 	<p>Accomplished</p> <p>(Note) Verification sources: Reviews and reports, memoranda on agreement, interviews with beneficiaries and with the project staff.</p>
Result	Indicators	Goal 2	Comment
<ul style="list-style-type: none"> - 1,269 temporarily employed persons, - Temporarily employed persons made income in the amount of 1,149,761.24 BAM. 	<ul style="list-style-type: none"> - List of the neediest persons, - No. of temporarily employed, - Total made income of temporarily employed workers. 	<ul style="list-style-type: none"> - Temporary employment for 800 needy persons and temporary income in the amount of 1,040,000 BAM. 	<p>Accomplished</p> <p>(Note) Verification sources: Reports and interviews with beneficiaries, visits to locations</p>
Result	Indicators	Goal 3	Comment
<ul style="list-style-type: none"> - 761,711.97 BAM of local co-financing for reconstruction of local infrastructure (the amount of achieved co-financing by local communities by 9.8% higher than planned), - Infrastructure built and rehabilitated in 20 local communities, - Cleaning water currents in the length of 163.5 km, clearing brushes on roadsides 136.7 km, asphaltting roads in the length of 11.3 km, development of parks of the area of 49,825 m², reconstruction of waterworks and sewage in the length of 6 km, removal of wild landfills 11,642 m³. - In 20 local communities the citizens participated in defining the priorities and in proposing the projects. 	<ul style="list-style-type: none"> - The amount of funds of local co-financing for reconstruction of local infrastructure, - Number of local communities in which infrastructure was rehabilitated, - The scope of performed works on rehabilitation of local infrastructure, - Participation of local communities' representatives (citizens) in the process of defining priorities and in proposing projects. 	<ul style="list-style-type: none"> - Ensure at least 30% of local co-financing for reconstruction of local infrastructure, - Rehabilitate local infrastructure, - Enhance citizens' role in setting development priorities. 	<p>Achieved</p> <p>(Note) Verification sources: Narrative and financial reports and interviews with beneficiaries.</p>

Note:

At the time of review of the effects of completed MILP BH project, the economic situation in BiH is deteriorating; social tensions are increasing, especially in vulnerable communities. Talking with the authorities' executives we could see a genuine will to support any initiative that is in the function of employment. Although the project did not aim at influencing the political structures in any way, the mayors stressed during the meetings that this project was fully supported by both the position and opposition in local government structures who believed it to be justified and well implemented. MILP BH did not underline this goal toward the officials in local authorities, however it is noteworthy that this was an indirect confirmation that there is understanding for good initiatives and that, if well prepared and properly implemented, they can get full support.

We finally underline again that the key factors of the project success were: a well defined project task, high quality of implementation of the process of selection of local communities' projects, high level of inclusion of public and civil sectors in the process of designing the local communities projects and their implementation, an experienced and professional project team, good design of activities, rules and procedures of work and decision-making well developed for all project implementation stages, consistent application of regulations, good communication with key partners, transparency of work process; and last but not least we should especially underline good identification of priorities and public process of job announcement and selection of workers.

8. LESSONS LEARNT AND CONCLUSIONS

- Municipalities showed a high level of interest in participating in the MILP BH project and according to the project criteria they provided a high level of manpower participation and co-financing of the project from local sources.
- A large number of unemployed people expressed an interest to get employed in the labour-intensive activities planned with the MILP BH project. The number of registered workers was 2-3 times higher than the required number of workers. The main reason for the great response was poverty and many years of unemployment. The opportunity for sure and solid earnings in a legal and organized way motivated a large number of the unemployed to apply to advertisements of the employment agency.
- In order to enable as many poor people as possible to earn a salary, in agreement with the project leader some municipalities decreased the number of days of engagement per employee and increased the number of the engaged workers (Prijeedor, Novi Travnik, Maglaj, etc).
- A good promotional strategy of the project in local communities enabled the active participation of the representatives from the public sector (municipalities, local communities) as well as from the private and civil sectors in all stages of the project implementation.
- Achieved results are higher than planned in terms of volume and value of completed works.
- Well planned and quality done project implementation documentation (detailed and with the instructions for use) was of a great importance for the successful implementation of the MILP BH.
- Most municipalities did not have experience in the preparation and implementation of such projects. Because of that the professional support of MILP BH project staff to municipalities was very useful in preparation of tender documentation and implementation of tender procedures. When defining the tender conditions, in particular the criteria required by the MILP project (the obligation to employ workers from the employment bureau and the criterion of choosing the best bidder under the terms of the lowest price for the best quality), the MILP BH project staff helped the municipalities to carry out the tender procedure in accordance with the local legislation and the criteria defined by the project).
- As a result of an open procurement process, in all cases the realized price was lower than the planned one and some savings were made (about 90.000 BAM).
- The savings were used for additional works on projects in municipalities that were able to provide additional co-financing resources and the highest participation of the unemployed workers (Prijeedor, Maglaj, Novi Travnik).
- The request of the MILP BH project to provide adequate participation of manpower was the main reason that the implementation took a little longer than planned in some municipalities, because from the technical point of view it is not easy to define and implement a labour-intensive project that engages a large number of workers and satisfies the efficiency criteria.
- Despite the deficit in the budget of local communities and problems in financing the regular budget obligations (Busovača, Lopare, etc.), these municipalities considered the project a priority investment and they allocated more funds than was the required contribution.

- The requirement that the municipalities needed to pay the contribution amount to the account of OSF B&H was a good measure and in practice it turned out that all the municipalities, as well as citizens who made their personal contribution, had full confidence in the intended use of the funds by the OSF B&H.
- Involvement and collaboration with the local employment agencies and centres for social work were essential to the transparency of the process of engaging the workers in the project.
- Existing labour market in BiH is not functioning properly. Local companies do not have information about the quality of the manpower in the labour market. In this respect, MILP BH project was a good opportunity for employers to learn about the offer and quality of unemployed workers.
- The implementation of the MILP BH project was made possible by the active participations of 30 contractors, of which there were 20 private companies, 6 state/public companies and 4 non-governmental organizations.
- A number of the contractors continued temporary engagement of the workers, and several of them got a permanent job. According to the information obtained from the interviews in the visited municipalities permanent positions were given to the workers in Bosanska Krupa (1), Prijedor (6), Lopare (2), Maglaj (1), Žepče (4), Busovača (2), Nevesinje (1).
- Implementation of the projects of local communities in the environmental protection (within MILP BH project) initiated environmental campaigns (“Clean Vrbas”, “Month of cleanliness”) and new projects aiming at environmental protection and raising awareness of the citizens (Donji Vakuf, Maglaj, Prijedor, etc.).
- MILP BH project set higher standards in the maintenance of the urban areas and pointed out that the local utility companies must apply more quality standards of sanitation and protection of the utility infrastructure.
- A number of local communities continued investments into infrastructure started by the MILP BH project (Nevesinje - lighting, Novi Travnik – children’s playground, Srebrenik - “EKO” workshops in schools, Cazin – continued investment in the park, etc.).
- After implementation of the MILP BH project, municipalities expressed their readiness to initiate similar project themselves and to allocate funds from the budget for this purpose. Currently there are initiatives in the municipalities of Prijedor and Maglaj.
- “...*This project was a real answer to the needs of the citizens...*” these are the words of one of the mayors and they best illustrate the importance of the project, but also the obligation for the representative of the executive power in the municipalities, because when you notice a problem, and you have the authority and certain resources, then you are also required to respond to the citizens’ demands.

9. RECOMMENDATIONS

- Continuously raise awareness that the right to work is one of the basic human rights.
- That the local governments, regardless of the fact that the employment is not exclusively in their competence, both carry the burden and have an obligation to directly promote, initiate and implement the initiatives that contribute to employment through the elected representatives.
- That the municipalities plan the funds in their own budgets which can finance or co-finance projects enabling the current and temporary employment of the unemployed.
- That the municipalities direct a part of the funds in their own budgets intended for welfare to these categories through the work engagement, so through projects where they would work, not just and exclusively through social benefits.
- To try to initiate the projects of temporary employment through entity associations (associations of municipalities and towns)
- To promote specific initiatives to amend tax laws through which the taxpayers would have an opportunity to allocate a part of their profit into public works or the projects of temporary employment.
- Intensify the cooperation of local communities with local employment agencies and social work centres on preparation of projects which would be nominated for financing from local and foreign sources (donations and other forms of support).
- Local communities should design specific projects which would provide temporary work engagement of unemployed women and persons with reduced work ability.
- Strengthen the professional capacities of local governments to implement projects aimed at employment and environmental protection.
- Strengthen the cross-sector cooperation (public, private and civil sector) aiming at active participation of citizens in determining the priority investments in local infrastructure.
- Local communities need to start creating conditions for providing permanent source of funds for the maintenance and protection of restored and built local infrastructure.
- In order to protect the environment we suggest greater commitment of local communities in promoting volunteerism and organizing work actions to protect and improve the environment.
- Start to work on developing a model for providing funds for the maintenance of newly built local infrastructure (plan the budget funds for this purpose).
- OSF B&H proposes that the practice of applying the criteria of mandatory project co-financing from local sources continues in development of new projects.
- Although it is not the plan to continue the project, the proposal is that the OSF B&H continues promoting labour-intensive programmes and developing similar projects focused on employment and income generating for particularly vulnerable categories.
- Oblige the contractors in projects to keep the records on work and commitment of temporary employed workers, and to inform about it the employment agency so that this can be one of the criteria in the future engagement of the workers in similar jobs.

10. MESSEGAS OF THE BENEFICIARIES

“...This is the programme for the people...”

“...The programme for the poor to earn something without being cheated...”

“...This project is a real answer to the needs of the citizens...”

“...I want that our park be finished and I want more projects like this...”

“...A well designed project – it left us a bridge and a walking path that we plan to widen...”

“...A man is given dignity and all his rights if employed –then he is liked by both family and society...”

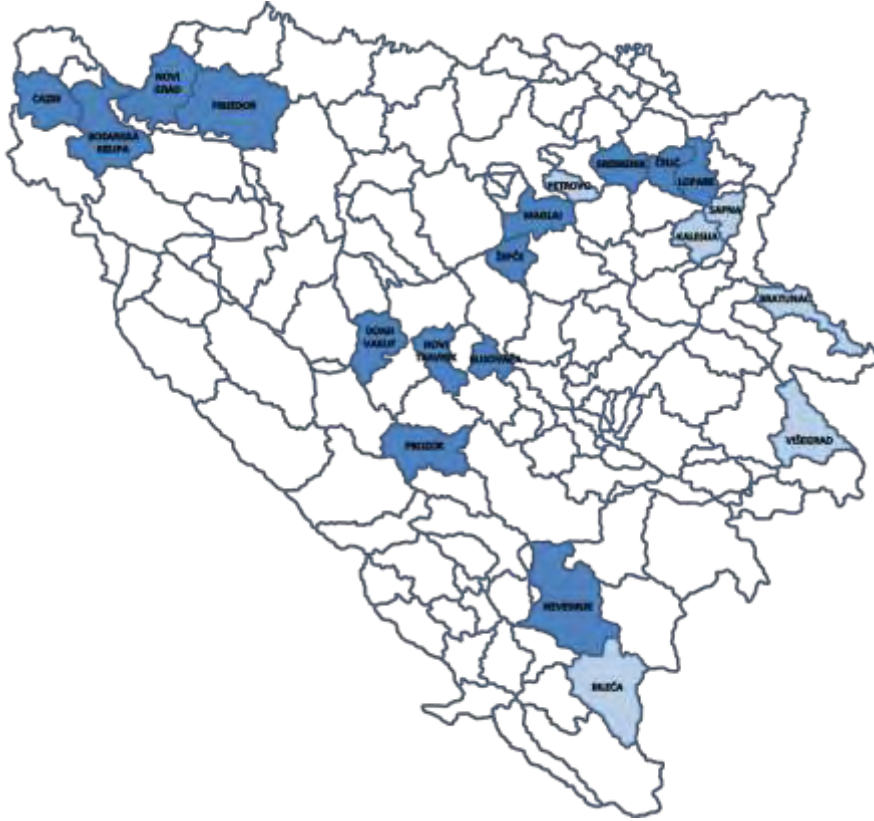
“...Our local community got clean river bank and new sports ground – this is a good approach and proof that a lot can be done with a little money...”

“...The main advantage of this project is that a man became a being useful to his society - he was useful to himself, to his family and to his community...”

“...The project brought people together, built a bridge among people- collaboration was established and new friends made among workers from local communities a few kilometers away and who did not know each other at all...”

A P P E N D I X E S

APPENDIX 3. - Map of municipalities in Bosnia and Herzegovina that were visited during the evaluation



Municipalities in Bosnia and Herzegovina in which the project was implemented	Municipalities in Bosnia and Herzegovina that were visited during the evaluation
1 Lopare	1 Lopare
2 Sapna	2 Donji Vakuf
3 Donji Vakuf	3 Žepče
4 Žepče	4 Cazin
5 Cazin	5 Novi Grad
6 Petrovo	6 Prozor-Rama
7 Novi Grad	7 Bosanska Krupa
8 Prozor-Rama	8 Nevesinje
9 Bileća	9 Prijedor
10 Bosanska Krupa	10 Čelić
11 Nevesinje	11 Novi Travnik
12 Prijedor	12 Srebrenik
13 Bratunac	13 Busovača
14 Čelić	14 Maglaj
15 Kalesija	
16 Novi Travnik	
17 Srebrenik	
18 Busovača	
19 Višegrad	
20 Maglaj	

APPENDIX 4. - Questions used for the needs of interviews during evaluation

Questions for OSF:

1. Were there any difficulties in adjusting the MILP project with regulatory framework in BiH (difference of regulations at the local entities and cantonal level)?
2. Please assess what legal barriers, and to which degree, were a limiting factor for project implementation (if possible state the concrete examples of laws or by-laws that made the implementation difficult and how you overcame them)?
3. Did you introduce special rules and procedures related to the implementation of MILP project and if yes, assess their contribution toward a more efficient implementation of planned activities?
4. What is your opinion about the size of your project time? Was it: optimum, sufficient or could it have been bigger/smaller? Please comment.
5. What would you single out as key values of this project: from your personal experience (personal opinion), and based on contacts with beneficiaries (engaged workers), and referring to the statements made by the representatives of local communities, representatives of business community, etc.
6. Which difficulties did you come across during the project implementation: from your personal experience (your personal opinion), and based on contacts with beneficiaries (engaged workers), and referring to the statements made by the representatives of local communities, representatives of business community, etc.
7. The share of municipalities in contributing to the project requirements was higher (39% vs. 30%). What made the municipalities decide to allocate more funds? Who made a bigger share in it, citizens, municipalities, or some other sources?
8. Could you state what made a special impression on you during the implementation of project activities or what is it that you will especially remember this project by?
9. Could you state the examples (if any) of „lessons learned“ (e.g. good practices of action that you could apply to other projects too or a contribution of your project toward improvement of your own capacities or something else useful for the implementation of other projects)?
10. How would you assess, in one sentence, the contribution of this project toward the affirmation of OSF?
11. Did the local communities in which the MILP project was implemented continue or start the activities or the initiatives that can be considered an added value/additional benefits of this project?
12. How was the MILP project promoted in local communities – project „visibility“ (the manner of promotion and used promotional material)?
13. How do you assess the degree of discipline of interested parties at the local level with regards to fulfilling their commitments? Was there any negative criticism between the municipality entrepreneur (company or NGO) – citizens? If yes, how did you overcome them?
14. Were there any objections by those who were not engaged (i.e. temporarily employed in the project) and what did the complaints mostly relate to (selection criteria, procedures, etc.)? How did you solve these problems?
15. Could you make your own assessment of your contribution to the success of the project?
16. Please state at least three important conditions without which the project could not have achieved these results that were beyond expected?
17. Would you like to make some additional comments, suggestions, etc.?

Questions for the representatives of local communities and employment agencies:

1. Which project(s) was (were) implemented and what was the importance of the project for the local community?
2. Which were the criteria employed for the selection of the projects to be implemented?
3. To which degree were the goals accomplished and what were the main success factors?
4. Were the goals accomplished on time?
5. Project sustainability, what remained as a contribution to the local community?
6. New actions or initiatives (new projects) that appeared after the project implementation?
7. Assessment of cooperation with OSF, contractors and other participants, were there any problems during implementation (if yes, state the example)?
8. Recommendation for new projects and would you make the financial contribution again?
9. Do you have a list of labour intensive projects that you could offer to donors?
10. Assessment of audit related to the way of making payment (transfer of funds from municipality account to OSF)?
11. Experiences of employment agencies – assessment of benefits of the project and were there any similar projects later?
12. Were there any cases of temporary engagement of workers (who were involved in MILP) after the implementation of this project, in some other projects or jobs in which the employment agencies were included?
13. What is your opinion of the contribution of the project for the beneficiaries?
14. Inclusion of women in working activities?

Questions for contractors:

1. Assessment of cooperation with the local community and OSF?
2. What were the main problems during the project implementation?
3. Satisfaction with the selection of workers and their attitude to work?
4. Benefits and disadvantages of the project for the contractor?
5. How do you assess the method of funding and running the project by OSF?
6. Contribution of the project to gaining knowledge and skills by the workers who were engaged?
7. Did some of the engaged workers get a full-time employment at your company after the project?
8. Would you participate in similar projects again?
9. How do you assess the contribution of the project to the local community?
10. Inclusion of women in working activities?

Questions for beneficiaries:

1. Please introduce yourself (basic information, working status, profession, social status)?
2. How did you learn about the project?
3. Which documents did you have to collect with regard to applying for the job and did this create any difficulties?
4. How long were you engaged on the project and on which jobs?
5. Did you improve your knowledge and skills and is this of any use for you in searching a job?
6. What did the project mean for your family in the sense of income that you made?
7. How do you assess the contribution of the project to the local community?
8. What would you single out as an advantage/disadvantage of the project?
9. Would you work on similar projects again?
10. Do you have any recommendations or objections with regards to the cooperation with the contractor or other participants in the implementation?

APPENDIX 5. - Plan of visits for the purpose of evaluation

No.	Date of visit	Municipality	Time of the meeting				
			Meeting 1.	Meeting 2.	Meeting 3.	Meeting 4.	Meeting 5.
			Municipalities	Employment agencies and Centers for social work	Contractors		Direct beneficiaries
					Public and private companies	NGOs	
1	13.05.2013.	Cazin	08:30	08:30	09:30	-	09:30
2	13.05.2013.	Bosanska Krupa	13:00	13:00	14:00	-	14:00
3	14.05.2013.	Prijedor	09:00	09:00	10:00	-	10:00
4	14.05.2013.	Novi Grad	13:00	13:00	14:00	-	14:00
5	16.05.2013.	Lopare	08:00	08:00	09:00	-	09:00
6	16.05.2013.	Čelić	11:00	11:00	-	12:00	-
7	16.05.2013.	Srebrenik	14:00	14:00	15:00	-	15:00
8	17.05.2013.	Maglaj	09:30	09:30	10:30	-	10:30
9	17.05.2013.	Žepče	13:00	13:00	-	14:00	-
10	20.05.2013.	Novi Travnik	09:00	09:00	10:00	-	10:00
11	20.05.2013.	Busovača	13:00	13:00	14:00	-	14:00
12	21.05.2013.	Donji Vakuf	09:30	09:30	10:30	-	10:30
13	21.05.2013.	Prozor-Rama	13:00	13:00	14:00	-	14:00
14	22.05.2013.	Nevesinje	08:00	08:00	09:00	-	09:00

* Meetings were conducted separately - the interviews were performed by two evaluators

APPENDIX 6. - List of persons interviewed - Local communities (Municipalities)

No.	Date of visit	Municipality	Name and surname	Function
1	13.05.2013.	Cazin	1. Ibrahim Mujakić	Senior Adviser for Education Local Coordinator of MILP Project in Cazin
2	13.05.2013.	Bosanska Krupa	2. Armin Halitović	Mayor (Bosanska Krupa)
			3. Emir Tatarević	Adviser
3	14.05.2013.	Prijedor	4. Stanko Marković	Senior Associate Department of Housing and Public Utilities
			5. Rajka Zdjelar	Senior Associate in the Department of Housing and Public Utilities
4	14.05.2013.	Novi Grad	6. Snježana Rajilić	Mayor (Novi Grad)
			7. Ranko Dabić	Deputy of Mayor
			8. Saša Mirić	Local Coordinator of MILP Project
5	16.05.2013.	Lopare	9. Rado Savić	Mayor (Lopare)
			10. Milenko Ristić	The President of Assembly Municipalities Lopare
			11. Željko Kerović	Chief of the department of Housing and Public Utilities; Coordinator of MILP Project
6	16.05.2013.	Čelić	12. Fahir Subašić	Adviser
7	16.05.2013.	Srebrenik	13. Ibrahim Smajlović	Local Coordinator of MILP Project
8	17.05.2013.	Maglaj	14. Mehmed Mustabašić	Mayor (Maglaj)
			15. Nermin Bešliagić	Adviser for Local development
9	17.05.2013.	Žepče	16. Brigita Lovrić	Assistant of Mayor
10	20.05.2013.	Novi Travnik	17. Refik Lendo	Mayor (Novi Travnik)
			18. Amel Brljak	Senior Associate
11	20.05.2013.	Busovača	19. Edin Šabanović	Assistant of Mayor for Local development and Local Coordinator of MILP Project
12	21.05.2013.	Donji Vakuf	20. Huso Sušić	Mayor (Donji Vakuf)
			21. Sead Cerić	Local Coordinator of MILP Project
			22. Husein Balihodžić	Associate for Public Utilities Local supervisor of MILP Project
13	21.05.2013.	Prozor-Rama	23. Josip Juričić	Assistant of Mayor for Economy
			24. Mate Marušić	Senior Associate Local Coordinator of MILP Project
14	22.05.2013.	Nevesinje	25. Momčilo Šiljegović	Mayor (Nevesinje)
			26. Momčilo Vukotić	Deputy of Mayor
			27. Jovan Vasiljević *	President of the Municipal Assembly Nevesinje
			28. Dragan Boko	Associate
			29. Velimir Repović	Associate

* During the implementation of the project he was director of Local employment agency Nevesinje

APPENDIX 7. - List of persons interviewed - Local employment agencies

No.	Date of visit	Municipality	Name and surname	Function
1	13.05.2013.	Cazin	1. Selver Samardžić	Director of Local employment agency Cazin
2	13.05.2013.	Bosanska Krupa	-	-
3	14.05.2013.	Prijedor	2. Zdravko Suvajac	Director of Local employment agency Prijedor
4	14.05.2013.	Novi Grad	3. Danica Labus	Director of Local employment agency Novi Grad
5	16.05.2013.	Lopare	-	-
6	16.05.2013.	Čelić	-	-
7	16.05.2013.	Srebrenik	4. Orhan Smajlović	Director of Local employment agency Srebrenik
8	17.05.2013.	Maglaj	5. Sulejman Delić	Director of Local employment agency Maglaj
9	17.05.2013.	Žepče	-	-
10	20.05.2013.	Novi Travnik	6. Ekrem Hajrić	Director of Local employment agency N.Travnik
11	20.05.2013.	Busovača	7. Emin Srebrenica	Adviser in Local employment agency Busovača
12	21.05.2013.	Donji Vakuf	8. Vasvija Imširpašić	Director of Local employment agency D.Vakuf
13	21.05.2013.	Prozor-Rama	9. Jure Džalto	Director of Local employment agency Prozor
14	22.05.2013.	Nevesinje	10. Jovan Vasiljević *	President of the Municipal Assembly Nevesinje

* During the implementation of the project he was director of Local employment agency Nevesinje

APPENDIX 8. - List of persons interviewed - Contractors

No.	Date of visit	Municipality	Name and surname	Company / Function
1	13.05.2013.	Cazin	1. Ibrahim Dizdarević	"Kov-Grad" Bužim / Head of construction site
2	13.05.2013.	Bosanska Krupa	2. Merdžana Redžić	JKP "10. Juli" d.o.o. / Technical director
3	14.05.2013.	Prijedor	3. Mladen Unijat	"Unijat" / Director and owner
			4. Boja Vučen	"Unijat" / Chief of financial department
4	14.05.2013.	Novi Grad	5. Duško Gojić	"Komus" / Director
5	16.05.2013.	Lopare	6. Cvjetko Mitrović	"Integral MCG" d.o.o. Lopare / Head of construction site
6	16.05.2013.	Čelić	-	-
7	16.05.2013.	Srebrenik	7. Vehbija Mehuljić	JP "9. Septembar" / Director
8	17.05.2013.	Maglaj	8. Amira Zukić	KJD "Maglaj" / Director
9	17.05.2013.	Žepče	9. Branka Janko	Razvojna agencija Žepče / Director
			10. Nermin Pašić	"Prograd" d.o.o. Žepče / Head of construction unit
10	20.05.2013.	Novi Travnik	-	-
11	20.05.2013.	Busovača	11. Vladimir Jurišić	"Komunalac" Busovača / Director
12	21.05.2013.	Donji Vakuf	12. Nahid Šarić	JKP "Čistoća" / Director
13	21.05.2013.	Prozor-Rama	13. Branko Burić	JP "Vodograd" / Director
14	22.05.2013.	Nevesinje	14. Radomir Todorović	"Vodovod" / Director
			15. Milorad Jeremić	"Aurora" d.o.o. Nevesinje / Director
			16. Ranko Šešlija	"Aurora" d.o.o. Nevesinje

APPENDIX 9. - List of persons interviewed - Beneficiaries

No.	Date of visit	Municipality	Name and surname	No. of working hours realized	Gross salary realized (BAM)
1	13.05.2013.	Cazin	1. Adis Saličević	491,00	2.042,56
			2. Mehmed Delalić	491,00	2.042,56
			3. Mirsad Delalić	491,00	2.042,56
2	13.05.2013.	Bosanska Krupa	4. Galib Muhić	240,00	998,40
3	14.05.2013.	Prijedor	5. Dubravko Baltić	236,00	786,67
			6. Strahinja Lukić	467,00	1.556,67
4	14.05.2013.	Novi Grad	7. Zoran Denković	436,00	1.696,70
5	16.05.2013.	Lopare	8. Slobodan Antunović	386,33	1.506,69
6	16.05.2013.	Čelić	-	-	-
7	16.05.2013.	Srebrenik	9. Almir Suljić	240,00	997,92
8	17.05.2013.	Maglaj	10. Enes Arnautović	334,00	1.388,77
			11. Mustafa Ramić	182,00	756,76
			12. Jasmin Mujaković	304,00	1.264,03
9	17.05.2013.	Žepče	13. Ezudin Grahić	419,00	1.744,24
			14. Mustafa Čoker	364,00	1.515,28
10	20.05.2013.	Novi Travnik	15. Inkret Kunić	395,00	1.642,41
			16. Mišo Todorović	384,00	1.596,67
11	20.05.2013.	Busovača	17. Zijad Ramić	392,00	1.629,94
			18. Miroslav Relota	386,00	1.604,99
12	21.05.2013.	Donji Vakuf	-	-	-
13	21.05.2013.	Prozor-Rama	19. Alija Muminović	310,00	1.290,42
			20. Danijel Ćuk	119,00	495,36
14	22.05.2013.	Nevesinje	21. Miroslav Pejičić	316,00	1.232,40
			22. Ilija Zubac	302,00	1.177,79

APPENDIX 10. - Municipalities eligible for participation in the project

No.	Municipality	Number of inhabitants	Unemployment rate (%)			Average net salary (BAM)	
			2008	2009	2010	2010	2011
1	Lopare	15.806	46,25	49,28	50,61	644,00	660,00
2	Sapna	12.935	77,66	77,30	78,45	679,63	669,36
3	Donji Vakuf	14.070	55,05	58,70	60,98	632,77	654,78
4	Žepče	31.067	56,02	58,10	56,11	554,60	553,02
5	Cazin	62.468	59,92	61,60	63,61	664,14	683,50
6	Petrovo	11.294	57,66	61,65	66,24	668,00	703,00
7	Novi Grad	29.501	43,58	47,41	48,87	691,00	730,00
8	Prozor-Rama	16.064	55,98	58,60	56,69	884,07	904,16
9	Bileća	11.877	41,27	43,49	50,93	704,00	776,00
10	Bosanska Krupa	28.137	57,01	60,10	63,18	724,52	734,57
11	Nevesinje	18.594	59,57	56,61	57,98	754,00	790,00
12	Prijedor	94.824	42,71	46,26	46,93	732,00	773,00
13	Bratunac	22.343	60,64	61,78	64,09	723,00	718,00
14	Čelić	14.033	71,54	73,40	85,98	646,47	660,90
15	Kalesija	35.619	75,42	76,10	75,77	638,69	631,43
16	Novi Travnik	24.859	57,19	60,80	56,62	741,28	776,96
17	Srebrenik	41.508	58,72	61,30	62,72	751,04	635,75
18	Busovača	16.073	64,25	65,60	65,17	703,56	688,14
19	Višegrad	18.492	45,72	46,11	46,86	838,00	652,00
20	Maglaj	23.403	61,81	63,20	63,81	619,22	695,51

Data source: Republic of Srpska Institute of Statistics and Institute for statistics of FB&H (Bulletins: 2010 i 2011)

APPENDIX 11. - Participation of the local co-financing in relation to the participation of OSF B&H

No.	Municipality	Budget for the MILP BH project		Participation
		Local co-financing	OSF B&H - Emergency Fund	
		BAM	BAM	%
1	Lopare	41,973.04	99,968.62	42.0%
2	Sapna	29,649.09	99,231.09	29.9%
3	Donji Vakuf	37,534.56	98,333.94	38.2%
4	Žepče	30,000.00	99,947.00	30.0%
5	Cazin	65,268.24	99,379.78	65.7%
6	Petrovo	61,996.01	99,534.35	62.3%
7	Novi Grad	22,942.27	76,474.23	30.0%
8	Prozor-Rama	29,695.55	98,843.49	30.0%
9	Bileća	28,698.50	90,493.60	31.7%
10	Bosanska Krupa	85,372.32	100,000.00	85.4%
11	Nevesinje	29,306.50	97,688.34	30.0%
12	Prijedor	40,745.15	127,091.32	32.1%
13	Bratunac	26,308.90	87,696.33	30.0%
14	Čelić	42,366.21	100,000.00	42.4%
15	Kalesija	25,940.77	82,709.13	31.4%
16	Novi Travnik	32,546.99	100,658.05	32.3%
17	Srebrenik	38,054.30	100,000.00	38.1%
18	Busovača	19,525.52	65,085.08	30.0%
19	Višegrad	29,700.70	99,002.34	30.0%
20	Maglaj	44,087.35	129,143.85	34.1%
Total		761,771.97	1,951,716.30	39.0%