



FINAL NARRATIVE REPORT

Bosnia and Herzegovina

Thematic window
Culture & Development

Joint Programme Title:

Improving Cultural Understanding in Bosnia
and Herzegovina

July | **2012**

Prologue

The [MDG Achievement Fund](#) was established in 2007 through a landmark agreement signed between the Government of Spain and the UN system. With a total contribution of approximately USD 900 million, the MDG-Fund has financed 130 joint programmes in eight Thematic Windows, in 50 countries around the world.

The joint programme final narrative report is prepared by the joint programme team. It reflects the final programme review conducted by the Programme Management Committee and National Steering Committee to assess results against expected outcomes and outputs.

The report is divided into five (5) sections. Section I provides a brief introduction on the socio economic context and the development problems addressed by the joint programme, and lists the joint programme outcomes and associated outputs. Section II is an assessment of the joint programme results. Section III collects good practices and lessons learned. Section IV covers the financial status of the joint programme; and Section V is for other comments and/or additional information.

We thank our national partners and the United Nations Country Team, as well as the joint programme team for their efforts in undertaking this final narrative report.

MDG-F Secretariat



FINAL MDG-F JOINT PROGRAMME NARRATIVE REPORT

<p style="text-align: center;">Participating UN Organization(s)</p> <p>UNESCO: Lead Agency UNDP and UNICEF: Participating agencies</p>	<p style="text-align: center;">Sector(s)/Area(s)/Theme(s)</p> <p>Culture and Development Interculturalism Cultural tourism Intercultural education Cultural statistics and policy making Cultural management Rehabilitation of cultural heritage</p>
<p style="text-align: center;">Joint Programme Title</p> <p>Improving Cultural Understanding in Bosnia and Herzegovina</p>	<p style="text-align: center;">Joint Programme Number</p> <p>BiH_10_00058686</p>
<p style="text-align: center;">Joint Programme Cost [Sharing - if applicable]</p> <p style="text-align: right;">MDGF: 8,000,000 USD</p> <p style="text-align: right;">Government CSA 270,880: USD</p> <p style="text-align: right;">Spanish Gvmt. CSA: 131,406 USD</p> <p style="text-align: right;">British Council CSA: 17,828 USD</p> <p style="text-align: right;">Counterpart financing: 226,999 USD</p> <p style="text-align: right;">NGOs – in kind: 417,816 USD</p> <p>Agency Core Contribution:</p> <p style="text-align: right;">Government (parallel) 2,499,999 USD</p> <p style="text-align: right;">TOTAL: 11,564,928 USD</p>	<p style="text-align: center;">Joint Programme in Bosnia and Herzegovina</p> <p>Entities: Federation of Bosnia and Herzegovina and Republika Srpska</p> <p>Municipalities: 10 Partner Municipalities: Bijeljina, Rudo, Jajce, Prijedor, Bihać, Gradiška, Srebrenik, Novo Sarajevo, Tešanj, Sokolac, Trebinje, Mostar and Ravno</p> <p>Note: Total of 48 municipalities was covered through implementation of CSO projects</p> <p>District(s) : Brcko</p>

Final Joint Programme Evaluation

Final Evaluation Done X Yes ☐ No
 Evaluation Report Attached X Yes ☐ No
 Date of delivery of final report: 30th of July 2012

Joint Programme Timeline

Original start date
 12th of December 2008
 Final end date
 30th of June 2012

Participating Implementing Line Ministries and/or other organisations (CSO, etc)

- Ministry of Civil Affairs, BiH
- Federal Ministry of Culture and Sports
- Ministry of Education and Culture RS
- Federal Ministry of Education and Science
- Ministries of education and culture in 10 cantons of F BiH
- Department for Education of the Brcko District Government
- Agency for Pre-primary, Primary and Secondary Education in BiH
- Federal Institute for Protection of Cultural Heritage
- Republic Institute for Protection of Cultural- Historical and Natural Heritage, RS
- BiH Agency for Statistics
- Federal Institute for Statistics
- Republic Institute for Statistics RS
- Pedagogical Institutes
- Universities in Sarajevo, Mostar and Banja Luka; Film academies in Sarajevo and Banja Luka
- **Selected core localities:** Bijeljina, Rudo, Jajce, Prijedor, Bihać, Gradiška, Srebrenik, Novo Sarajevo, Tešanj, Sokolac, Trebinje, Mostar and Ravno
- Primary schools in 10 municipalities (total coverage)
- Cultural Centres (community centres) in 10 municipalities
- **Selected NGOs:** Town Tamburitza Orchestra Banja Luka; Association for Visual Arts "Fenix art"; Association for Visual Culture VizArt; Association PRONI Youth Centre; Association of Citizens Dobri medo – Centre for creative work with children; Association for protection of Bosnian Carpet; UHD Bosnian Handicraft; Centre World Music; Musicians without borders, "Aparat" Theatre; Association of Artists "Deblokada"; East West Centre; YCC Abrašević; UHAKUD in BiH; Association of Citizens BiosPLUS; Association of citizens European Connection ; CC "Piskavica"; VIVA Ustiprača; Positive Play
- Biennale of Contemporary Arts
- ICOMOS BIH
- Institute for Education UK
- Association for Protection of Cultural-Historical and Natural Values of the City of Jajce
- NGO IMPULS
- Partner MKA
- Scierter Italy and Centre for Education Policies - Serbia
- NGO IMPULS
- Odraz – the Agency for Sustainable Development of the Government of Federation BiH
- Association Network of Trainers
- Multimedia
- Media Centre
- Media Plan
- Prime Communications
- Association of Civil Victims of War in Municipality of Srebrenik BiosPLUS
- Department for Education of Brcko District BiH
- Cantonal Ministries of Education
- CIVITAS BiH
- European Training Foundation, Torino, Italy
- EU TAC
- Centre for Culture of Dialogue
- FEED Banja Luka
- INFOHOUSE Sarajevo
- SYMBIOSIS Sarajevo
- Youth Centre Kotor Varoš
- Forum of Citizens Zenica
- VIA MEDIA
- Prime Communications
- One World
- NGO Kuca Plamena Mira

I. PURPOSE

- a. Provide a brief introduction on the socio economical context and the development problems addressed by the programme.

Bosnia and Herzegovina (BiH) is a country in the heart of Balkans peninsula. While no official census took place since 1991, official estimates are the country has 3,839,737 million people.¹ Seventeen years after the Dayton Peace Agreement, the society in BiH remains fragmented, divided and keen on not trusting its neighbour of different ethnic background.²

The fragile peace of today in Bosnia and Herzegovina is evident in daily newspaper writing and daily political statements of the elected political parties. The analysis of prime time news programmes on the three public broadcasters (at the level of state and two constituent entities) demonstrates that these three media outlets operate according to different editorial principles. In print media, a trend that was noted is a reflection of the socio-political reality in BiH, i.e. the insistence on differences and divisions, clearly setting boundaries between 'us' and 'them', 'ours' and 'theirs'.³

The re-visioning and revival of culture in BiH is crucial to its future, and is imperative for the social, political and economic development of the country. This can only take place through a broadening and deepening of what culture means in contemporary BiH, which takes into account the broad notion of culture underlying international standards of protecting and promoting cultural diversity, encompassing in addition to literature and the arts, lifestyles, ways of living together, value systems, traditions and beliefs.⁴

The education system in Bosnia and Herzegovina has for the last fifteen years been faced with critical issues of structural fragmentation, politicisation, and drop in quality provision. Intercultural and inclusive education as concepts are not comprehended and implemented in satisfactory manner. No systematic approach towards integrating principles of intercultural education into teaching and learning, which is essential for making inclusive societies.

The school system, for example, is ethnically defined and divided, thereby instilling segregation and notions of 'otherness' in students' minds at an early age. Over 350,000 children ages 6 to 14 currently attending primary schools in Bosnia and Herzegovina live lives that are completely different from the childhood experiences of either their parents or their teachers. These children were born after the war and have only experienced a divided life that is largely based on their ethnicity. Often, they live in a neighbourhood with other "different" children but will go to a single ethnicity school or shift, enter school through a different door, or never even meet someone who belongs to different ethnic background.

The MDGF 'Improving Cultural Understanding in BiH' programme was conceived on the basis of strengthening the sector of culture and education with the purpose of achieving

¹ BiH Agency for Statistics as of 30th June 2011

² Conclusions of KAP study and Cultural sensitivity study in media sector commissioned by the MDGF Programme on Culture and development in 2010.

³ Cultural sensitivity: Analysis of media reporting in BiH, Media Plan Institute, February 2010 (This report was commissioned by the MDGF Culture and Development Programme

⁴ UNESCO Universal Declaration on Cultural Diversity (2001).

sustainable development and intercultural and tolerant society. The programme consisted of 4 components aiming at mutual interaction and policy testing. The policy level intertwined with the grass-roots actions and projects aiming at vertical integration across governmental layers. Strengthening strategic planning and development of methodologies for data collection in culture and education sectors directly strengthened the local actors: municipalities, schools, civil society sector, cultural institutions, cultural industries, cultural workers and school children.

The activities carried out through the MDGF Project Culture for Development are the following:

Component 1

- *Providing the evidence-base for strategy development in the sector of culture*
- *Supporting the preparation of strategies and legal framework (capacity development)*
- *Supporting the implementation of cultural policy strategy through participatory approach*
- *Improving policies and their implementation to ensure access to quality inclusive and intercultural education*
- *Supporting the preparation of strategies and legal framework (capacity development)*
- *Providing monitoring and evaluation training activities for relevant government agencies*
- *Providing monitoring and evaluation training activities for relevant government agencies*
- *Developing a system to monitor the implementation of improved educational policies*

Component 2

- *Developing community level educational approaches to set best practice for inclusive and intercultural education*
- *Analyzing and addressing barriers to cross-cultural tolerance*
- *Supporting community-based creative projects that improve cross-cultural understanding*
- *Reinforcing stakeholder capacities in the field of interculturalism*

Component 3

- *Supporting artistic-entrepreneurs through strategising, marketing and vocational training*
- *Promoting cultural tourism*

Component 4

- *Promote intercultural awareness and sensitivity through media and stakeholder partnerships.*
- *Promoting intercultural sensitivity in the educational sphere.*
- *Rehabilitating and restoring major symbols of interculturalism*

- b. List joint programme outcomes and associated outputs as per the final approved version of the joint programme Document or last agreed revision.

OUTCOME 1: Improved policies & legal frameworks in culture and education sectors

ASSOCIATED OUTPUTS:

- Comprehensive cultural statistics collected to enable evidence-based analysis, planning and monitoring of Culture sector in BiH.

- Comprehensive and multi-functional BiH culture web framework developed that enables systematic promotion of BiH culture sector and improved communication among BiH's culture institutions and culture sector. Three web-portal for culture sector prepared and operational.
- Strengthened development, management and planning capacities of culture sector institutions.
- Improved policies and legal frameworks in education sector to ensure access to quality multi-cultural education.
- Study program with curricula, syllabus, evaluation methodology with ECTS developed and implemented
- Prepared draft legislative framework for culture protection and adherence to UNESCO conventions.
- Strengthened M&E capacity of the culture sector institutions
- Strengthened capacities and M&E function of the BiH Agency for pre-school, primary and secondary education in monitoring education policy in BiH.
- Set of instruments with defined indicators developed

OUTCOME 2: Improved cross-cultural understanding at the community level.

ASSOCIATED OUTPUTS:

- Ethnically-based inequalities addressed in primary schools in project target communities;
- Improved tolerance in target communities;
- Developed new community level educational approaches to address ethnically-based inequalities;
- Developed system to monitor the implementation of improved educational policies;
- Up to 40 community-based culture projects undertaken, which address barriers to cross-cultural tolerance;
- Strengthened local capacities in management of cultural diversity and promotion of interculturalism;

OUTCOME 3: Strengthened cultural industries.

ASSOCIATED OUTPUTS

- Improved competitiveness of cultural industries sector in selected municipalities in BiH aiming at enhanced income-generation and employment opportunities;
- Increased income-generation and local economic development potentials through culture-industry/culture tourism project implementation in BiH;

OUTCOME 4: Improved tolerance levels towards diversity.

ASSOCIATED OUTPUTS:

- Increased cultural sensitivity of the media;
- Communication strategy implemented through targeted interventions;
- Issues regarding discrimination in education recorded addressed;
- Comprehensive gender-sensitive Behaviour Change Communication (BCC) campaign organised in 10 core localities;
- Develop and disseminate specific messages at community level;

- Increased awareness of BiH's rich intercultural traditions through the restoration and rehabilitation of important symbols.

c. Explain the overall contribution of the joint programme to National Plan and Priorities National plans for culture and education sector were created as part of MDGF programme implementation at the policy level. In particular, this refers to the Action plan for implementation of culture strategy and Action plan for monitoring education sector in intercultural quality education and ethics code. Furthermore, activities implemented in the education sector have contributed to achieving two overall goals of the Strategic Direction for Education Development in BiH i.e. ensuring equity of access and participation in education process; and introducing a practice of self-evaluation in schools. As such, the programme directly contributed to the national plans. The government selected priorities from those plans to be addressed by the programme. In this way, the MDGF programme, throughout its implementation, mainly focused on government priorities as identified in the national plans. This constituted a win-win approach of having the MDGF programme fully imbedded in the national plan as well as simultaneously tackling priorities from the plan. Based on this reasoning, the programme did not prepare the exit strategy, except for sustainability plans in partner municipalities (core localities) to verify the continuation of actions proposed in their original proposals (i.e. employment of new staff as required by the new programme-induced circumstances; digital library maintenance and implementation person, ethno-museum curator etc.) while other policy-level activities have prior to implementation become 'sustainable' in that they formed part of government documents.

- d. Describe and assess how the programme development partners have jointly contributed to achieve development results

Government was involved in all strategic decisions of the programme. Preparation of Action plan for implementation of culture strategy, review of legislative framework, data collection and processing, adoption of new methodologies was conducted with Ministry of Civil Affairs, and line entity ministries of culture. All decisions were taken in consultative process with email correspondence and possibility for each partner to provide comments. Government partners from 14 education ministries and 9 pedagogical institutes with technical support from UNICEF have jointly developed Indicators for Intercultural Education, Ethics Code and drafted Action plan for monitoring and evaluation of education quality. Trainings for primary school teachers in intercultural education were delivered jointly with government partners and academia (85% participation rate at teacher training sessions).

Civil society was actively involved in creating proposals for respective local communities and overtaking responsibility for implementation. In addition local civil society representatives were nominated to participate in monitoring of the projects implemented in their communities. In this way they achieved stronger coordination with the local government but also developed further capacities for efficient project implementation.

II. ASSESSMENT OF JOINT PROGRAMME RESULTS

- a. Report on the key outcomes achieved and explain any variance in achieved versus planned results. The narrative should be results oriented to present results and illustrate impacts of the pilot at policy level)

Component 1

Mapping the culture and statistical data

This activity was the first part of activities within the Programme at the level of cultural sector policy: mapping the culture and statistical data on the culture, presently containing a sustainable basis providing for future evidence-based planning in the culture sector in BiH. The overall scope of this activity aimed at better alignment of BiH methodology for cultural data collection with the EU standards and getting a better insight in contribution that culture sector provides to the country economy. The members of the Working Group and assistant ministers in charge of culture have undergone a general training on culture mapping, cultural statistical data and systems of EUROSTAT, NACE and ISCO. In addition, needs for data within culture sector were defined and capacities of the Agency/entity Institutes for Statistics to provide and present these data. Gender aspect was taken into account in preparation of policy and analytical documents.

The result of this activity is the new methodology for data collection for 15 cultural domains (Theatres, TV stations, Radio stations, Orchestras, Galleries, Museums, Associations, Archives, Film archives, Cinematography (cinemas, producers), libraries, festivals, Centres for culture, Publishing houses, Cultural Clubs, and Institutes for protection of cultural and natural heritage). It is in the workplan of BiH Agency for Statistics to carry out the collection of statistical data for 2012 in early 2013.

Similarly to the statistical methodology for cultural domains, the administrative database for administrative resources (human and financial resources in public institutions) was developed during the project and thereby, at the moment, the Ministry of Civil Affairs BiH avails of data for 2008, 2009, and 2010. According to the compiled administrative data, KM 94,866,006 was allocated for culture in 2010, presenting 1.24% of the total public budget or 0.3% GDP. Compared with 2008, this amount significantly decreased (from KM 115,000,000) and thereby caused a decrease from KM 29.93 to KM 24.69 allocated for culture per capita. Total number of employees in the sector of culture at all government levels in 2010 was 86. Compared to Europe, the average allocation for culture is 3% of the budget or approximately 1% GDP.

The administrative mapping did not include data for cultural and public institutions dealing with cultural activities. Cultural statistic in line with the EUROSTAT methodology will be available for the first time in 2013, when data from 15 cultural activities will be available, and data will also encompass information on the employees and finances in cultural institutions, including the public ones, which have never been included so far. According to currently available data, there were 264 active public cultural institutions in 2010, of which 103 centres for culture, 86 libraries (not including school libraries), 28 museums, 15 theatres, 10 institutes for cultural heritage, 10 archives, 6 galleries, 2 cinematography archives, 2 film centres and 2 orchestras.

Survey of culture industries in BiH: Survey on business entities which, according to EUROSTAT classification, appertain in cultural institutions

Joint efforts of the Working Group for Statistics produced a study on the survey of business entities, according to their structure and contribution to Gross Domestic Product. There are currently 5,667 entities in BiH registered for cultural activities (in line with new EUROSTAT harmonised classification NACE 2 to 6 digits) out of the total number of 41,606⁵ business entities. There are 19,161 persons in BiH employed in cultural activities. Total income of business entities that perform cultural activities, according to this survey is KM 1,962,547,605. According to this survey, the share of cultural industries in contribution to

⁵ Source: Agency for Statistics BiH, data for 2010.

GDP is significantly lower from the official data that rely on other sources of data, but, taking into account poor response to survey by business entities from the Federation of Bosnia and Herzegovina, it can be confirmed by this survey too, that economic contribution of culture, or rather, its share in GDP is around 6%. In Federation BiH some business entities have not been registered based on activities which are, in fact, cultural, as for instance BH Telecom, while in Republika Srpska, they are. Consequently, in line with classification of cultural activities, cultural industries reach up to 10% of the overall GDP in Republika Srpska. A recent Report on indicators for measuring contribution of culture to development applied in Bosnia and Herzegovina presented a 6.7% share of culture in GDP.

Survey on Participation in Culture (Access to Culture)

Research on data on comprehensive aspect of culture in BiH was additionally strengthened thanks to Survey on Participation of BiH Citizens in Culture. A Survey questionnaire was developed in line with the surveys carried out in other European countries (EUROBAROMETER), which provided for comparison of BiH results with those in Europe. The goal of the questionnaire was to collect data on participation in culture (which activities are participated by citizens, how often they participate, etc.) as well as barriers to participation in culture. The part pertaining to barriers is different from the EUROBAROMETER survey, and was especially designed for BiH, where there is significantly higher number of barriers to participation in culture than in most EU countries. The survey sample included 1,500 citizens. Although general conclusions state that BiH citizens do not vary too much from the European average in participation in culture, there are significant deviations in rural communities when compared to EU average, primarily due to lack of infrastructure, whereas the other important feature is lack of interest among citizens to participate in culture in specific domains of culture, what can partly be explained by lack of supply but also lack of general information (*Comprehensive survey available as needed*).

Official Web-Sites (Cultural portals) for Culture sector in three line ministries at state and entity level

In order to enable exchange of data and other relevant information, the initiative was started within the project to develop a platform for exchange of information from sector for culture. Consequently, Working Group for Culture Site was formed, with participation of Ministry for Civil Affairs BiH, as well as entity ministries in charge of culture. The Working Group developed a concept of cultural sites in the three ministries, in line with the ongoing programmes of e-governance in the ministries. The need for a platform for exchange of information was recognized by representatives of competent ministries who started to work on harmonization of the vision for presentation of this Internet platform, so it was included as a priority in the Action Plan for Implementation of Strategy of Cultural Policy in BiH. Web pages of new sites are:

Ministry of Civil Affairs BiH – Sector for Science and Culture:

http://mcp.gov.ba/org_jedinice/sektor_nauka_kultura/nadleznosti/?id=2317

Cultural site of the RS Ministry of Education and Culture:

<http://www.ekulturars.com/>

Cultural site of the FBiH Ministry of Culture and Sports:

<http://www.kultura.fmksa.com/>

Action Plan for Implementation of Culture Strategy in BiH

The Action Plan Working Group, which comprised representatives of the Ministry of Civil Affairs BiH and the entity ministries in charge of culture, jointly developed a concise Action Plan in line with priorities identified in the document adopted by the Council of Ministers BiH

in December 2008, "Strategy of Cultural Policy in BiH". Draft Action Plan was also verified by the focus groups for gender equality with the Action Plan Working Group, thereby ensuring full incorporation of gender equality practice. The Action Plan, after being approved by the cantons and a large number of NGOs was adopted by the Council of Ministers BiH in September 2008. In addition to being the first Action Plan for Strategy of Cultural Policy in BiH, this document also present the first jointly prepared Action Plan in respect of the state-level ministry and the entity ministries in charge of culture in BiH.

According to the aforementioned request of the Ministry of Civil Affairs of BiH, the Action Plan is fully harmonised with the MDG-F programme, and this programme has partly assisted to partners from government institutions in implementation of the Action Plan. Potential further funding of the MDG-F programme would be fully harmonised with the priorities from the Action Plan. Mechanism of support to government institutions that MDG-F programme used by UN agencies, proved to be very successful in terms of capacity development according to preparations for EU accession and alignment with the EU standards.

Advocacy on UNESCO Conventions Ratified by Bosnia and Herzegovina

Translation of the Conventions into local languages in a form of a practical publication presents the effort of the Ministry of Civil Affairs BiH to bring these Conventions closer to competent institutions and broader public for the purpose of improving their implementation. Since the important part of implementation depends on legal system, the activities of revising the laws pertaining to culture are ongoing.

This publication includes the following Conventions:

- a. The 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property
- b. The 1972 Convention Concerning the Protection of the World Cultural and Natural Heritage
- c. The 2001 Convention on the Protection of the Underwater Cultural Heritage
- d. The 2003 Convention for the Safeguarding of the Intangible Cultural Heritage
- e. The 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions
- f. The 1954 Hague Convention for the protection of Cultural Property in the Event of Armed Conflict, including its First Protocol from 1954 and Second Protocol from 1999
- g. The 1951 Universal Copyright Convention, and as revised in 1971

Publication is available on official web pages of the Ministry of Civil Affairs BiH.

In addition the two studies on promotion of cultural and natural assets for two World Heritage Sites of BiH, Mostar – Old Bridge area of the Old City of Mostar and Visegrad- “Mehmed Pasha Sokolovica Bridge”. Both studies were officially endorsed by respective city and municipal councils and as such adopted as strategic documents enhancing development of cultural tourism in local communities.

The first preliminary list of intangible cultural heritage was devised for the first time through local inventory and has been submitted for further procedure through National Commission for UNESCO. The list currently consist of 10 items, some of whom coincidentally have participated in the MDGF programme (woodcarving in Konjic).

Developed set of educational materials – manuals for intercultural education (for teachers, children, parents, trainers and cultural ABC book)

The number of 3,027 teachers was trained in interculturalism through the project and they all received their own copies of the Manual. The total number of the included schools was 84, and direct impact of teacher training translated into 53,800 children in 10 selected local communities (municipalities). The training package also consisted of delivery of "Manual" for child-friendly schools to every individual teacher who attended the training. The performance approach training was applied for the first time to the overall education professionals (class-teachers and subject teachers) for all schools at the selected territory to be covered as direct beneficiaries. Training and feedback by teachers contributed to development of a system for monitoring the implementation of the improved education policies, publication and distribution of intercultural module, i.e., a set of five educational materials. A team of authors/Coordination Board, which comprised experts for impartiality, democracy and education in human rights, and representatives of selected municipalities, developed a module on interculturalism. This module is focused on interculturalism, impartial behaviour, social justice and equity, equality, reducing stereotyped attitudes to minimum, and promotes respect towards cultural diversity. The module toolkit contains a manual for teachers, a manual for interactive methods, materials on skills development and teaching in respect of interculturalism, unbiased behaviour, social justice and equity, workbook for pupils and a manual for parents. The number of 5,437 copies of the manual was distributed as an integral part of module for intercultural education.

Promotion of UNESCO Guidelines for Intercultural Education (Publication 'Learning to Live Together')

After workshops on the analysis of the existing curricula and school practices from an intercultural perspective, it was agreed to have UNESCO Guidelines for Intercultural Education translated into local languages for members of the Working Group. UNICEF, consequently, provided a copy of translated 40 pages Guidelines for members of the Working Group, which will serve as an extremely useful practical resource for teachers and pupils, curriculum developers, policy makers, and community members. This publication was distributed to relevant bodies in the education sector at the workshop in June 2012.

Action Plan for introduction of a system for monitoring quality of primary school with accompanied set of documents: Ethics Code, Intercultural Indicator, Instrument for school self-evaluation.

As a dimension of the overall educational context the specific purpose of this project's assignment was to develop a plan for establishing a viable professional system to monitor and evaluate the progress in improving the quality of education in primary schools (children 6-15 years of age) by the introduction of an ethics code and a range of tools and indicators which will allow the identification of progress towards inclusive and intercultural education. One of the key implementing partners in Bosnia and Herzegovina for the MDG-F Joint Programme on Culture for Development was the Agency for pre-primary, primary and secondary education (hereinafter the Agency). The Agency is responsible, inter alia, for quality assurance in primary education. In order to support the enhancement of the Agency in

ensuring a good quality monitoring system, UNICEF provided technical assistance to the Agency in developing a plan to establish a system to monitor progress in improving quality education. Such a creative development is compatible with the agreed need for 'internationalisation' as a process of change and adaptation to globalisation. Having in mind the overall programme context i.e. improving intercultural understanding in BiH, a code of ethics for schools, teachers and pupils was also developed, adopted by the Steering Board of the Agency and shared with respective education authorities and institutions.

Methodology of intercultural education at the higher education institutions – specialized course for junior lecturers at three Universities

24 junior lectures from Sarajevo, Banja Luka and Mostar have enhanced their competences for intercultural education didactics and teaching methods. They attended a 380 hours of specialized course consisting of six modules and gained 60 ECTS credits. It is important to note that junior lecturers who applied and completed the course are from different faculties and that they will apply the principles of intercultural education in teaching the respective subjects at their institutions.

Gender-sensitisation for cultural institutions

Two entity-level gender centres were in charge of preparing trainings for cultural institutions in sensitising this sector with more affirmative actions towards gender-sensitisation and improved reporting according to gender markers. The gender centres were well equipped to perform these actions and in fact praised culture sector for well prepared approach to include the work of gender centres into their routine in policy making for culture sector.

Baseline studies, research work and capacity development for improved policy making

The MDGF programme focused on providing the evidence-based research in a number of areas to serve government in adequate strategic planning and policy making. The programme also positioned itself as a major capacity development actor aiming to combine knowledge and experience of externally recruited experts with trainings, lectures and on the job trainings for primary beneficiaries – in most cases the civil servants of public employees. The following analysis, baseline studies, research activities and trainings took place during implementation of the MDGF Culture and Development Programme:

Analysis of the Existing Curricula and School Practice from Intercultural Perspective

After presentation of the MDG-F programme Culture for Development at the Standing Conference of Ministers of Education in BiH and official request to appoint a Working Group, Working Group for the analysis of the existing curricula and school practice from intercultural perspective was established in March 2009. This Working Group included 29 civil servants from 14 ministries of education and Department for Education of Brcko District, pedagogical institutes and the state-level Agency for Pre-primary, Primary and Secondary Education. During the project, workshops were organised supported by the Institute of Education from London. The main result of this joint work was the analysis presenting the overview of the basic characteristics of school curricula, as well as school environment in BiH, with successful examples from practice in some EU countries, and recommendations for further interventions in this respect. It was emphasised among the key findings in the report that there does not exist a successful training programme for teacher trainers and teachers, of intensity, duration, range and regularity sufficient to develop awareness, knowledge and competencies in intercultural teaching and learning in BiH. This process requires development of the so called "investigative pedagogy" and models of successful examples from practice in

intercultural teaching and learning. The analysis also marked as weaknesses pre-service teacher education, as well as in-service professional development of teachers, which require improvements. More detailed analysis of draft report and set of recommendations contained in it was planned with policy makers. Finally, this report provides guidelines for intercultural education in BiH. (*available as needed*).

Mapping of Teachers' Competencies for Intercultural and Inclusive Education

In order to ensure improvements in policy and practice for quality intercultural education in BiH, two main activities were carried out. The first one was mapping the competencies of teachers for intercultural and inclusive education, which started in October 2009 with technical assistance of European Training Foundation (ETF). In addition to analysis of policies and regulations, mapping was carried out in 10 local communities (municipalities) according to joint selection of municipalities on the basis of Public Invitation for participation in the project.

Furthermore, the Conference 'Teachers as Pillar for Successful Achievements – Competencies for Inclusive and Intercultural Education' gathered key education policy makers and practitioners, as well as international partners in education domain.

Capacity Development Trainings

Trainings aimed at overall institutional capacity building in terms of Project Cycle Management, Results-based Management or themes pertaining to culture were carried out in the course of the past three years. Section 'Results in numbers' provides full statistics of the number of institutions and types of training or seminars. These trainings were specially adjusted for members of institutions and NGO sector to get familiar with the EU standards, processes and requirements.

Additional time and efforts were made to develop a campaign aimed at changing behaviour, due to delicacy of the theme. The number of events organized by the programme reached over 150 (workshops, seminars, trainings) attended by the total number of 5,280 beneficiaries (of which 3,492 women). Training for cultural institutions in financial management and management of cultural institutions, analysis of capacities of institutes for cultural and natural heritage and training on improved management as well as training of journalists (see more on this in Component 4) resulted in over 140 participants who had the opportunity to strengthen their individual capacities and improve financial management, strategic planning and fund-raising skills.

Gap analysis on legislation in culture sector with proposed recommendations and draft framework law on protection of cultural goods.

Legal framework was reviewed by UNESCO and a list of recommendations for improvement of legal framework, are prepared by experts that underwent similar changes in the approaching EU requirements. A very extensive review of legislation has been conducted specifically pointing out the key obstacles to proper legislation necessary for cultural goods and culture sector in general. The follow up to gap analysis will inevitably imply the necessary adoption of the Framework Law on protection of cultural goods, and implementation of International Conventions with clear roles and responsibilities of the competent institutions at all levels of government.

At the time of writing the final report, the state, entity and cantonal levels of government accepted the gap analysis and its recommendations. The state ministry is supposed to proceed with consultation processes on preparing the new law for adoption by the government.

Public Private partnership analysis for BiH and tailored trainings to cultural institutions

The study on public private partnerships in culture sector in BiH was commissioned by government as one of their priorities in order to explore possibilities of attracting private capital in publicly-led cultural institutions. The analysis entailed the desk research and presentation in form of training on models of PPP to all interested stakeholders, namely cultural institutions in the country and potential private companies and entrepreneurs.

The study also entailed the display of best practises in EU countries aiming at facilitating the knowledge on this subject and advocating for more aggressive involvement of private sector in cultural activities.

Cultural management: Analysis and trainings

The needs assessment of selected BiH cultural institutions proved that cultural management levels in BiH are well below European standards for a number of reasons. Most institutions are understaffed, underpaid, but also lack enthusiasm, have little culture of strategic planning and low level of financial management skills. Most notably, the lack of fundraising activities and promotion of own organisation through quality exhibitions, were reasons for leaving Bosnia and Herzegovina at the margins of cultural institutions exchange of exhibits or involvement in joint regional projects.

Component 2

Improved Cross-cultural Understanding at Local Level

Over 40 projects were selected to be implemented with the goal to improve cross-cultural understanding in local communities. Implementation is almost equally distributed among implementing partners who come from local administration, NGO sector and schools (the list of NGOs and schools is provided in this report). Great effect was achieved by increased access to culture through active participation of audience in performances, plays and workshops aimed at encouraging initiative for cross-cultural understanding. In the education domain, activities were aimed at promotion of social inclusion at community level, upgrading knowledge and skills of teachers, children and youth in 10 selected communities vulnerable to exclusion based on culture and ethnical divisions. It is necessary to continue with the practice for teachers to actively train their pupils and provide information to other teachers and pedagogues.

Student exchanges between different communities increased the effects of project at community level. 5 students and 2 teachers respectively from each of 10 selected communities spent three days in families during the exchange, getting the opportunity to gain direct experience on different cultural communities and traditions. These students would get the opportunity to develop their skills, unbiased behaviour and participate in cross-cultural activities outside the traditional school environment. Transfer of knowledge and experiences among pupils would be encouraged after they return to their home communities.

Some numerical values obtained under this component are as follows:

- 3072 teachers from 84 primary schools in partner municipalities improved skills and competences for intercultural education
- 5000 copies of Module for Intercultural Education distributed to Pedagogical Institutes and primary schools
- 5 Children Parliaments established on the basis of Agreement with Municipality
- 12 public debates in different localities focusing on culture of dialogue, tolerance, human rights, held in different localities in BiH

- 9285 copies of UNESCO and UNICEF publication Learning to Live Together translated into three BiH official languages and distributed to Pedagogical Institutes
- 15 primary schools in partner municipalities improved infrastructure for intercultural activities through supply grants in the amount of 150.000 \$
- 60 children from 6 municipalities showed increased positive attitudes towards interculturalism
- 10 messages with specific content targeting population of 10 partner municipalities developed by primary school students

KAP study (Study on knowledge, attitudes and practices)

Study on knowledge, attitudes and practices, is composed of four different questionnaires. The target respondents were: general population older than 15 in 10 communities selected for participation in MDG-F programme Culture for Development, 10 control communities, children from primary schools, parents of primary school children, teachers from schools, school principals and municipal authorities. This Survey started in December 2009, aiming at establishing the situation in terms of knowledge, attitudes and practices in cross-cultural relations and preparing a campaign for changing the mindset which would contribute to improvements in cross-cultural relations in line with methodology applied in many countries with such needs.

Component 3

Strengthening Cultural Industries and Cultural tourism

Similar to interculturality project, in the course of the past three years, over 40 projects were implemented which encourage the role of culture in economic development. Municipalities, NGOs and schools successfully implemented the selected projects – this component was additionally increased by a series of trainings in more efficient placing of cultural products based on recognised UNESCO methodology for preservation of indigenous manufacturing, and application of contemporary marketing principles in placing the cultural products. Within this initiative, the infrastructure to encourage cultural tourism was restored, projects to open new employments and increase level of employment were implemented in local communities. Renewed and revitalised towns with museum, and cultural-historical interactive offer as well as successful artisan and craft businesses which promote employment of marginalised groups (persons with special needs, single mothers, returnees, and youth) are the main indicators of success of implementation of this project component, worth KM 3,000,000 which were invested in it. Cultural industries were for the first time institutionally recognised as an important and separate industrial sector, and new methodologies were prepared by the Institute for Statistics for collection of data on the sector. At the same time, many projects target and related to cultural industries which need further support in order to direct the sector and unlock the potentials undiscovered by now. Many innovative cultural workers who are better in demonstrating their individual success, are now better informed on the work of institutions which exist to support them in accordance with priorities in BiH.

Numerical values on this component are as follows:

17 monuments of important cultural heritage value were reconstructed or revitalised during the programme and 793 cultural products created (souvenirs, furniture, crafts), 82 theatre performances, 53 exhibitions, 48 festivals, 73 concerts and 107 movies screenings in rural areas. More than 1,000 jobs were temporarily created while

permanent jobs for vulnerable categories were accomplished in a number of tailored projects for income generation in rural communities for single women, returnees and/or displaced persons and persons with disabilities, 9 documentaries, 7 cultural web-portals, one publication (tourism magazine), one publication of medieval cities in Bosnia and Herzegovina, two management plans for cities of Mostar and Visegrad.

The concrete outputs or products of the programme helped enormously with visibility and local understanding of the concepts of the MGF programme as well as reputation for achieved results in timely manner.

Component 4

Improved Tolerance for Diversity

Although a great number of activities was implemented to improve the overall level of tolerance for diversity, there are many as yet unresolved issues. For instance, analysis of cultural sensitivity in media does not show any progress, but there is evidence of increasing number of cultural workers who are aware of the need for additional training and preparing of media professionals to achieve standards of media reporting, including knowledge of problems in culture, as important for some of the key indicators of development. To this end, preparation of documentary films on interculturality and importance of respect for diversity contributed to raising awareness on this theme. The MDGF project film was prepared in longer and shorter version, presenting the comprehensive achievements of the project by now. MDGF film can be found on the following link: <http://www.youtube.com/watch?v=Fe6x0nwSMdM&feature=related>

Analysis of Media on Cultural Sensitivity

Since media play the main role in transferring messages and forming public opinion they are also the central players in improvement of cultural understanding. In order to understand current level of cultural sensitivity of media reporting in BiH we developed a methodology for media analysis. The analysis is a precondition for quality preparation of training for capacity development of media professionals, which will enable government institutions to gain better understanding of cultural sensitivity in reporting and to record changes (and possibly progress) in cultural sensitivity during reporting.

Promoting Cross-cultural Sensitivity (Behaviour Change Communication Campaign)

The goal of campaign for change of mindset was to achieve important positive changes in cross-cultural understanding. The majority of citizens believe that the responsibility for teaching children to be tolerant towards others primarily rests with parents and school. Almost all of the surveyed parents (92 percent) say they have taken this responsibility upon themselves, although a large number of them (73 percent) also regard school as a very important institution that should instil into children tolerance towards differences around them. The vast majority of teachers (around 90 percent) see parents as primary role models and educators who should teach children to be tolerant, followed by school (70 percent). A substantial number of teachers believe that the media (40 percent) and religious institutions (30 percent) also play a role in teaching tolerance to children. 6

The present results indicate the improvement of cross-cultural understanding among 84 schools from 10 municipalities. This campaign was implemented through involvement of schools in preparation of messages to contribute to cross-cultural understanding, increased media exposure of this issue and significant number of media instruments used in 10 selected

⁶ KAP study, October 2010 ‘ Knowledge Attitudes, Practices’

local communities. An interesting film was made within this campaign, available on the following link:

<http://www.youtube.com/watch?v=YfONJZ49WyA&feature=youtu.be>

Restoring Monuments – Symbols of Multiculturalism in BiH

Although restoration of only 3 was planned within the project, UNESCO eventually managed to contribute to restoration or full reconstruction of ten monuments: the mosque Ferhadija in Banja Luka, the Orthodox Cathedral in Mostar, the Monastery Plehan near Derventa, conservation works in Hambarine and Sutjeska, the Mithras Temple in Jajce, the museum Herzegovina in Trebinje the Eminagić house (Eminagića kuća) in Tešanj, Orthodox Cathedral of Sarajevo, Museum – Spomen kuca on Sutjeska,

It should be noted that important contribution app 2,5 M USD (app 3.3 M BAM) is also ensured by the entity and local authorities.

Local level interventions with civil society sector and core municipalities

Under components 2 and 3, local level interventions were directed through support to 10 core localities (municipalities) and through support to Civil Society sector. Selection for each was made through public nation wide Public Call process with joint criteria.

For the support to NGO sector, 5 distinctive ‘windows’ were created, and the results in implementation are as follows:

- b. In what way do you feel that the capacities developed during the implementation of the joint programme have contributed to the achievement of the outcomes?

Participation of stakeholders from education sector as well as education sector beneficiaries including students has increased their capacities and awareness for a need to permanent individual and institutional reflection and revisions of practices in regard to inclusive and intercultural education.

Capacities of the cultural sector stakeholders have been exposed to both on the job training and assisted with a number of knowledge tools for improvement of their policy making, strategic planning and data collection.

Local monitoring teams consisting of local representatives but also invited policy-level members created a solid ground for improved monitoring of government grants to NGO sector due to their increased capacities.

- c. Report on how outputs have contributed to the achievement of the outcomes based on performance indicators and explain any variance in actual versus planned contributions of these outputs. Highlight any institutional and/ or behavioural changes, including capacity development, amongst beneficiaries/right holders.

As per Annex 5 to this report, all outputs were completed and report on Program Final Evaluation reads “the quality of the programme’s key outputs has been generally good and contributed toward the achievement of key results in most areas. The main contribution to MDGs at local and country levels were in the areas of fostering inclusive and intercultural primary education and furthering good governance”⁷

⁷ Report on Final Evaluation, page 39

While a number of outputs in form of newly created cultural products, renovated cultural monuments, improved access to culture through securing cultural performances in rural and remote areas demonstrate volume of work, the same is true with policy documents, in detailed described in the below. A notable change in increased capacities is present across a range of beneficiaries most notably policy level government partners who embrace planning and reporting with improved skills to increased cooperation and information sharing in the horizontal and vertical linkages.

		Type of KM Product			
		POLICY	ANALYSIS	Law	Data/publication
	List of knowledge management products				
1	Action plan for implementation of culture strategy	√			
2	Methodology for collection of administrative data in culture sector	√			
3	Methodology for collection of statistical data in culture sector	√			
4	Gap analysis and recommendations of the Legislation in culture sector		√		
5	Administrative data for 2009 and 2010 in culture sector	√			
6	Survey of cultural industries in BiH				√
7	Monitoring and Evaluation Manual for Ministry of Civil Affairs and entity ministries	√			
8	Gap analysis of cultural statistics		√		
9	Gap analysis of cultural sector (cultural institutions and public institutions)		√		
10	MDGF database of projects				√
11	Publication on UNESCO conventions ratified by BiH	√			
12	Publication on UNESCO convention for protection of cultural diversity		√		
13	Joint Publication on UNESCO and UNICEF 'Learning to live together'		√		
14	First adopted list of Intangible Cultural Heritage for Bosnia and Herzegovina				√
15	Management plans for cities of Višegrad and Mostar				√
16	UNESCO indicator suite for measuring of culture contribution to development in BiH	√	√		√
17	KAP study (knowledge, management, practises)		√		√
18	Access to culture study (based on EUROBAROMETER)		√		√
19	Official cultural portals on official web-sites of the 3 partner ministries	√		√	√
20	Report on teacher's competencies for intercultural education		√		√
21	Intercultural modul for teachers, parents, students, trainers and cultural bukvar				√
22	Culture Sector Public private partnership analysis for BiH and European best practices		√		
23	Cultural management analysis for BiH and European best practises		√		
24	Analysis of capacities of Institutes for protection of cultural heritage for FBiH and RS		√		
25	Action plan for implementation of monitoring and evaluation system of education quality with indicators for intercultural education and ethics code	√			

- d. Who are and how have the primary beneficiaries/right holders been engaged in the joint programme implementation? Please disaggregate by relevant category as appropriate for your specific joint

Direct beneficiaries

Total	99,365
Women	43,679
Men	55,686
From rural areas	4,146

Direct beneficiaries are measure through a methodology of accounting for all beneficiaries in projects implemented through NGOs, schools, municipalities and directly by the UN organisations. Combined reporting adds to the number of just under 100,000 direct beneficiaries.

Civil servants

Total	5,333
Women	3,531
Men	1,736

Civil servants are from ministries at state, entity and cantonal level in field of culture and education, Pedagogical institutes, and agencies for pre-primary primary and secondary education, schools.

Primary School Children

Total	53,800
Women	26,241
Men	27,559

Primary school children are all school children in the targeted geographical area of 10 partner municipalities (core localities).

Citizens (indirect)

Total	1,708,316
Women	1,024,990
Men	683,326

Indirect citizens are all citizens living at the location of 10 partner municipalities including cities of Sarajevo, Banja Luka, Mostar, and Tuzla where project was present through a range of CSO and direct initiatives rather than through a call for proposal for municipal projects.

Tourism service providers

Total	391
Women	233
Men	158

These are direct beneficiaries performing in a number of projects implemented through the tourism window, municipal partners participating in the public call and other tourist actors directly involved in one of the 156 sub-projects implemented within the MDGF Culture and Development Programme.

Cultural professionals

Total	2,179
Women	1,267
Men	912

Cultural professionals are all beneficiaries working in cultural institutions, participating in the programme related around one of the direct subjects of culture sector improvements and directly implementing sub-projects. For instance everybody involved in delivering of cultural management trainings and all workshop participants would form part of this target group of beneficiaries.

Artisans/craftsmen

Total	258
Women	155
Men	103

Artists

Total	581
Women	346
Men	235
% from ethnic groups	10

Artists and artisans were engaged in projects in direct implementation of the CSO projects aiming at ‘Arts for Understanding’ and ‘Fusion of modern design with traditional crafts’.

Primary School Teachers

Total	3,733
Women	2,639
Men	1,094

Primary school teachers just as in case of primary school students represent all teachers active in the territory of the 10 partner municipalities who directly received extensive trainings on interculturalism and directly received personalised copies of training materials. In this way, the programme can use the direct beneficiaries as a good reference point in measuring success in changes of attitudes and behaviours against other teachers in other municipalities that did not receive such trainings.

From cultural industries

Total	2,645
Women	1,546
Men	1,099

Direct beneficiaries from businesses in cultural domains according to NACE 2 rev methodology that constitute cultural industries. Beneficiaries participated directly or were direct recipients of a number of sub-projects within the MDGF Culture and Development Programme and across all 4 components. For instance, 9 documentaries were prepared under the programme, so all related to production of documentaries (production managers, actors, directors, technical crew etc.) would be included in calculation of the number of beneficiaries.

Entrepreneurs

Total	132
Women	79
Men	53

Entrepreneurs were mainly part of direct implementation of the programme or were participants in workshops and trainings aiming at increased awareness of the role of private sector in the development of cultural activities.

Persons with disabilities

Total	1,989
Women	1,193
Men	796

A number of specific sub-projects dealt exclusively with persons with disabilities. Most of the sub-recipients were in fact associations of persons with disabilities. These include three projects on support to creation of cultural products entirely produced by persons with disabilities, support to purchase of equipment for institutions with persons with disabilities (blind and partially impaired; purchase of climbers for improved access to cultural institutions etc.)

- e. Describe and assess how the joint programme and its development partners have addressed issues of social, cultural, political and economic inequalities during the implementation phase of the programme:

Roughly 7% of the programme resources went directly to the support of the excluded groups, primarily persons with disabilities through direct support in implementation of programmes

tailored to their needs; support to vulnerable female population with children and returnees through support in employment; and to Roma population indirectly through organization of conference in support to their status with reference to language use:

Regional Conference on standardization of Roma language held and a newsletter with conclusions from the Conference published offered the generally excluded groups of Roma population in Bosnia and Herzegovina to define the boundaries for new and important Bosnian-Romani dictionary that with the purpose of two way communication in embracing Roma population as people with defined written language.

As a result 1,989 persons were directly supported either through engagement of project implementation, or as recipients of customized equipment in service to the improved quality of life for these categories of population. Most notably, all blind and partially impaired persons in BiH received tailored equipment through their associations at state and entity level; 4 associations of disabled population received grants for their projects in creating souvenirs and other cultural products. Access to cultural institutions was provided for persons with difficulties in mobility through provision of mobile climbers.

- e. Describe the extent of the contribution of the joint programme to the following categories of results:

- a. Paris Declaration Principles

Both government partners and Civil Society organisations were owners to expend that they either participated in prioritisation and overall policy or voluntarily participated in the public call for implementation of certain objective. To that end, roles were supporting and decision making process diluted UN position in favour of government and NGO sector. Innovativeness in mutual transparency was mainly in the area of monitoring due to creation of joint local monitoring teams. Monthly reports to government, regular PMC meetings and ad-hoc meetings were a complex yet effective mechanism of reinforcing transparency in implementation.

- b. Delivering as One

UN agencies participating in the MDGF Programme Culture and Development (UNICEF, UNDP and UNESCO) took great care of reinforcing the rule of delivering as one. It became clear at the early stage of the programme implementation that only mutual support and collaboration will allow for coordinated approach and delivery of this complex program. To that end, joint criteria preparation, selection process and implementation at the local level was first action that proved innovative as no other programme has made this kind of joint selection process for local partners. In parallel, a number of joint tenders were prepared and a number of joint working groups with same stakeholders helped each of the agencies to reach objectives and optimise timeframe of implementation.

III. GOOD PRACTICES AND LESSONS LEARNED

- a. Report key lessons learned and good practices that would facilitate future joint programme design and implementation

One lesson learned was that PMC mechanism should enable government partners to nominate representatives from each of the sectors represented in the programme implementation.

Good practices have been identified on a number of occasions:

1. The consensus building at the PMC level and through implementation of the programme with government partners was truly working in order to obtain maximum both state and local ownership.
 2. Joint monitoring of local programmes was a very good practice that simultaneously involved government partners at central level to participate in overseeing the implementation and simultaneously provide on the job training for their further actions with local budgetary resources.
 3. The joint public call for municipalities by all UN implementing agencies proved to be a very successful model contributing to easier implementation, better insight into results, multiplying effects on the territories of intervention and improved performance by local partners due to monitoring modalities.
 4. In general application to calls for projects proved important both for municipalities as well as for civil society organisations. Performance targets were defined up front and mechanisms of payments in instalments combined with inclusive monitoring and hands on support were elements that created a vibrant set of implementing partners geared to achieve objectives of the programme through their own local priorities. Had it been top down intervention, some problems might have caused delays in implementation or lack of capacities to implement.
- b. Report on any innovative development approaches as a result of joint programme implementation

Introduction of educative PC/web based game, and cartoons have been perceived by education authorities as very innovative and should be further explored and mainstreamed.

Inclusive local monitoring teams were reported as very useful and innovative both by local authorities and CSO partners. Local monitoring teams were joined by UN partners in applying monitoring methodology for implementation of local CSO projects and municipal grants.

The database in MS Access for tracking all sub-projects and analysing them by a set of joint criteria has proved as innovative mechanism. The University of Girona, Spain-UNESCO Chair for cultural domains, recognised BiH contribution to the development of Knowledge management products.

- c. Indicate key constraints including delays (if any) during programme implementation

Minor delays were performed with reference to establishment of the new government , following the Oct 2012 elections, while no significant delay was encountered for the implementation of the programme. However, all activities took a reasonable amount of coordination and consensus building, most notably those that reflected policies such as cultural statistics, review of legislation and government action plans.

It should be noticed that entire scope of the project has been respectively enlarged.

- d. Describe and assess how the monitoring and evaluation function has contributed to the:

M&E functions assisted the programme in its inception phase with elaboration of detailed annual targets and baselines and the mechanism proved useful throughout the project for

consultative sessions and for each annual workplan that the programme was scheduled to prepare. The impartiality and positioning from the RCO office was also useful in that the assistance was equal to all UN implementing agencies. Given that other MDGF projects availed of the same service, the positive cross-referencing on best practices was another positive aspect of such service.

The second KAP study for the MDGF Programme will be commissioned through M&E platform adding value to quality outcome of the survey results.

- e. Describe and assess how the communication and advocacy functions have contributed to the:

The communication and advocacy functions proved very useful for promoting MDGF goals to wider audiences and not just specifically to culture sector only. The Facebook pages for all 4 MDGF programmes, with cross-postings contributed to extend the scale of attention of the programme. Similarly, with another media, television, advocacy component proved very useful to support the local programmes promotion on TV where local governance including MDGF –related issues were discussed in over 22 TV programmes.

Coordinated efforts will be made even in future, for instance advocacy component will take over the maintenance of the intercultural web-portal created under this programme for future promotion of participatory approach to expressing views on local cultural and intercultural phenomena in local communities across BiH.

- f. Please report on scalability of the joint programme and/or any of its components

- a. To what extent has the joint programme assessed and systematized development results with the intention to use as evidence for replication or scaling up the joint programme or any of its components?

The programme systematised all of its achievement including geographical location and national versus local scale of implementation. This initiative was recognised by the UNESCO Chair in University of Girona and Bosnia and Herzegovina was awarded with workshop where only two other countries participated (Turkey and Cambodia) so that new theoretical model for knowledge sharing can be created and replicated across future programmes.

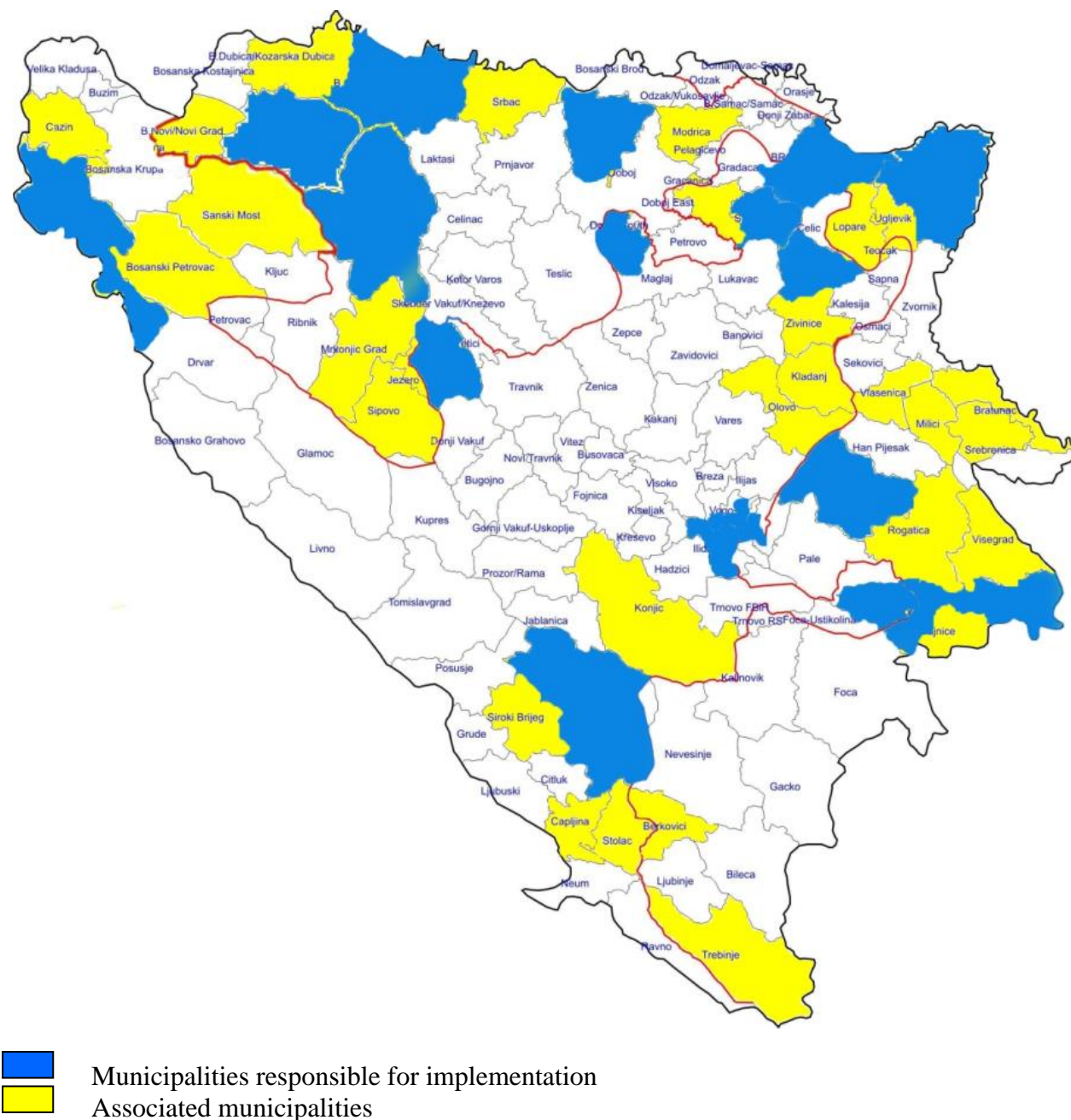
Scaling up of activities is evident through state-level methodology for action plan implementation. There is a firm political will for these actions to be implemented, and there is a considerable level of co-agreements on how to proceed on this subject.

The map below indicated the geographical coverage of interventions within the MDGF Culture and Development Programme. The geographical coverage is substantively aligned with the inter-entity boundary line⁸. The reasons for that can be partially explained with the greater need for intercultural activities in those geographical areas that suffered most from demographic changes.

As previously mentioned in a number of sections, the programme activities have been imbedded in the policy work of government partners at state, entity and cantonal level which should have a direct consequence to the scalability of interventions performed under this programme. To that end, ministry at state level already adapted procedures for grants to prepare criteria and selection procedures according to MDGF Programme guidelines. Entity ministers have been trained to do the same, and some changes are already introduced in their

⁸ Dayton Peace Agreement (1995) formalizes the inter-entity boundary line between Federation of Bosnia and Herzegovina and Republika Srpska.

public calls too. It is highly likely that institutions will upscale all aspect of the MDGF programme, considering the history and joint consensus on implementation of the programme.



IV. FINANCIAL STATUS OF THE JOINT PROGRAMME

a. Provide a final financial status of the joint programme in the following categories:

1. Total Approved Budget : \$8,000,000.00

UNDP \$4,497,078.00

UNESCO \$1,792,732.00

UNICEF \$1,710,190.00

2.Total Budget Transferred: \$8,000,000.00

UNDP	\$4,497,078.00
UNESCO	\$1,792,732.00
UNICEF	\$1,710,190.00

3. Total Budget Committed: \$7,986,801.18

UNDP	\$4,497,078.00
UNESCO	\$1,791,638.24
UNICEF	\$ 1,698,084.94

4.Total Budget Disbursed: \$7,968,975.29

UNDP	\$4,479,311.15
UNESCO	\$1,791,638.24
UNICEF	\$ 1,698,025.90

b. Explain any outstanding balance or variances with the original budget

UNICEF: Pedagogical Institute of Una Sana Canton has returned unspent balance amounting 9,154.03 BAM (5,823.15 USD based on the July UN x-rate) to UNICEF bank account. Refund is being registered in the system but still is not reflected due to system limitations. However, final certified financial report will be provided by UNICEF Headquarters following closure of account.

UNDP: Commitments are made based on contracts that are in the process of payments, CDR will report the final balance in the third quarter once GMS for these payments are processed.

UNESCO: The total commitment and disbursement of UNESCO is 1,791,638 USD and shows an overall implementation rate of 99.94 %. The final expenditures report is to be presented by UNESCO controller.

V. OTHER COMMENTS AND/OR ADDITIONAL INFORMATION

The UN and government partners jointly agreed to participate in joint planning and application for the Peace Development Fund. The strong support in this endeavour has been received from all partners and so is recommended in the Final Evaluation Report. The BiH Presidency member directly addressed the Secretary General to allow for a peace and reconciliation efforts for the people in Bosnia and Herzegovina.

VI. ANNEXES

1. List of all document/studies produced by the joint programme
2. List all communication products created by the joint programme
3. Minutes of the final review meeting of the Programme Management Committee and National Steering Committee

4. Final Evaluation Report
5. M&E framework with update final values of indicators
6. Detailed overview of CSO projects and overview of Schools projects within MDGF

Annex 1

		Type of KM Product			
		POLICY	ANALYSIS	Law	Data/publication
	List of knowledge management products				
1	Action plan for implementation of culture strategy	√			
2	Methodology for collection of administrative data in culture sector	√			
3	Methodology for collection of statistical data in culture sector	√			
4	Gap analysis and recommendations of the Legislation in culture sector		√		
5	Administrative data for 2009 and 2010 in culture sector	√			
6	Survey of cultural industries in BiH				√
7	Monitoring and Evaluation Manual for Ministry of Civil Affairs and entity ministries	√			
8	Gap analysis of cultural statistics		√		
9	Gap analysis of cultural sector (cultural institutions and public institutions)		√		
10	MDGF database of projects				√
11	Publication on UNESCO conventions ratified by BiH	√			
12	Publication on UNESCO convention for protection of cultural diversity		√		
13	Joint Publication on UNESCO and UNICEF 'Learning to live together'		√		
14	First adopted list of Intangible Cultural Heritage for Bosnia and Herzegovina				√
15	Management plans for cities of Višegrad and Mostar				√
16	UNESCO indicator suite for measuring of culture contribution to development in BiH	√	√		√
17	KAP study (knowledge, management, practises)		√		√
18	Access to culture study (based on EUROBAROMETER)		√		√
19	Official cultural portals on official web-sites of the 3 partner ministries	√		√	√
20	Report on teacher's competencies for intercultural education		√		√
21	Intercultural modul for teachers, parents, students, trainers and cultural bukvar				√
22	Culture Sector Public private partnership analysis for BiH and European best practices		√		
23	Cultural management analysis for BiH and European best practises		√		
24	Analysis of capacities of Institutes for protection of cultural heritage for FBiH and RS		√		
25	Action plan for implementation of monitoring and evaluation system of education quality with indicators for intercultural education and ethics code	√			

Annex 2

	List of Communication tools
1	Behavioural Change Campaign
2	10 messages focusing on improving cultural understanding
3	Web based game “Search for BiH Treasure”
4	Web-portals of the three ministries
5	7 web-portals of the CSOs established within the Programme
6	Facebook page Culture for Development (kultura za razvoj)
7	Twitter account Culture for Development
8	Culture and Development e-Bulletins
9	Press releases
10	Press clippings
11	Documentary movies
12	MDGF branding on stands, folders, leaflets
13	MDGF branding on NGO project outputs including cultural products (shirts, crafts)
14	Participation in TV and radio shows
15	Monthly reports to Government partners

**Millennium Development Goals Achievement Fund (MDG-F)
Programme Management Committee - Culture and Development**

FINAL REVIEW MEETING

**04 July 2012
18th PMC Meeting Minutes**

1. Attendance

Name	Organisation	Title
Sinisa Sesum	UNESCO	PMC Chairperson/UNESCO Senior Programme Officer
Biljana Camur	Ministry of Civil Affairs BiH	Assistant Minister / Sector for Culture and Science
Azra Lojo Hajro	Ministry of Culture and Sport FBiH	Head of Youth Department
Irena Soldat-Vujanovic	Ministry of Education and Culture RS	Assistant Minister for Culture
Anne-Claire Dufay	UNICEF	Deputy Representative
Armin Sirco	UNDP	Assistant Resident Representative
Azra Dzical	Spanish Embassy	Official member
Culture and Development Programme Management Unit		
Radeka Radeka	MDG-F Culture and Development	National Programme Manager and Coordinator

Agenda

1. Introductory speeches by PMC chair and other interested parties
2. Overview of achieved results and comparison with initial joint programme documentation
3. Distribution of all knowledge products prepared during the programme implementation for easy reference and use by ministries when uploading on their websites
4. Agreement on steps for preparation of the final report and electronic approval process
5. AOB

1. Introductory speeches

The meeting of the MDG-F Programme Steering Committee (PMC) for Culture and Development was opened by the Chairman, Mr, Sinisa Sesum who warmly welcomed all partners and conveyed the message of celebratory note whereby this meeting was to be the last meeting of the programme which to his knowledge had overcome everyone's expectations and definitely implemented all of its objectives. He has guided the participants through agenda, warmly thanked the partners implementation and thanked Programme Manager and entire MDGF team for commitment.

Ms. Biljana Camur also took floor to congratulate everyone and remind the members of the PMC that the Final event for the MDGF programme organised on 2nd of July was a success, and that similar to the Minister's Novic speech, she invites United Nations Organisations to review government priorities and continue supporting culture sector.

She informed the committee of Ministry's firm intention to use new policy tools and implement the Action plan to its fullest not least the Monitoring Manual and Guidelines for project proposals

Ms. Irena Soldat Vujanovic, commended the joint efforts in implementation of the programme, and reminded the committee of the hard work everyone was faced with 3.5 years ago. She acknowledged a number of positive notions of the programme, most notably the hands on experience in evaluation techniques and on the job monitoring. She is aware that her ministry's team is now equipped with skills and experience to perform quality monitoring of the programmes.

Ms. Azra Lojo Hajro excused Ms. Negra Selimbegovic, PMC member, and noted she was informed about the programme implementation through the duration of the programme. She expressed gratitude for programme's results noting that without the MDGF programme, ministries would be far worse off. The first positive aspect of the programme was the enabling environment for the ministries to cooperate on the daily basis and create positive networking experiences which will help them in their future work.

Mr. Armin Sirco and Ms Anne Claire Dufay both conveyed the message of satisfaction by their respective agencies and concluded that this programme had imminent valued in boosting the spirit of interculturalism and intercultural education. They felt that the programme was created in a good collaborative spirit and that each UN agency reinforced its core activities through collaboration with the other UN partner agencies.

Ms. Renata Radeka thanked the partners and the MDGF team and noted that the partnership with government and joint work of three agencies was truly satisfactory experience and invited partners to continue intergovernmental collaboration and dialogue with cultural workers, especially now when equipped with baseline data and policy tools.

2. Review RRF against achieved results

The PMC members jointly reviewed the Results Framework against achieved results and concluded that the RRF was implemented in full, while the programme had its necessary level of flexibility to include more results that are linked to the scope of the original programme. Most notably this was the case with the flagship investment in Reconstruction of the Spanish Square as a way to thank the Spanish government for the donation, to help the city of Mostar in revitalising the central city square and to assist citizens of Mostar with provision of quality public space. In the exercise of reviewing the RRF, the recently established MDGF Database was used so that the quantities and

qualitative indicators from the database were easily visible and comparable with targets and indicators in the RRF.

3. Distribution of all knowledge products prepared during the programme implementation for easy reference and use by ministries when uploading on their websites

PMC members, for their easy future reference were provided with electronic USB sticks containing all knowledge management products created under the MDGF Programme Culture for Development as follows:

		Type of KM Product			
		POLICY	ANALYSIS	Law	Data/publication
	List of knowledge management products				
1	Action plan for implementation of culture strategy	√			
2	Methodology for collection of administrative data in culture sector	√			
3	Methodology for collection of statistical data in culture sector	√			
4	Gap analysis and recommendations of the Legislation in culture sector		√		
5	Administrative data for 2009 and 2010 in culture sector	√			
6	Survey of cultural industries in BiH				√
7	Monitoring and Evaluation Manual for Ministry of Civil Affairs and entity ministries	√			
8	Gap analysis of cultural statistics		√		
9	Gap analysis of cultural sector (cultural institutions and public institutions)		√		
10	MDGF database of projects				√
11	Publication on UNESCO conventions ratified by BiH	√			
12	Publication on UNESCO convention for protection of cultural diversity		√		
13	Joint Publication on UNESCO and UNICEF 'Learning to live together'		√		
14	First adopted list of Intangible Cultural Heritage for Bosnia and Herzegovina				√
15	Management plans for cities of Višegrad and Mostar				√
16	UNESCO indicator suite for measuring of culture contribution to development in BiH	√	√		√
17	KAP study (knowledge, management, practises)		√		√
18	Access to culture study (based on EUROBAROMETER)		√		√
19	Official cultural portals on official web-sites of the 3 partner ministries	√		√	√
20	Report on teacher's competencies for intercultural education		√		√
21	Intercultural modul for teachers, parents, students, trainers and cultural bukvar				√
22	Culture Sector Public private partnership analysis for BiH and European best practices		√		
23	Cultural management analysis for BiH and European best practises		√		
24	Analysis of capacities of Institutes for protection of cultural heritage for FBiH and RS		√		
25	Action plan for implementation of monitoring and evaluation system of education quality with indicators for intercultural education and ethics code	√			

4. Agreement on steps for preparation of the final report and electronic approval process

The PMC members agreed on receiving the Final report in electronic form and approving them electronically which is in line with previous practice of the PMC.

5. AOB

Mr. Sinisa Sesum announced that Final Evaluation report is being translated and while all partners present at the PMC participated in final evaluation, the report had to undertake a few round of comments by UN agencies, due to lack of satisfactory reporting standards demonstrated by the selected evaluator.

Annex 4

Improving Cultural Understanding in Bosnia and Herzegovina

FINAL EVALUATION



Robert Travers

for

**Office of the Resident Coordinator
of Operational Activities for Development
in Bosnia and Herzegovina**

MDG-F Culture for Development Joint Programme

June 2012

Document control

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The views expressed in this document are those of the consultant and do not necessarily reflect the views of UNDP, UNICEF or UNESCO.

Boundaries and names used in this report do not imply official endorsement or acceptance by the United Nations.

List of acronyms

BCC	Behavioural Change Campaign	OECD	Organisation for Economic Cooperation and Development
BRESCE	Bureau for Science and Culture in Europe	ORC	Office of the Resident Coordinator
BiH	<i>Bosna i Hercegovina</i>	PPP	Public-private partnership
CIVITAS	Educational Center for Democracy and Human Rights	PS	Primary school
DAC	Development Assistance Committee	PSP	Private sector participation
EC	European Commission	PMC	Project management committee
EU	European Union	R	Recommendation
Eurostat	Statistical Office of the European Union	RS	<i>Republika Srpska</i>
FBiH	<i>Federacija Bosna i Hercegovina</i>	SMART	Specific, measurable, achievable, relevant and time-bound
GDP	Gross domestic production	SME	Small and medium-sized enterprise
ICOMOS	International Council on Monuments and Sites	UNCT	United Nations Country Team
IT	Information technology	UNDAF	United Nations Development Assistance Framework
KAP	Knowledge, attitude, practice	UNDP	United Nations Development Programme
KPI	Key performance indicator	UNEG	United Nations Evaluation Group
M&E	Monitoring and evaluation	UNESCO	United Nations Educational, Scientific and Cultural Organisation
MDG	Millennium Development Goal	UNICEF	United Nations Children's Fund
MDG-F	Millennium Development Goals Achievement Fund	UNPBF	United Nations Peacebuilding Fund
MTDF	Multi-Donor Trust Fund	UNWTO	United Nations World Tourism Organisation
NGO	Non-government organisation	USAID	United States Agency for International Development

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EXECUTIVE SUMMARY

The Final Evaluation of the *Improving Cultural Understanding in Bosnia and Herzegovina* Joint Programme has the following objectives:

- To assess the Joint Programme's quality and internal and external coherence with the United Nations Development Assistance Framework for Bosnia and Herzegovina, national development strategies and priorities, the Millennium Development Goals at the local and country level, the level of contribution to the objectives of the Culture for Development thematic window, and find out the degree of local ownership.
- To assess how the Joint Programme operated and what was the efficiency of its management model to guide future joint programming among United Nations agencies.
- To assess the design and relevance, effectiveness, efficiency, impact and sustainability of the programme and the level of achievement of envisaged programme results.
- To assess the quality, results and impact of local programme interventions including the evaluation of co-financing modality and implementation capacities on a local level.
- To assess the programme's different internal and external monitoring and evaluation systems and tools developed and assess the programme's communication strategy, outreach activities and impact.
- To identify key recommendations and lessons to be learned.

The intended audience for the report is the United Nations Office of Resident Coordinator, the Millennium Development Goals Achievement Fund secretariat and donors, the participating United Nations agencies and country team, the Council of Ministers of Bosnia and Herzegovina, entity and municipal authorities, other development agencies, non-governmental organisations, civil society and other beneficiaries.

The methodology adopted was based around desk research, site visits and observational research and consultations over twelve days in-country. The main data sources were programme documents and third party reports and publications. There were no major limitations to the implementation of evaluation, although it was of course only possible to visit a small selection of projects supported limiting to some extent an in-depth comprehension of the complexities of the Joint Programme.

In terms of the key evaluation issues the findings are as follows:

Relevance and design

The Joint Programme objectives were relevant to the problems it was supposed to address and to the physical and policy environment within which it operated. It was formulated to meet a real and current need for reconciliation and better intercultural understanding, and the understanding of culture as a wide-ranging and contemporary force in society. In this regard it is in full compliance with the guidelines for the Fund's Culture and Development thematic window. Consultees were very supportive of the Joint Programme concept, and of the timeliness of the intervention.

The design of the Joint Programme was generally appropriate for reaching its results and outcomes with a strong implementation framework, programme clear and logical monitoring and evaluation matrices and indicators of activity. The use of local monitoring teams which fostered capacity enhancement was particularly innovative. Management arrangements were clearly defined and extensively supported institutional strengthening and local ownership in the cultural and education ministries. The Joint Programme design took into account cross-cutting issues especially in strategy documents and through calls for proposed activities under thematic windows relating to handicrafts design, access to culture, cultural tourism, arts for understanding and schools projects.

Efficiency

The Joint Programme has been very dynamic in turning its resources and inputs into important strategic reviews and policy development, especially at state and entity level. It has also supported a prodigious range of cultural activities at municipal level, including some innovative intercultural projects in contemporary arts and education. The Joint Programmes' financial and personnel resources were managed in a transparent and accountable manner which were generally cost-effective. Persistency was applied in attempting to address difficult problems and this resulted in locally acceptable solutions. The commitment and dedication of United Nations staff and partners shine through.

The different components of the joint programme interrelated well, although grant aid distributed to non-government organisations and municipalities for strengthening the cultural industries sometimes

lacked an economic development framework into which they could fit, particularly for cultural tourism and crafts which have considerable economic and job creation potential: These were relatively small intervention areas however.

Work methodologies and financial instruments were shared among agencies, institutions and other Joint Programmes. Other resources were mobilized to contribute to the programme's outcomes and produce results and impacts.

Effectiveness

Progress in achieving the objectives of the development intervention is clearly apparent. The quality of the programme's key outputs has been mostly good and contributed toward the achievement of key results. More international best practice experiences of public-private partnership in the arts, in marketing and in successful cultural tourism development could perhaps have been drawn upon through United Nations experience in other countries, but it is acknowledged that strong local engagement in the Joint Programme was achieved and contributed to its effectiveness.

Impact

The Joint Programme had a significant effect on its operating environment through its work in strategy review for culture, the many educational initiatives which it supported, and the many arts and other activities which it funded at local level. Its impact appears to be more of an organisational impact than an economic impact in the long term, but in the short term economic impact was achieved by the wide dispersal of funds to municipalities, non-governmental organisations and to support schools. Despite delivering training in measuring impact, the Joint Programme itself has difficulty in articulating its economic impact to date. Social impact will come through the Joint Programme's excellent work in the education area and its support for restoring important cultural symbols: The Joint Programme also brought contemporary culture and the arts to many local communities. The intervention made a significant organisational impact on its key stakeholders: Institutional development, legislative development, and capacity development have all been increased in the areas of culture, heritage and education. The education sector has been positively impacted through greater awareness and deeper understanding of intercultural and inclusive education concepts. Significant efforts were made to foster the Joint Programme's agenda with the media also and to bring about behavioural change: Impact on the media seems questionable however, although many trainings were undertaken. The issues of gender, youth and social inclusion were raised on decision-makers' agendas and good governance was positively impacted.

Sustainability

It is probable that benefits from the programme will continue after Joint Programme funding ceases. In particular this relates to the enhanced capacities of beneficiaries and the embedding of programme activities in local institutional structures for culture, heritage and education. Uncertain leadership commitment and a possible lack of financial means to continue activities is a sustainability concern. The duration of the intervention was also short in terms of sustainably embedding change.

In overall terms the Joint Programme has been very successful in creating awareness of the value of culture and shared heritage; and in strengthening capacities related to it, and of concepts of intercultural and inclusive education. There is an opportunity for future United Nations interventions to continue to support intercultural education, peace-building and platforms for intercultural dialogue, and in particular a need to focus on the economic development potential of Bosnia and Herzegovina's cultural industries to create sustainable employment and address poverty issues.

INTRODUCTION

Purpose of the evaluation

Evaluation is about Are we doing the right thing? It examples the rationale, the justification of the undertaking, makes a reality check and looks at the satisfaction of intended beneficiaries. Evaluation is also about Are we doing it right? It assesses the effectiveness of achieving expected results. It examines the efficiency of the use of inputs to yield results. Finally, evaluation asks Are there better ways of achieving the results? Evaluation looks at alternative ways, good practices and lessons learned. (United Nations Evaluation Group [UNEG]).

The final evaluation of the *Improving Cultural Understanding in Bosnia and Herzegovina* Joint Programme was commissioned by the Office of Resident Coordinator (ORC) for the United Nations in Bosnia and Herzegovina. The main purpose of the evaluation is to provide an independent in-depth assessment of the achievements of Joint Programme results and outcomes against the planned results and the implementation modality of the Millennium Development Goals Achievement Fund (MDG-F) *Culture for Development* programme. The Joint Programme is a partnership implemented by three United Nations agencies in Bosnia and Herzegovina: the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF) and the United Nations Educational, Cultural and Scientific Organisation (UNESCO). The terms of reference for the final evaluation are attached at annex 1. Its objectives are as follows:

- To assess the programme's quality and internal and external coherence with the United Nations Development Assistance Framework (UNDAF) for Bosnia and Herzegovina, national development strategies and priorities, the Millennium Development Goals (MDGs) at the local and country level, the level of contribution to the objectives of the MDG-F Culture for Development thematic window, and find out the degree of national ownership as defined by the Paris Declaration and the Accra Agenda for Action.
- To assess how the Joint Programme operated and what is the efficiency of its management model in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures and operational and institutional mechanisms. This analysis will seek to uncover the factors for success and any limitations in inter-agency tasks, collaboration and synergies. It will evaluate the effectiveness and efficiency of the Joint Programme modality and make recommendations to guide future joint programming among United Nations agencies in Bosnia and Herzegovina.
- To assess the design and relevance, effectiveness, efficiency, impact and sustainability of the programme and the level of achievement of envisaged programme results and its four outcome areas.
- To assess the quality, results and impact of local programme interventions on municipal and non-governmental organisations (NGOs), and on grant projects financed through the programme, including the assessment of co-financing modality and implementation capacities on a local level.
- To assess the programme's different internal and external monitoring and evaluation systems and tools developed, including data collection, statistics, research and analytical outputs, databases, guidelines, etc. and assess the programme's communication strategy, outreach activities and impact.
- To identify key recommendations and lessons to be learned.

Methodology of the evaluation

The methodology approved for the evaluation was outlined in the Inception Report (March 2012). It sought to integrate secondary and primary research, together with observational research of the relevant stakeholders and examined the wider context in which the MDG-F programme is embedded. An extensive programme of consultations was undertaken in country (annex 2). Actual outcomes, global and specific, in the form of key performance indicators (KPIs) were compared and contrasted against the planned outcomes in the Joint Programme Document and results framework, which was updated evaluation (annex 3). The roles of these three implementing agencies, and of partner organizations, and the extent of common coherence and cooperation was reviewed. The extent to which there are commitments to continue initiatives commenced under the Joint Programme with government, the European Union (EU) or other funding was also reviewed. Consultations and site visits were important during a mission to Bosnia and Herzegovina.

Limitations of the evaluation

The Joint Programme is a complex and extensive undertaking, not entirely complete at the time of the final evaluation. Over 100 individual initiatives were supported in 48 municipalities spread across Bosnia and Herzegovina. An evaluation is not an audit: Financial records and compliance with United Nations tendering, recruitment and sub-contracting procedures have not been examined in detail. The Final Evaluation involved a twelve day in-country mission visiting five municipalities and including both entities (*Federacija Bosna i*

Hercegovina [FBiH] and *Republika Srpska* [RS]). Not all outputs could be reviewed in the evaluation timescale, and many are not written in English (as is appropriate in the Bosnia and Herzegovina context). None-the-less the consultant is satisfied that the Final Evaluation is representative and fair.

Structure of the evaluation

The Final Evaluation is structured in chapters as follows:

- The Joint Programme and its development context
- Relevance
- Design
- Efficiency
- Effectiveness
- Impact
- Sustainability
- Overall conclusions and recommendations

THE JOINT PROGRAMME AND ITS DEVELOPMENT CONTEXT

Programme description

Background

The Joint Programme *Improving Cultural Understanding in Bosnia and Herzegovina* is an \$8 million intervention financed under the MDG-F's 'Culture and Development' window. The MDG-F was established in 2006 and is an international cooperation mechanism whose aim is to accelerate progress on MDGs worldwide. Substantial funding comes from the Spanish Government. MDG-F is supporting four programmes in Bosnia and Herzegovina of which the programme now being evaluated (Culture and Development) is the largest. The other three Joint Programmes are as follows:

- Thematic Window: Youth Employment and Migration
Programme title: Support to National Efforts for the Promotion of Youth Employment and Management of Migration
Total Budget: US\$6,000,000
- Thematic Window: Environment and Climate Change
Programme title: Mainstreaming environmental governance: linking local and national action in Bosnia and Herzegovina
Total Budget: US\$5,500,000
- Thematic Window: Economic Governance
Programme title: Securing Access to Water through Institutional Development and Infrastructure
Total Budget: US\$4,450,000

The programme builds on existing efforts of the United Nations Country Team (UNCT) in the areas of the protecting and revaluing cultural heritage, inter-ethnic dialogue, tolerance building in education, and human rights-based approaches to programming, including social inclusion.

Concept note

The Joint Programme's Concept Note was submitted to the MDG-F Secretariat in New York on 22 June 2007. The areas of focus proposed were the policy/legal framework in the cultural and educational sectors, community-based interventions to increase cross-cultural understanding, promotion of the cultural industry sector, and promoting Bosnia and Herzegovina's unique multicultural identity. Using a participatory approach to guide interventions at policy and municipal levels, the joint programme intended to maximize the economic and social benefits of cultural development and make a contribution to the reconciliation process. Relevant MDGs that were to be primarily targeted under the Culture and Development Joint Programme are the following: MDG 1 (end extreme poverty and hunger); MDG 2 (universal primary education); MDG 3 (gender equality); and MDG 8 (global partnership).

The Concept Note highlights the necessity of a dynamic interpretation of culture that emphasizes unity and commonalities in Bosnia and Herzegovina, while acknowledging diversity as a key asset. Cultural

development is seen as a key ingredient of nation-building (*sic*), recognizing that the unique coexistence of diverse cultures is a comparative advantage and a source of strength.

Joint Programme Document

The Joint Programme Document is the overall guiding document which sets out the strategic basis and intervention approach. It outlines the activities to be implemented by UNDP, UNICEF and UNESCO and is a binding contract. The document points out that culture was an integral part of the conflict in Bosnia and Herzegovina, and that at the same time, the re-visioning and revival of culture in the country is crucial to its future, including its social, political and economic development.

Culture is defined in the Joint Programming Document as including cultural heritage (the document recognises Bosnia and Herzegovina's unique 'east meets west' history). Cultural tourism is also highlighted and seen as having potential for economic development. In addition to tourism, the cultural industries which have a potential for wealth and job creation are outlined as including publishing, music, cinema, crafts and design.

This strategic approach of simultaneously addressing centralized (top-down) and bottom-up approaches, whilst providing visible and effectively communicated cultural change, was devised to provide a closely coordinated and structured programme to deliver the overall outcome of strengthened cross-cultural understanding in Bosnia and Herzegovina. Culture is recognised both as a value in itself and as a contributor to socio-economic development.

The total approved budget for the Joint Programme is as shown in table 1. This was boosted by contributions in cash and in kind from various partners: These are discussed further at chapter 5.

Four mutually-supportive outcomes in the Joint Programme were designed to achieve the overall goal of strengthening cross-cultural understanding in Bosnia and Herzegovina. These are as follows:

1. Improving the cultural policy and legal framework,
2. Improving cross-cultural understanding,
3. Strengthening the cultural industries, and
4. Improving tolerance towards diversity (a more focussed change from the Concept Note where the fourth outcome was referred to as 'Bosnia and Herzegovina's unique multicultural identity promoted').

Table 1: Joint Programme budget

Agency	US \$	Percent
UNDP	4,497,078	56.2
UNESCO	1,792,732	22.4
UNICEF	1,710,190	21.4
TOTAL	8,000,000	100.0

Source: MDG-F Joint Programme office

Programme duration

The United Nations Multi-Donor Trust Fund (MTDF) advised the ORC of approval of Bosnia and Herzegovina's Culture for Development Joint Programme on 15 May 2008. The Joint Programming Document was signed by all United Nations parties on 28 October 2008 and activity commenced on 10 December 2008. The three year programme was due to end in December 2011 however in response to the ORC's request, on 15 November 2011 the MDG-F Secretariat granted a six months' and twenty days' no cost extension to the Joint Programme. Programme-funded activity will now end on 30 June 2012. Three detailed Annual Work Plans were drawn up for the Joint Programme, together with a six month plan for the current exit period.

Problems that the programme seeks to address

The Revised Standard Joint Programming Document points out that since the 1992 to 1995 war, which ended with the Dayton accords⁹, Bosnia and Herzegovina has remained deeply divided. During the conflict religious and cultural monuments and buildings were destroyed. The *Strategy for Cultural Policy for Bosnia in Herzegovina* (Bosnia and Herzegovina Council of Ministers, 2005) was seen as a useful document to build on,

⁹ The Dayton Proximity Talks culminated in the initialling of a General Framework Agreement for Peace in Bosnia and Herzegovina in November 1995.

which required a new and more consensual process to ensure its implementation. The need to broaden cultural policy and to integrate it into other domains, notably education and the media was identified.

The Joint Programme Document notes that entire education system in the country is divided based on ethnic grounds with separate curricula applying, perpetuating and institutionalizing cultural fragmentation. The Joint Programme sought to:

- address respect for diversity in education delivery methods and curriculum content; and
- foster intercultural competence.

In the public sphere the need to develop a better spirit of interculturalism was identified. The joint programme sought to:

- Inculcate a better tolerance and understanding based on positive cultural symbols amongst the media, cultural opinion leaders, and stakeholder groups.

The revitalization of cultural heritage was seen as important in order to:

- help to overcome the painful divisions caused by past events;
- create new openings for local, regional and international enterprise and cooperation; and
- overhaul the legal framework governing heritage.

Immediate and development objectives

The overall objectives of the Joint Programme was summarised as follows:

Outcome 1 focuses on strengthening the capacity of government and relevant institutions in agenda-setting, policy development and implementation for culture and the culture-focused aspects of education.

Outcome 2 aims to promote cross-cultural understanding by building the municipal level pedagogic and service delivery roles of the public sector and civil society.

Outcome 3 engages the private sector in its role as a driver of growth and economic inclusion¹⁰.

Outcome 4 seeks to catalyze the behavioural change that is necessary to sustain progress in the first three areas (*Revised Standard Joint Programming Document*, 2008).

In terms of cross-cutting issues the Joint Programme highlighted social inclusion, gender and youth-related objectives. Young people were to make up a substantial proportion of the beneficiaries: Modern media, and the design and marketing of neo-traditional crafts in the cultural industries were highlighted.

The activities, roles and outputs of the three United Nations agencies are annexed to the Joint Programme Document. Principal outputs were to be as outlined in table 2.

Main stakeholders

The lead partner in the Joint Programme is the state-level Ministry for Civil Affairs on behalf of the Council of Ministers. Other government stakeholders involved include the following:

- Agency for Pre-primary, Primary and Secondary Education in Bosnia and Herzegovina
- Agency for Statistics
- FBiH Ministry of Culture and Sports
- Ministry of Education and Culture RS
- FBiH Ministry of Education and Science
- Ministries in charge of education in ten cantons of FBiH
- Pedagogical Institutes
- FBiH Institute for Protection of Cultural Heritage
- Republic Institute for Protection of Cultural-Historical and Natural Heritage RS
- Institute for Statistics FBiH
- Institute for Statistics RS
- Department for Education of the Brcko District Government.

Core municipality-level stakeholders are as follows: Bijeljina, Rudo, Jajce, Prijedor, Bihać, Gradiška, Srebrenik, Novo Sarajevo, Tešanj, Sokolac, Trebinje, Mostar and Ravno. Map 1 shows the total number of municipalities impacted, including core municipalities (blue) and clusters (yellow). Annex 4 summarises the very impressive range of activities undertaken in all these municipalities.

¹⁰ The annex in the Joint Programme refers to engaging with NGOs rather than with the private sector.

Educational stakeholders involved are universities and all primary schools in ten municipalities. Civil society sector stakeholders are cultural and community centres in ten municipalities and a wide range of NGOs and educational foundations from Bosnia and Herzegovina and abroad, such as the European Training Foundation from Italy (partner in mapping teacher competences for intercultural education), and the Institute for Education from the United Kingdom of Great Britain and Northern Ireland.

Table 2: Key outputs by agency

Output area	Output	Lead agency
<i>1. Improving the cultural policy and legal framework</i>	Providing the evidence-base for strategy development in the culture sector	UNDP/UNESCO
	Facilitating the production of a Bosnia and Herzegovina Cultural Development Strategy through a participatory process.	UNDP/UNESCO
	Improving policies and their implementation to ensure access to quality intercultural education.	UNICEF
	Supporting the preparation of strategies and legal framework.	UNESCO
	Providing monitoring and evaluation training activities to relevant government agencies	UNDP
	Developing a system to monitor the implementation of improved educational policies.	UNICEF
<i>2. Improved cross-cultural understanding at the community level.</i>	Developing community level educational approaches to address ethnically-based inequalities.	UNICEF
	Analyzing and addressing barriers to cross-cultural tolerance.	UNICEF
	Supporting community-based creative projects that improve cross-cultural understanding.	UNDP
	Reinforcing stakeholder capacities in the field of interculturalism.	UNESCO
<i>3. Strengthened cultural industries.</i>	Supporting artistic-entrepreneurs through strategizing, marketing and vocational training	UNESCO
	Promoting cultural tourism.	UNDP
<i>4. Improved tolerance towards diversity</i>	Promote intercultural awareness and sensitivity through media and stakeholder partnerships.	UNDP
	Promoting intercultural sensitivity in the educational sphere.	UNICEF
	Rehabilitating and restoring major symbols of interculturalism	UNESCO

Source: Joint Programming Document, 2008

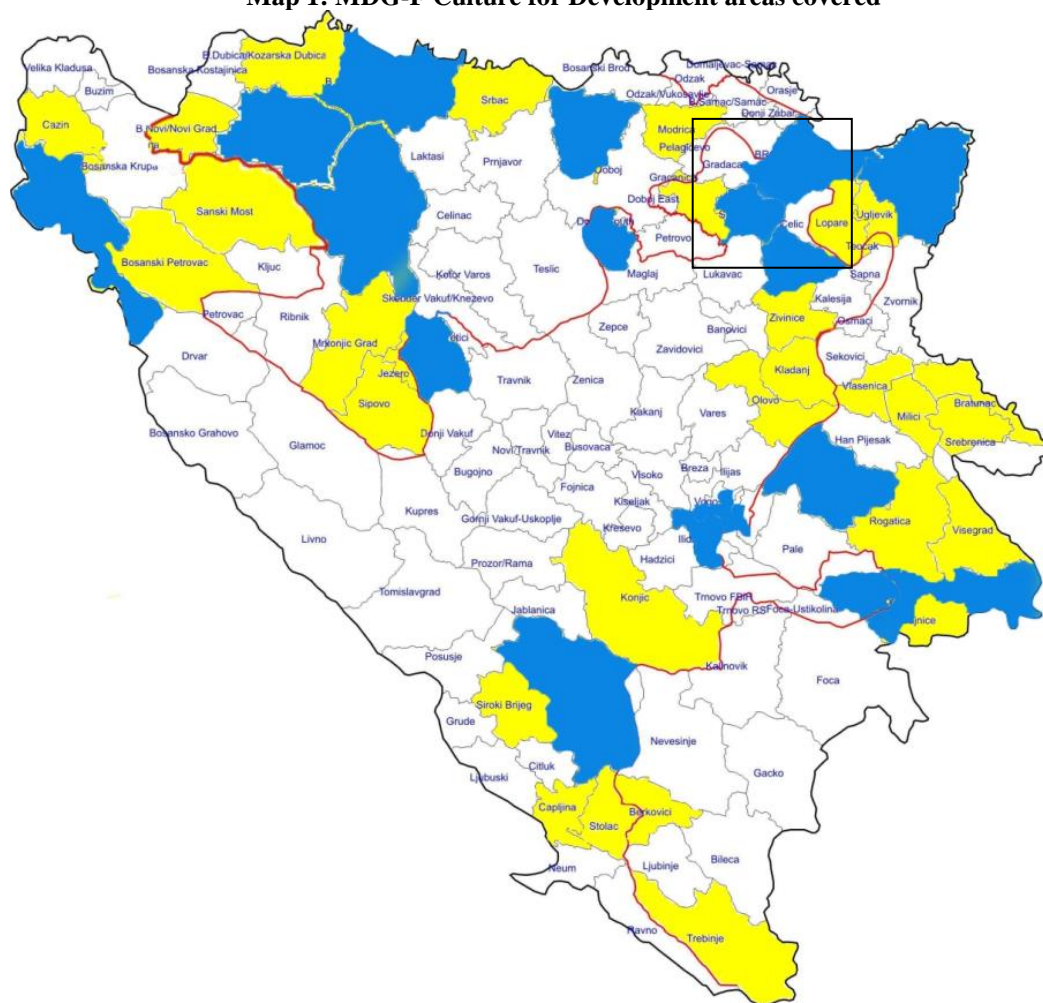
Inception phase

The Joint Programme's Inception Report outlines the structures of programme management, the joint communications strategy, how monitoring and evaluation will be delivered and how cross-cutting issues will be addressed. The Inception Phase saw considerable elaboration of the programme's results framework, targets and monitoring and evaluation (M&E) approach. These issues are discussed further at chapter 3.

Implementation

Three annual work plans plus a six month plan for the extension period are the detailed planning documents for jointly agreed programme activities. Table 3 illustrates expenditure by agency and year.

Map 1: MDG-F Culture for Development areas covered



Source: MDG-F Joint Programme Office

Note: Boundaries and names used in this map do not imply official endorsement or acceptance by the United Nations.

Table 3: Programme expenditure by agency and year (US\$)

	Year 1	Year 2	Year 3	Final phase	Total
UNICEF	573,344	716,309	213,777	283,175	1,786,606
UNESCO	610,374	855,031	211,538	210,261	1,887,204
UNDP	1,316,610	2,033,163	910,274	138,140	4,398,188
	2,500,329	3,604,503	1,335,590	631,577	8,071,999

Source: MDG-F Joint Programme office

Mid term evaluation

The Mid-Term Evaluation Report (Otero, 2010) indicates a well designed programme with strong engagement of governmental partners. Strong teamwork during the implementation phase is reported and good adaptation creativity to the implementation needs. At mid-term stage implementation was seen as progressing well and financial draw-down was on track. The 2010 election process was identified as a risk to continued good implementation however, should there be a hardening of intercultural attitudes.

Main component outputs to date

Component outcomes are multiple and wide ranging. Only main outputs are touched on here; annexes 3 and 4 contain more detail at state and municipality level. Under Outcome Area 1 an initial overview was undertaken through the mapping the culture and existing statistical data; together with a survey on business entities which relate to cultural industries and a survey on participation in culture. Methodology for collection of data for cultural statistics was prepared and adopted officially. Cultural web-portals (websites) were created through a separate working group in order to be aligned with each other (state and entity level) and relevant for larger audiences. An Action Plan for Implementation of Strategy of Cultural Policy in Bosnia and Herzegovina was

also devised and officially adopted by the Council of Ministers, as well as the entity ministries and all cantonal ministries of culture. Extensive capacity development training was undertaken.

An analysis of the existing curricula and school practice from intercultural perspective was undertaken, together with mapping of teachers' competencies for intercultural and inclusive education. UNESCO Conventions ratified by Bosnia and Herzegovina were publicised and a preliminary list of intangible cultural heritage was devised for the first time. The Programme also developed sets of educational materials (manuals and tool kits for intercultural education) for teachers, children, parents, trainers and other publications. Translation of UNESCO Guidelines for Intercultural Education was undertaken and the programme developed and implemented cultural policies and legal frameworks.

Under Outcome Area 2 over 40 projects were selected to be implemented with the goal to improve cross-cultural understanding in local communities. Pupil exchange between different communities was facilitated and the important KAP benchmarking study was initiated. This Survey started in December 2009, aiming at establishing the situation in terms of knowledge, attitudes and practices in cross-cultural relations and preparing a campaign for changing the mindset which would contribute to improvements in cross-cultural relations in line with methodology applied in many countries with such needs.

Under Outcome Areas 2 and 3 projects were implemented which encourage the role of culture in economic development. In the NGO sector thematic windows included (i) supporting innovation in handicrafts, (ii) improving access to culture, (iii) cultural tourism, and (iv) arts for understanding. Substantial training was given to encourage better projects and to enable sustainability in local civil society organisations and municipalities regarding their local strategies and funding applications¹¹. In addition a series of trainings were provided with the focus on enhancing capacities of local participants from crafts sector in selected municipalities.

Under Outcome Area 4 the challenging area of improving tolerance for diversity in Bosnia and Herzegovina is addressed. An analysis of media on cultural sensitivity was undertaken and a methodology for media analysis was drawn up. The analysis was seen as a precondition for quality preparation of training for capacity development of media professionals, which will enable government institutions to gain better understanding of cultural sensitivity in reporting and to record changes (and possibly progress) in cultural sensitivity during reporting. A campaign promoting cross-cultural sensitivity in education sphere was also initiated. The goal of this campaign for changing mindsets was to bring about positive changes in cross-cultural understanding. Thirdly important symbols of multiculturalism in Bosnia and Herzegovina were restored. Three were planned within the project, but UNESCO managed to contribute to restoration of eleven monuments and Spanish Square in Mostar. Sites supported included the Ferhadija Mosque in Banja Luka, the Orthodox Cathedral in Mostar, the Monastery Plehan near Derventa, conservation works in Hambarine and Sutjeska, the Mithras Temple in Jajce, the Museum Herzegovina in Trebinje, the Eminagić House (*Eminagića kuća*) in Tešanj, the Orthodox Cathedral in Sarajevo, a tourist Information point at Zavalala, and Spanish Square in Mostar.

¹¹ The public call for NGOs was spread over component 2 and component 3: Windows 2 and 4 belong to component 2, while windows 1 and 3 belong to component 3. Window 5 is about enhancing Herzegovina's participation no matter which thematic window (from 1 to 4)

RELEVANCE

Relevance is defined in Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) guidelines as the appropriateness of the programme objectives to the problems it was supposed to address, and to the physical and policy environment within which it operated.

Consistency with government policy

Culture policies

The Council of Ministers' *Strategy on Cultural Policy in Bosnia and Herzegovina* (2008) has the following primary strategic goals:

- (a) Special (strategic) stimulus to protection, reconstruction, restoration, re-cultivation and multi-sector promotion of natural, monumental and architectural heritage in Bosnia and Herzegovina,
- (b) Special (strategic) stimulus to education (as a response to challenges of post-industrial society),
- (c) Special (strategic) stimulus to science, also as a response to challenges of post-industrial society), and
- (d) Special (strategic) stimulus to regional cooperation in culture as fundamental principle of sustainability and creative vitality in Bosnia and Herzegovina culture.

The Joint Programme directly took forward this government policy document, elaborating upon it and developing an Action Plan for its delivery. Many of the goals of the Joint Programme are based upon the Government's policy on culture and indeed have been elaborated and are now passed back to the Government for action at the end of the intervention. There is a relatively seamless policy fit.

Education policies

While there is some degree of unanimity regarding cultural policy in Bosnia and Herzegovina (in that a state-level policy exists) research undertaken by UNICEF¹² shows that there are pronounced differences in policy in the country between entities, cantons and municipalities relating to all key issues regarding education. Divided and mono-ethnic schools, multiple curricula, lack of respect for legal safeguards and fears regarding loss of identity in multi-ethnic schools are all highlighted. These are all severe challenges for implementing social inclusion and child protection measures. In this very confused situation 'consistency with government policy' is difficult to define. The educational aspects of the Joint Programme were therefore developed and implemented around furthering reform of education and trying to bring about a consistency of approach regarding cultural diversity, intercultural dialogue and inclusive education.

Economic development policies

The OECD has examined economic development policy in Bosnia and Herzegovina and highlights the need to align Government policy with the main objectives of the EU's Investment Compact for the Balkans Region. Key priorities are to:

- Improve the climate for business and investment.
- Attract and encourage private investment.
- Ensure private sector involvement in the reform process.
- Instigate and monitor the implementation of reform.

The Joint programme's approach was focussed on state and entity governments, municipalities and NGOs but not on the private sector. Addressing the underlying economic challenge of a disproportionately large public sector and assisting the transition from socialism to private enterprise through creating sustainable private sector employment were not targets of the Joint Programme (*recommendation for future [R]1*¹³). The Action Plan on Culture, and the Government's Culture Strategy which it builds on, do highlight economic development potential, but both require further commitment by government counterparts on how to deliver it in practical terms (R2). It is possible that private sector investment may be attracted to publicly funded projects (an *ex-post* evaluation question) and a study on public-private partnership (PPP) was commissioned.

Tourism policies

At state level, the Ministry of Foreign Trade and Economic Relations has a coordinating role in tourism development. Its co-ordination function is executed by a Department of Tourism. The Ministry of Trade and Tourism of RS has direct responsibility for tourism development and promotion in the entity, and drafted the

¹² Divided Schools in BiH

¹³ Recommendations are outlined at section 9.3

Tourism Development Strategy for the Republika Srpska 2010-2020, which has been approved. The plan highlights the cultural heritage of RS as an important tourism asset. The FBiH Ministry of Environment and Tourism also has a draft *Strategy for Development of Tourism* for period 2008 to 2018 which also highlights culture and heritage as tourism assets¹⁴. At a practical level, most tourism promotion is undertaken by Tourism Associations which are quasi-autonomous bodies operating at local government levels and collectively.

Assisting European Union accession

Bosnia and Herzegovina has been a potential candidate country for EU accession since 2003. Priorities under the Thessaloniki Agenda include actions on good governance, culture and education, all areas which the Joint Programme sought to address. In the area of education in particular major measures to resolve fragmentation of the educational system and the overlap of functions between different levels of organisation are constitutional issues which the Joint programme could not address.

Many of the Joint Programme's activities in relation to international conventions, rights of women and children, social inclusion and social protection, social dialogue, assisting people with disability, discouraging segregation in education, addressing broadcasting reform and improving statistics are highly relevant to furthering Bosnia and Herzegovina's agenda for EU accession. For example the *Culture for Better Tomorrow* project for persons with disabilities ran a series of organised workshops (Darovnice and Maštovnice) and cultural events, seven concerts and seven exhibitions were held (Derventa).

Compliance with the Paris Declaration and the Accra Agenda for Action

The Paris Declaration on Aid Effectiveness (2005) lays out an action-oriented roadmap to improve the quality of aid and its impact on development. The Paris Declaration outlines the following five fundamental principles for making aid more effective: Ownership, alignment, harmonisation, results, and mutual accountability: Donors and partners are accountable for development results. The Accra Agenda (2008) sees to strengthen and deepen implementation of the Paris Declaration and takes stock of progress and sets the agenda for accelerated advancement towards the Paris targets. It gives added emphasis to capacity enhancement.

It is clear from both the Joint Programme Document and the Inception Report that the concept of local ownership, partnership, results measurement and capacity development are fundamental principles of the Joint Programme, so activities planned were clearly in line with these joint-donor agreements.

Relevance to Millennium Development Goals

The report *Progress towards the Realization of the Millennium Development Goals in Bosnia and Herzegovina* (Ministry of Finance and Treasury and UNCT, 2010) examines in detail the importance of the MDGs to Bosnia and Herzegovina. Annex 5 outlines progress expected towards MDGs achievement in Bosnia and Herzegovina by 2015. The Joint Programme Document highlighted the following MDGs as being relevant to its proposed activities:

- MDG 1: Eradicate extreme poverty and hunger;
- MDG 2: Achieve universal primary education;
- MDG 3: Promote gender equality and empower women; and
- MDG 8: Develop a global partnership for development.

The Joint Programme's relationship to MDG 1 is based around the need to build inclusive, culturally diverse society in order to address poverty in a rural society with high unemployment. Social inclusion was highlighted as a cross-cutting issue. In relation to MDG 2 the Joint Programming document highlights youth as being a particular group which could benefit from development of the cultural industries and they are the target for educational advancement. It points out that further detailed analysis is needed to examine the extent of (cultural) segregation and discrimination in schools; it also recommends a shift towards addressing higher levels of education and linkages with the labour market. Reform of education to meet EU standards is suggested. Regarding MDG 3, the Joint Programme was set within a cross-cutting focus on gender equality across ethnicities and cultures. Under MDG 8 the MDG progress report the importance of inter-agency and inter-governmental cooperation is highlighted, and the need to develop a more information technology (IT) focussed society.

¹⁴ Brčko District's administrative capacity reflects the population that it serves and there is not a particular emphasis on the tourism sector.

Relevance to the MDG-F Culture and Development window

The MDG-F Culture and Development Window comprises eighteen joint programmes that promote culture as a vehicle for social and economic development and political participation. The main interventions focus on cultural rights, social inclusion and increasing the cultural heritage and tourism potential of countries with the aim of reducing poverty, increasing employment and improving socio-economic opportunities for the marginalized segments of the population. The fund sought applications which addressed the following:

- Design, implement, and evaluate public policies that facilitate the political participation and protect the rights of groups excluded on cultural grounds. *These initiatives would support the formulation of inclusive policies, laws and regulations which protect cultural rights, respect intercultural relations, increase political participation, facilitate the representation of excluded groups, reduce discrimination, and promote equal opportunities;*
- Promote cultural and creative industries as drivers of economic and social development and means for expanding people's opportunities; *and/or*
- Develop institutional capacity to generate useful and accurate information monitoring and evaluating the effectiveness of cultural policies. (2007:5)

The Joint Programme followed closely MDG-F's examples of areas that proposals might cover. Bosnia and Herzegovina is specifically mentioned as a target country for this MDG-F thematic window:

in countries driven? with deep-rooted conflict, greater tolerance of cultural diversity, trust, and inter-cultural dialogue, both among and within nation-states, and the creation of power-sharing institutions, also facilitates peace-building and the conditions for lasting recovery. Conflicts arising within plural societies divided by linguistic, religious and ethnic cultural identities have been at the forefront of UN recovery and peace-building activities, notably in the Palestinian Territories, Lebanon, the DR Congo, Iraq or Bosnia-Herzegovina (*sic*) [2007:3].

The Joint Programme very significantly addressed dialogue although not 'the creation of power-sharing institutions' for culture: This would have required much greater consensus and a willingness to consider constitutional reform, for which there appears little appetite at present despite probable economic benefits from closer cooperation..

In terms of economic benefits that could flow from greater cooperation, the general introduction to the MDG-F guidelines stress culture's job creation potential, which is an urgent need in Bosnia and Herzegovina:

culture can clearly facilitate economic growth through job creation, tourism and the cultural industries (i.e. culture as an economic sector for production, consumption, and access)[2007:2]).

They also call for action against poverty:

The fight against poverty from a cultural standpoint has to go hand-in-hand with other cooperation for development actions [2007:3]

These opportunities were not this particular to Bosnia and Herzegovina Joint Programme's main focus however, as the emphases was on building greater tolerance of cultural diversity, trust, and inter-cultural dialogue.

Addressing the needs of identified target groups

The Joint Programme Document variously identified beneficiaries as follows:

- Communities and citizens at ground level
- Local level decision-makers who manage cultural diversity in their communities
- Community-based organisations
- Universities and civil society
- Non-profit organizations (including municipalities, public institutions, commissions, institutes, organizations and associations)

The group of beneficiaries for this initiative is therefore very broad. Indirect beneficiaries mentioned included both national and international tourists who should benefit from improved cultural tourism products.

The extent to which the objectives of the programme still valid

The Joint Programme was designed through 2008 and commenced in December of that year. Since 2008 the country has experienced the negative effects of global recession and a continuing fragile social compact. Foreign investment has dropped off sharply and the slow pace of reform is a contributory factor. Government spending, at roughly 50 percent of GDP, remains very high due to the size of the public sector. Privatization of state enterprises has been slow, and political division between parties and entities makes agreement on economic policy difficult. A sizeable current account deficit and high unemployment rate remain serious macroeconomic problems although tourism continues to grow slowly: In 2011 Bosnia and Herzegovina had 686,148 tourists, a 4.5 percent increase on 2010.

The importance of the media in influencing attitudes to multiculturalism and helping to improve tolerance towards diversity is noted in the Joint Programme document. Despite the liberalisation of press legislation the main question in relation to press freedom in Bosnia and Herzegovina is not so much about freedom to operate and report, but more about ethnic and political bias in the media. The independence of the media has shown considerable decline¹⁵ and consultees during the evaluation also noted that divisions are intensifying. Freedom House points out that overtly critical media outlets tend to have increasing difficulty attracting advertising revenue, and this has led to increasing self-censorship. As a result there is a low level of serious investigative journalism in the country and the overall picture of the media environment is that it has been backsliding over the past few years. The Joint Programme's objectives are therefore still entirely valid, and perhaps even more challenging today than when it commenced:

The Joint Programme has been a bright light in a darkening political landscape (Government employee).

Local engagement in the design stage

The extent of local engagement in the design process of the programme was very favourably commented on during the final evaluation:

Inclusion in the inception phase was particularly appreciated (Ministry employee)

The formulation of the Joint Programme Document was undertaken in a highly participatory manner in which a broad range of stakeholders was consulted at both state and entity level. The team who undertook the mission was comprised of five international culture sector experts assisted by a UNCT Working Group. Further feedback on the design of the programme was obtained from international agencies working in the field of culture and development, including the Embassy of Spain, other embassies, the EC, the United States Agency for International Development (USAID) and the World Bank. Design also related directly to the *UNDAF 2005-2008* which was extended to 2009.

Timeliness

The Joint Programme is attempting to further the agenda of cooperation and mutual respect at a time which is not characterized by political dialogue and progress towards consensus. In this regard it is timely.

In terms of the scheduling of activities the process of planning and strategic research taking place at the start of the Joint Programme, followed by tenders for third party activity in years two and three was well applied in all four components.

Problems identified

The problems identified by the Joint Programme, as outlined in the Programme Document, are as follows:

- The breakdown of shared identity in Bosnia and Herzegovina, with divisions considerably deepened by war.
- Lack of understanding of cultural policy as a medium for government and stakeholder action.
- Lack of cultural understanding in the education sector
- Lack of cultural understanding in the media.
- Lack of cultural pluralism in education policies
- Lack of cultural pluralism governance structures.
- The need for a more integrated relationship between the cultural/creative sector and the education sector to ensure that cultural understanding and intercultural dialogue are part of the curriculum.
- The need to recognize the cultural sector as a crucial sector for job-creation.
- The need to align and enhance the legal framework in relation to the ratification of relevant instruments and conventions.
- The need to build intercultural capacities at all levels, including teachers, decision-makers, and community-based organizations.

¹⁵ Freedom House (2012) *Nations in Transit*

- The challenge of encouraging the media to promote social cohesion, cross-cultural exchanges, tolerance and understanding based on positive cultural symbols or initiatives identified through participatory processes.
- The need to identify and restore major tangible symbols of interculturalism in Bosnia and Herzegovina that can foster a stronger sense of shared heritage.
- The need to make a direct contribution to sustainable development through building upon and extending existing strengths in the areas of cultural heritage and cultural industries, and linking these two areas directly to cultural tourism.

The problems and challenge that the Joint Programmes ought to address are therefore significant and wide ranging.

Relevance of the four individual components (outcome areas)

Developed and implemented cultural policies and legal frameworks

The relevance of Outcome Area 1 is very clear. The need for practical cultural policies and legal frameworks that can be implemented is obvious in a situation where unresolved political divisions are undermining economic potential and the potential for peace-building. Developing an Action Plan for the implementation of the existing Strategy of Cultural Policy in Bosnia and Herzegovina was the most relevant means of addressing these issues. A detailed study of the cultural industries was also undertaken, providing seminal information on their reach; a web framework was drawn up and an industry survey undertaken. A study on PPP, cultural sector reviews and reviews of existing curricula regarding interculturalism and monitoring were all very relevant.

Movement towards reform of existing curricula and school practice from intercultural perspective is clearly needed and so was a very relevant intervention as well as improving teachers' competencies for intercultural and inclusive education through training and dissemination of educative materials. Heritage and conservation conventions ratified by Bosnia and Herzegovina needed to be moved forward also..

Improved cross-cultural understanding at the community level

Improving cross-cultural understanding at community level, with a special emphasis on young people, is also a very relevant and important area for intervention in the context of the problems which the Joint Programme seeks to address. The process of selecting genuinely intercultural projects in a collective manner and hence facilitating inter-entity cooperation was challenging and highly relevant. Likewise encouraging teacher participation and encouraging pupil exchange between different communities was a difficult but very relevant challenge. Encouraging collective pride in shared heritage was also very important, as was a campaign for changing mindsets to improve cross-cultural relations.

Strengthened cultural industries

Outcome area 3 is similar to section 3.11.2 above, but lays greater on the role of culture in economic development. Supporting artistic-entrepreneurs through strategizing, marketing and vocational training was very relevant. The potential of tourism for Bosnia and Herzegovina, and in particular cultural tourism, has been recognised by various donors and international organisations and the Project Document rightly highlights this. Strengthening the cultural industry that surrounds conservation and restoration was also very relevant, with the development of a tentative list of intangible heritage and guidelines. Assisting Municipalities to identify different funding possibilities and increasing their capacities in relation to the preparation of funding applications will also strengthen the industry downstream. The first ever survey of cultural industries is also an important step forward. The area of economic development and full time job creation through culture and heritage was highlighted as relevant, although the project did not engage with regional economic development agencies (other than municipalities and entity governments) [R3].

Improved tolerance levels towards diversity

The relevance of promoting intercultural awareness and sensitivity through media and stakeholder partnerships is very clear, but also very challenging. Promoting intercultural sensitivity in the educational sphere is critically important for the future in Bosnia and Herzegovina's post war situation. Rehabilitating and restoring major symbols of interculturalism is also highly relevant.

Conclusion

The Joint Programme objectives were very relevant to the problems it was planned to address and to the physical and policy environment within which it operated in Bosnia and Herzegovina. Consultees were very supportive of the Joint Programme concept, and of the timeliness of the intervention. It was also relevant to the Accra Agenda and assisting the process of reconciliation and movement towards EU accession.

DESIGN

The evaluation of design entails an assessment of the quality of programme preparation and design: this refers to the logic and completeness of the planning process and the internal logic and coherence of programme design

Appropriateness of design to achieving outcomes

The Joint Programme design centres around four outcome areas:

- Developed and implemented cultural policies and legal frameworks
- Improved cross-cultural understanding at the community level
- Strengthened cultural industries
- Improved tolerance levels towards diversity

Within these four areas the three United Nations agencies were working jointly using their comparative advantages complemented each other where separate initiatives were undertaken, while a lot of work was joint in terms of selection of partners and contribution to joint overall objectives for all partners.

The special importance of building intercultural tolerance amongst youth (the post war generation) and through education was highlighted in the Joint Programming Document. Programme design constantly stresses these themes, and they are very apparent in the selection criteria for projects annexed to the Joint Programming Document. For example, when choosing community-based projects to support selection criteria outlined the following considerations by which projects were to be judged:

- improve cross-cultural understanding at the community level;
- result from a local consensus-building process;
- be directly linked to ongoing municipal strategic planning processes;
- contribute to the economic development of the locality;
- be cost-efficient and economically sustainable;
- be able to demonstrate municipal ownership through a cost-sharing agreement;
- be implemented through partnerships with local non-profit organizations.

(Joint Programming Document)

In terms of overall design, the Joint Programme has very clearly followed MDG-Fs *Implementation Guidelines for MDG Achievement Fund Joint Programmes* (2009), and has almost done so to the letter. The Joint Programme is very clearly structured based on these principles, with adherence to the suggested structures and procedures suggested by MDG-F.

Design of the four individual components (outcome areas)

Developed and implemented cultural policies and legal frameworks

In terms of Outcome 1 there was a very strong emphasis in programme design and in project implementation on policy review and legal conventions. In addition meticulous records have been kept of project selection criteria and of project selection meetings giving emphasis to fostering good governance and a goal partnership for development (MDG 8). A very strong emphasis was also put on transparent M&E procedures and participants were given extensive training in M&E. Improved cross-cultural understanding at the community level

Cross-cultural understanding

Outcome 2 relates to building cross-cultural understanding at community level and here the interventions related to education and enhanced local initiatives building positive cross-community messages. In particular the Joint Programme initiated a multi-faceted Behaviour Change Campaign (BCC) including initiatives specifically designed to change the attitudes of youth. Joint Programme design addressed MDG 2 (universal primary education) by seeking to address social exclusion of minorities within schools. A wide range of positive

message-building projects were sought through government, non-government and non-profit organizations. Outcome 2 interventions seem well designed to achieve their objectives.

Strengthened cultural industries

The design for Outcome 3 (strengthening the cultural industries) sought to bring about increased employment and profitability through supporting artistic-entrepreneurs through strategizing, marketing and vocational training, and through funding contemporary craft design projects, cultural tourism and arts initiatives.

4.2.4. Improved tolerance levels towards diversity

Outcome 4 sought increased positive public discourses on interculturalism. Joint Programme design involved media monitoring and analysis, an information campaign on cultural diversity tolerance and understanding, promoting intercultural understanding in education, and rehabilitating symbols of interculturalism. As with component 3 a wide variety of initiatives were sought.

Quality of implementation framework

In terms of the implementation framework, MDG-F lists the following key principles for the relationship between United Nations agencies and Government¹⁶:

- The achievement of the MDGs, fulfilment of human rights, United Nations conferences and summits
- Strong alignment with national priorities and country processes
- Building on experience of previous programmes
- To meet objectives of greater coherence and coordination between the United Nations agencies
- Ensure alignment with current trends in the aid environment;
- To foster constructive partnerships with civil society and non- governmental sector

The Joint Programme was working towards these principles. It fostered constructive partnerships with the NGO sector and civil society through grant aid and restoration projects. Collective strengthening NGO consortiums or regional groupings of civil society related to the arts was not really a Joint Programme activity however, other than through joint trainings which are generally funding-dependent. The Joint Programme's main focus in terms of sub-committees and working groups was on getting the various levels of Government working together more effectively for inclusive culture, heritage and education, rather than on strengthening cultural organizations outside of Government.

The Joint Programme has followed closely the implementation guidelines of MDG-F (2009) in terms of its overall management framework. For example, a coordination and decision-making body was set up during the early stages of the programme; advisory boards were created for different elements (culture, education, M&E); interventions were widely shared with all the relevant stakeholders; donor coordination efforts were made; results groups were established. United Nations agencies involved met and coordinated regularly. A well organized and well structured database was created. All of this data management very valuable in the coordination of a very wide ranging programme.

The MDG project office was responsible for overall project management including the following:

- disbursing approved resources to the participating United Nations agencies;
- compiling financial and other reports received from participating organizations progress reports
- streamlining the reporting systems and harmonizing reporting formats based on joint programming best practices;
- facilitating the work of the participating United Nations organizations to ensure adherence to a results- based reporting structure around outcomes and outputs;
- assisting working groups in the selection of projects and providing ongoing support;
- ensuring that fund management requirements are adhered to.

The appraiser ranks the quality of the Joint Programme's implementation framework very highly indeed: It provides models for United Nations project management that should be replicated elsewhere, both in Bosnia and Herzegovina and in other countries (R4).

¹⁶ Source: *UNDAF Action Plan Guidance Draft*, UN DOCO 2009

Quality of M&E matrices and indicators

As discussed in the Inception Report, the original M&E matrices and indicators in the Joint Programme Document (dated 18 March 2008) are somewhat sparse. Many baseline figures were reported as being unavailable and targets were sometimes general.

Considerable improvements were however made to the matrices and indicators at Inception Phase, and as the Joint Programme progressed. Many baselines were put in place. A change from the explicit linkage with the overall MDF indicators originally selected in the Concept Note is evident, i.e.

MDG Indicator 2. Poverty gap ratio [incidence x depth of poverty].

MDG Indicator 6. Net enrolment ratio in primary education.

MDG Indicator 7. Proportion of pupils starting grade 1 who reach grade 5.

MDG Indicator 45. Unemployment rate of young people aged 15-24 years, each sex and total.

(Concept Note)

The Joint Programme indicators devised are outlined at annex 4 and changes noted. Most indicators are very helpful and relevant. However as with many development projects there was a tendency to opt for activity-based monitoring rather than results-based monitoring (*i.e.* the numbers of people trained rather than the effectiveness and actual results brought about by the training). For example a KPI indicates that 219 trainings/workshops took place in on maximising culture potential for economic development of their community involving 7,038 beneficiaries: An impressive result in numbers terms. A better designed KPI would however examine how effective was this training and what results in terms of new local economic initiatives can be seen at Joint Programme close. Similarly the development of websites (however useful and challenging) is less relevant than the number of hits they receive and the average length of time spent on each page [R5].

Very detailed annual work plans were produced. Annual reviews of each year's work plan were implemented collectively by national partners and participating United Nations organisations. Independent media monitoring was also undertaken for media related activities. There is however an absence of significant web presence for the Joint Programme on United Nations agency websites, and no specific programme website (R6).

An important element of the M&E in the Joint Programme is the extensive development of collective, collaborative monitoring, which was very favorably commented on by consultees. Participants were given detailed training in M&E techniques and actively involved in monitoring each others' projects. This had the multiple advantages of increasing capacities, sharing ideas, building networks cross-entity and ensuring local ownership of Joint Programme results. This is also an important area that can be replicated across other United Nations programmes and projects (R7).

Risks and assumptions

Three key areas of risk were identified at the start of the Joint Programme:

- *Constitutional reform that could transfer responsibilities between entity and state level*

No constitutional reform took place during the programme, and in fact unwillingness to compromise probably hardened during the Joint Programme's life. The Joint Programme did very well to achieve the extent of compromise and progress that it did in the circumstances that pertained.

- *The highly decentralized nature of the political-administrative structure in the country*

This risk related to a perception that the government partners might have difficulty in having the authority to fulfil the roles the programme wished them to undertake. While in general and in the area of cultural policy in particular there was considerable success, in some instances this risk did result in non-achievement of objectives, for example the educational steering group felt it was 'beyond their mandate' to recommend the changes in curricula that the research regarding interculturalism highlighted. Similarly a working group balked at the prospect of regional literature, which was unfortunate as such initiatives would have benefited everyone, instead regional information was merged into a Bosnia and Herzegovina tourism magazine (R8).

The sensitivity of culture, in terms of its link to identity, ethnicity and religion, as an inherent risk

This risk was very well handled by broadening of the notion of culture and the culture sector to highlight less politicized aspects; also the fusion of the modern and traditional was highlighted as an approach to dealing with more sensitive issues of crafts and heritage.

. Inception phase

The Joint Programme made very good use of the inception phase to refine the programme to what was likely to be achievable, and to strengthen the M&E indicators. The Joint Programme was originally designed in line with

the UNDAF 2005-2008 (extended to 2009). During the Inception Phase a new UNDAF was adopted for the period 2010-2014 (signed March 2009), the MDG-F Joint Programme was realigned to fit in with the new UNDAF. The MDG-F Culture and Development programme falls under the UNDAF Outcome 2 on Social Inclusion:

By 2014, Government develops and implements policies and practices to ensure inclusive and quality health, education, housing and social protection, and employment services. (UNDAF, 2009)

The following aspects of inclusion were to be given additional emphasis: gender, cultural sensitivity and inclusion of different cultural groups (including minorities), children and youth and other particularly vulnerable groups in target communities. During the inception phase Joint Programme targets and monitoring indicators were elaborated and realigned to ensure that they could realistically be achieved, and to enhance linkages between the United Nations agencies and components.

Based on the consultant's review, the main changes in emphasis during inception phase appear to be as follows:

- The addition of the development of a cultural web portal and Internet framework under output 1.
- The addition of comprehensive culture sector mapping, work on cultural statistics, new definition of cultural industries, etc. etc
- The development of an Action Plan rather than a Strategy for Culture, because the state-level strategy was already agreed by the start of the Joint Programme; and a greater emphasis on capacity building trainings for government counterparts.
- The establishment of a Working Group on interculturalism and curriculum development and the need to map teachers' competencies in intercultural and inclusive education.
- The proposal to review the legal framework for cultural heritage, leading to a Bosnia and Herzegovina Law on Cultural Heritage.
- Greater emphasis to fostering cooperation between different levels of government.
- The decision by the United Nations agencies to focus the Joint Programme on ten of Bosnia and Herzegovina's 142 municipalities, with spill-over benefit to adjoining municipalities, to be selected through an open call for projects, and to focus education activities on these core municipalities also.
- A broadening of the scope of the KAP survey, focused on the ten municipalities chosen and five others as benchmarks.
- An expansion of the listing of cultural heritage to include intangible heritage.
- The expansion of the restoration of monuments of symbolic cultural value from five flagships to include other projects in the ten selected municipalities.
- Changes to education indicators (annex 3)

Coordination, management and financing arrangements

The management and coordination arrangements for the Joint Programme followed the guidelines in the *Operational Guidance Note for the Participating UN Organizations* (2008). Oversight and strategic guidance were to be provided through the National Steering Committee of the MDG-F United Nations Joint Programme, consisting of representatives of the Government, a representative from Government of Spain, and the United Nations Resident Coordinator, however this was not continued. Instead a Programme Management Committee (PMC), chaired by UNESCO, provided operational coordination to ensure the coordinated achievement of results. The PMC was also directly responsible for making all major operational decisions for the programme. Each of the participating United Nations agencies was substantively and financially accountable for the activities designated to it in this Joint Programme. The participating agencies were individually responsible for: ensuring and quality controlling the professional and timely implementation of activities and delivery of the reports and other outputs identified in this document. The UNESCO component was assisted by the UNESCO Venice Office Regional Bureau for Science and Culture in Europe (BRESCE).

The Joint Programme Coordinator was appointed by UNDP, in consultation with UNESCO and UNICEF. The Joint Programme Coordinator had three key functions:

- to directly manage and implement UNDP programme activities;
- reporting to the PMC; and
- ensuring that the activities of the three agencies were complementary and mutually supportive.

UNDP was the Administrative Agent for disbursing funds, accountable to the MDTF Office Executive Coordinator in New York. Responsibility for the funds disbursed by UNDP to UNESCO and UNICEF came under standard United Nations procedures. Quarterly monitoring was originally required by the MDG-F Secretariat, but this did not prove practical across all projects globally. Annual financial reporting with half-yearly progress reporting was agreed upon.

Institutional strengthening and local ownership

There is very strong evidence of institutional strengthening and good local ownership of projects assisted under the Joint Programme. This is evidenced by numerous minutes of meetings, participation in training programmes and through training feedback forms. This applies particularly to those institutions on the various programme management committees. Very favourable comments were made by consultees:

I learnt a lot from the programme monitoring and other projects (Local government employee)

The programme helped to re-establish relationships and learn about each others' culture. It helped to enlarge existing cooperation and open doors (Education agency employee)

Cross-cutting issues

Gender, youth and social inclusion were identified as key cross-cutting issues in this Joint Programme. All were clearly part of the selection process for projects to be supported. The Joint Programme addressed youth particularly through the education components. Also many of the programme's activities were designed with young people in mind, for example, through an emphasis on modern media and new cultural expression. It was foreseen by the design team that young people would make up a substantial proportion of the beneficiaries of the joint programme. Social inclusion was also an important consideration in selecting projects for support, and many projects had specific inclusiveness objectives, for example the education project in Gradiška which was aimed at students whose mothers come from different backgrounds (Roma, returnees, children with special needs, low income). Also, assisting the restoration of iconic 'minority' symbols in key locations, such as Mostar and Banja Luka, centred on encouraging social inclusion. Overall the project emphasised gender, youth and social inclusion.

MDG-F Secretariat contribution

The MDG-F Secretariat's Review Committee approved the original Concept Note for the Joint Programme and advised the project team as the Joint Programme Document and Inception Phase progressed. At programme approval stage, more emphasis could perhaps have been given to requesting more direct focus on MDG1 issues (targeting extreme poverty) [R9]. The Bosnia and Herzegovina Culture and Development Joint Programme shows extensive consultation and good engagement with the MDG-F Secretariat in New York. Programme roll-out was faster than for many other MDG-F programmes and the adherence of this programme to MDG-F recommendations regarding coordination and M&E was seen as very positive. The MDG-F Secretariat engaged in monitoring missions to Bosnia and Herzegovina and commissioned the mid term evaluation. Recommendations made by the MDG-F Secretariat were fully considered and generally acted upon. The MDG-F Secretariat recognised the need for a no-cost extension and has positive views of the Joint Programme's management approach and commitment.

Conclusions

The design of the Joint Programme was generally appropriate for reaching its results and outcomes with a strong implementation framework, programme clear and logical M&E matrices and well designed indicators. The use of collaborative monitoring was particularly innovative. Changes made during the inception phase led to design refinements seeking to ensure that results and targets would be achievable. Management arrangements were clearly defined and extensively supported institutional strengthening and local ownership in the cultural and education ministries. The Joint Programme took into account cross-cutting issues and specific interests of women, minorities, people with disabilities and socially excluded groups, especially through calls for proposed activities.

Case study: Relevance

Action Plan for Culture

The Joint Programme successfully brought forward Government policy on culture by assisting in the drafting of a detailed Action Plan for Culture through a working group.

The working group was made up of representatives from state, entity and ministry levels as well as other key players. It worked closely with the United Nations agencies and consultants to produce a detailed, action plan. The action plan covers the following:

- *Capacity strengthening of the Ministry of Civil Affairs and Ministries of Culture at all levels in the field of coordination, strategic planning, and international cooperation. This includes developing cooperation between ministries of culture and other relevant ministries in charge of education, communication, trade, finance, etc.*
- *Improving cooperation among the public and civil sectors, leading to increased quality of cultural projects.*
- *Promoting culture leading to an increase in the number of visitors and participants in cultural events.*
- *Aligning of laws and procedures with ratified international conventions, declarations, and EU directives*
- *Improving statistical information system in the field of culture*
- *Increased participation of Bosnia and Herzegovina in international cultural programs and initiatives and an increase in number of projects supported from international sources*
- *Strengthening of cultural industries sector and an established Cultural Industries Cluster*
- *Strengthening capacities in the field of cultural tourism.*
- *Strengthening capacities of cultural institutions*
- *Affirmation of talents and improving of artists' mobility*
- *Increasing participation and access to culture, funds for culture and increases in attendance in cultural institutions and cultural events*
- *Promoting of cultural values and activities through an educational system and media, including an increase in the number of museums with a custodian and pedagogue employed, and increase in the number of cultural animators in primary and secondary schools, and an increase in number of cultural broadcasts/minutes of broadcasting at public TV stations and articles in newspapers.*

The Action Plan provides a measurable means of moving forward culture in Bosnia and Herzegovina and helped to significantly improve participants' capacities in addressing cultural issues.

EFFICIENCY

Programme efficiency examines the extent to which resources and inputs (funds, time, etc.) have been turned into results and considers their quality.

Management model

The Joint Programme's management model is considered to have been very effective. There was a very dedicated staff in place in all three agencies, and relatively little staff turnover. The resources of the three agencies were made available to the Joint Programme and there was a very good reporting system established which allowed clear and regular information flow. Possibly the only area where there was significant pressure on time available appears to have been PR due to competing needs on limited resources.

Coordination and participatory roles

There was a high degree of coordination between United Nations agencies in this Joint Programme, aided by the decision to establish a Programme Coordination Office and appoint a Joint Programme Manager (many other United Nations Joint Programmes do not do this). The active involvement of successive United Nations Resident Coordinators in the programme undoubtedly helped the decision-making processes, as did the decision to base the M&E function at RCO level. Coordination with the chosen ministries was excellent from the very start of the Joint Programme, and was very favourably commented on by consultees. As discussed above the target population for this Joint Programme is somewhat nebulously defined, so coordination with this constituency is likewise quite general, but it is clear that wide consultation did take place. A very high sense of ownership of the Joint Programme was brought about by the involvement of municipalities and Government representatives in the various selection forums and training programmes, and this was a key success of the Joint Programme. The nature of the projects supported also encouraged wide participation.

Financial transparency and cost-effectiveness

The Joint Programme strives to gain additional resources by not duplicating activities amongst United Nations agencies. Joint events are organised, and the joint use of communications services was initiated. Events, travelling, and day to day activities that could be incorporated into one or other agency's activity plan and not duplicated are also savings, and the Programme Coordination Office worked to maximise these opportunities. All three agencies and the MDG-F Joint Programme office were subject to internal United Nations audit procedures, as well as MDG-F Secretariat monitoring.

In terms of cost effectiveness, the mandatory use of United Nations tendering procedures helped to ensure value for money. A great many projects have been supported in multiple locations in both entities, certainly giving value for money in many cases at local level. Obviously events which are repeated give better long term value for money than one-off events, and the Joint Programme included both. Expenditure on policy development and improving statistical competencies seems to have been very effective.

A strategic decision was made to give opportunity for municipalities to be creative in their perceptions of culture and culture content in their communities and to present their respective proposals through open call. In terms of answering the inevitable evaluation question 'could moneys have been spent more effectively in different ways?' An alternative approach (suggested by a consultee) would have been to focus on larger, strategic interventions, such as the enhancement of cultural facilities as neutral spaces, rather than being dispersed to a very wide selection of small projects (*R10*).

Some very high quality outputs were undoubtedly delivered, particularly in the areas of education and cultural reviews, statistical guidelines and through many NGO and school projects. Some weaknesses were observed in directly commissioned terms of reference (for example a tender for cultural tourism publications which did not specify the overall print runs required or sufficiently examine existing, very similar, initiatives; and which ultimately resulted in very different outputs from those commissioned) but in overall terms the outputs illustrate very good value for money in terms of the very high volume of initiatives supported. Annex 3 illustrates the very extensive range of projects supported in municipalities by thematic window.

Activity scheduling and financial draw-down

Activity scheduling and financial draw-down in this Joint Programme have been timely and largely in accordance to plan. A six month extension was required, but given the complexity and relatively short timescale of the programme, this is not an issue. This aspect of the Joint Programme again reinforces the effectiveness of its management.

At the end of the Joint Programme unallocated moneys were committed to some additional large projects, such as the development of Spanish Square in Mostar and the development of a joint Sarajevo-Banja Luka arts programme. In some ways these are perhaps the type of larger strategic project that were missing when there was a much smaller grant ceiling (up to US\$ 80,000) for earlier activities.

Monitoring tools and mechanisms

The effectiveness of monitoring tools and mechanisms ultimately can be judged by their ability to address the following issues at Joint Programme end:

- Economic impact (the number of jobs created and additional income generated)
- Institutional impact (improved institutional capacity, improved organization and numbers of staff effectively trained)
- Social impact (for example changes noted in the KAP studies, or the establishment of effective and ongoing social dialogue mechanisms)
- Network impact (new networks organized or formalized, new organizations/events created or expanded).

A great deal of effort went into M&E in this Joint Programme and a great deal of data has been collected. In some the MDG-F was a minor (although valued) partner in initiatives supported and this needs to be kept in mind. The Joint Programme had difficulty in assessing its economic impact.

Flexibility

As noted above, financial draw-down has been efficient, and to some extent this is as a result of flexibility regarding activities being undertaken. Flexibility can both positive (adapting to changed circumstances) and negative (allowing changes to approved contracts and allocated tenders, for example).

Cross-component inter-relationships

The three United Nations organisations implementing the Joint Programme are seen as building on their key strengths:

- UNICEF is a key player in terms of the development of models for the promotion of social inclusion and promoting intercultural, peace-building and inclusive approaches to education through the ‘child-friendly schools’ model. Upstream-downstream linkage was seen as critical in Bosnia and Herzegovina due to the decentralized nature of the administrative structure and weak vertical communications channels.
- The design and implementation of the Joint Programme also reflects a number of lessons learned from UNESCO, as well as its past experience working in the field of culture and development in the region. This includes the restoration/rehabilitation of various monuments of state importance, the safeguarding of intangible heritage, the promotion of traditional and contemporary arts, the promotion of common heritage as the building blocks towards a shared future, and the promotion of culture as a vehicle for further development.
- UNDP’s approach also addresses the importance of creating strong up/down-stream linkages, in order to promote change in an environment with a complex governance structure. UNDP is undoubtedly one of the strongest agencies working at the municipal level with municipal administration and civil society in Bosnia and Herzegovina. UNDP built upon these networks to ensure the productivity of the joint programme, especially in terms of the selection of key municipalities, delivering joint impact at local level and strengthening relationships between municipal administrations and civil society organisations.

Sharing with other Joint Programmes

Bosnia and Herzegovina is one of nine countries selected by the MDG-F Secretariat for country-wide Joint Programme evaluation. This evaluation is currently underway, so is not considered in detail here. In Ravno however (one of the very poor municipalities being supported) a synergy of two programmes (MDG F Culture and MDG F Environment) can be seen. This UNESCO action relates to strengthening management structures at the national monuments Vjetrenica Cave and Zavala Monastery. The total investment was *circa* US\$ 75,000 (US\$ 10,000 from MDG-F Culture and Development and US\$ 60,000 from MDG-F Environment).

In terms of other Joint Programmes in the region, there is much that can be learned from sharing approaches, however the very short timescale of the MDG-F overall meant that individual programmes, by the time they had been approved and got up and running, did not have much time for comparative analysis with parallel programmes in neighbouring or other countries: Albania’s programme for example is highlighted by MDG-F Secretariat as a good example of seeking to address economic development through the international

marketing of key cultural heritage assets, for example. This limited inter-country cooperation is perhaps an overall weakness in the current MDG-F process (*R11*).

Additionality

Additionality refers to the Joint Programme's ability to lever additional funding from other sources. Most projects levered additional resources of 20 to 30 percent as a contribution towards project costs: In many cases (particularly NGOs), this was a contribution in kind rather than cash. In some cases the Joint Programme's leverage was very high. Overall the Joint Programme is reported to have achieved 12 per cent additionality (\$1 million on a MDG-F contribution of \$8 million).

An avenue which needs to be explored further in terms of additionality and future sustainability is the pairing of United Nations support with other funders' activities, for example EU support for tourism, education or for the restoration of cultural heritage. At present for example you have a situation where the MDG-F has supported one regional NGO-led marketing initiative in Mostar ('Heart of Herzegovina') and the EU is supporting a different one (through the regional economic development agency). Uncoordinated, parallel marketing regional initiatives for the same destination are not unheard of, but they are confusing for the consumer, not good practice and not the best use of limited resources (*R12*). Best practice is to have one collective brand image for a destination. It is noted however that MDG-F funding was added to other funders' contributions in many cases, for example in the area of crafts initiatives which are also being supported by USAID, the EU and other donors.

Efficiency of the four individual components (outcome areas)

Developed and implemented cultural policies and legal frameworks

Outcome 1 was very efficiently addressed through working groups dealing with each of the policy areas examined. In the area of education a number of consultees did suggest that the Joint Programme might have been more efficient had there been more formal engagement with Ministries of Education as full PMC members from the start of the programme¹⁷, rather than as observers. In overall terms however the policy and legal review process was very efficient.

Improved cross-cultural understanding at the community level

Outcome 2 also seems to have been very efficient due to the very strong emphasis on cultural dialogue and bottom-up funding processes. In addition the high quality of some of UNICEF's consultants' inputs was favourably commented upon by consultees. The BCC was well researched and professionally. Some members of the education working group felt there would have been even more efficiency had they been involved in review of the early M&E reports

Strengthened cultural industries

The efficiency of Outcome 3 could perhaps have been improved with more strategic focus on linking projects by theme and with the market. Perhaps more efficiency might have resulted from learning more from successful examples of how cultural industries have been strengthened in other countries economic development and job creation strategies, for example Scotland and the Czech Republic. It is recognised however that a number of study trips were undertaken and that those experiences may embed lessons learned in participants more effectively than commissioning international consultancy reports. Here and under Outcome 2, open calls for tenders resulted in a very interesting and wide-ranging selection of small projects, but there was no detailed strategic economic development framework into which the intervention proposals could fit (other than the Cultural Strategy itself)¹⁸.

The Concept Note and Joint Project Document both refer to the need to link culture with economic development in Bosnia and Herzegovina:

the three areas of cultural heritage, cultural tourism and cultural industries need to be more closely interlinked in Bosnia and Herzegovina in order to realize their economic potential (Joint Programming Document).

Given this emphasis in the Joint Project Document on economic development, engagement with economic development agencies at this point (including regional development boards and tourism associations) would have made sense (*R16*). A small number of crafts projects were supported and seem to have positive impact. Many arts initiatives were funded including film-making and contemporary drama. These initiatives were strengthened while funding was available. Longer-term business planning was not an intervention area although selection processes did consider some business issues.

¹⁷ Members from Education sector joined the PMC in year 3

¹⁸ UNDP did commission some further study into possible thematic intervention areas, but consensus was not achieved on how to bring the more strategic elements of these proposals forward.

UNDP did commission some further research into possible tourism initiatives but many of these could not be taken forward or were too contentious (even heritage trails and regional brochures could not be agreed). As a result the potential to release economic potential through significant linkage at state or inter-entity level was not realised in this area.

A robust, holistic approach is essential if the economic development potential of culture and heritage is to be maximised. Overall however the consultant suggests that the efficiency of component 3 was compromised by a lack of robust economic development frameworks. More analysis of relevant international examples of best practice into which local projects selected could fit would have helped [R16]. Better international marketing of Bosnia and Herzegovina's rich cultural heritage and crafts industries is also an obvious need, if the development potential of culture is to be strengthened (R14). There were some marketing interventions relative to economic development including websites, trainings on marketing, exhibitions, many new craft product lines, some regional initiatives and a tourism magazine, but overall these are not maximised due to the absence of both a cultural marketing strategy, a crafts marketing strategy and integration with tourism and crafts marketing networks (public and private) particularly at state level. Marketing interventions relating to changing domestic attitudes to interculturalism did however receive significant attention in the Joint Programme and while it was difficult to achieve positive results, the approach adopted was both strategic and research-based. This illustrates a more effective emphasis on fostering interculturalism ('culture') than on economic development ('development') in this Culture and Development Joint Programme, and there has been limited attention to analysis of the Joint Programme's actual economic impact to date, possibly because economic development was not seen as a prime objective.

Improved tolerance levels towards diversity

Outcome 4 was operating in a difficult environment and the efficiency of the approach demanded continual review to address a media environment which was probably deteriorating, and this was done. Possibly more emphasis to these significant challenges should have been given in the mid-term review, and additional resources allocated given the critical role of the media in influencing public opinion, especially at entity level [R15]. The decision to increase the number of restoration projects being supported was positive and will help improve tolerance towards diversity, if the various restoration projects can be made economically viable once completed and linked in to regional development policies.

Conclusions

The Joint Programme has been very dynamic in turning its resources and inputs into multiple intercultural activities at municipal level and into important strategic reviews and policy development, especially at state and entity level. A very extensive range of activity at municipal level was stimulated including innovative projects in culture and education. Its management model was one of best practice for MDG-F and the 'One UN' approach. The three United Nations agencies coordinated very well with each other and with Government. The commitment, dedication and persistency of United Nations staff and partners shine through. An exceptionally high degree of local ownership was brought about, with the various working groups taking an extremely active role in the Joint Programme decision-making processes.

The Joint Programmes' financial and personnel resources were managed in a transparent and accountable manner which were generally cost-effective, although the quality of outputs was variable, many were excellent. Activities were generally implemented as scheduled and with the planned financial resources. There was extensive use of collaborative monitoring involving bringing partners together (municipalities, civil society and United Nations staff). This approach led to excellent capacity enhancement towards good governance and strong local ownership. The different components of the joint programme interrelated well, although component 3 (strengthening cultural industries) lacked a robust economic development framework into which it could fit and there was limited attention to marketing. Other resources were mobilized to contribute to the programme's outcomes and produce results and impacts. The Joint Programme was clearly managed efficiently within the context in which it was designed.

Case study: Efficiency

Joint Programme database

The Joint Programme developed an Access Database system for managing and monitoring the multiple activities which the MDG-F was funding. Over 100 organisations were grant aided to develop individual projects in over 45 municipalities in both entities. The database is designed to provide management information, and to prompt when management intervention is required. The entries for each project relate to the following:

- *Contact information*
- *Application history and approval details*
- *Costs and contractual information*
- *Timelines*
- *Targets and KPIs*
- *Knowledge Management Products*
- *Monitoring information*
- *Progress reports*
- *Media coverage*
- *Sustainability*
- *Outreach*

The management system has helped to keep the Joint Programme on course and to enable prompt follow-up when projects fall behind. It has also proved very valuable in allowing comparison of data between projects for monitoring and planning purposes.

EFFECTIVENESS

Effectiveness examines the extent to which the objectives of the development intervention have been achieved or are expected to be achieved, bearing in mind their relative importance. It examines how well the Joint Programme's results contribute to the achievement of programme's objectives.

Quality of the programme's key outputs and products

Developed and implemented cultural policies and legal frameworks

The quality of outputs under Outcome 1 is generally very high and very much focussed on the realities of the policy environment in Bosnia and Herzegovina, and on what could realistically be achieved. Strong international expertise was brought in to advice on areas like intercultural education, world heritage conventions, cultural statistics and cultural management and there was very strong engagement with local partners to ensure the practicality and applicability of outputs. The roadmap for preparing cultural statistics was very effective and considerable high quality work regarding statistical coordination was undertaken to good effect. The methodology for collection of cultural statistics data in line with statistical office of the EU (Eurostat) guidelines and UNESCO cultural frameworks was produced and officially adopted by the State Agency for Statistics. UNESCO's cultural indicator suite was introduced. New data on cultural industries in Bosnia and Herzegovina was produced. The *Joint Action Plan on the Bosnia and Herzegovina Culture Strategy* was endorsed by its adoption. A *Standard Operations Manual* was produced and given to municipalities and other beneficiaries has clearly been useful and of the right quality. The *Monitoring Manual* at national level for monitoring government grants is also one of the valuable knowledge management products that is very likely to be used by governmental partners in their future work.

Improved cross-cultural understanding at the community level

There were multiple outputs under Outcome 2, so the appraiser has difficulty in assessing their quality given their wide geographic dispersal and wide variety. The primary school module on interculturalism and the teacher training and teaching tool kits received favourable comment during the evaluation process: It was suggested they should be extended and made longer (R16). The BCC and the KAP study which evaluates its effect (together with that of other interventions) were professionally undertaken. Trainings on cultural diversity run by UNESCO seem to have been well received, as were teachers' and parents' manuals on interculturalism (UNICEF). The public call for primary schools in the ten core municipalities to submit project proposals for enhancing intercultural teaching was well managed as was UNDP's calls for projects from NGOs and civil society organisations. Training in cultural identity with the Joint Programme's partnership with the British Council also got good feedback. Travelling theatre and music performances and festivals brought contemporary culture to some remote areas, although on a short term basis. Training for selected participants from municipalities on different funding possibilities and increasing their capacities in relation to the preparation of funding applications (UNESCO) seems to have been of good quality in that it has resulted in additional funding applications. The cultural tourism marketing materials developed ended up being very different from what was commissioned, and are not in format generally used for cultural tourism promotion, although the ultimate magazine produced is high quality: The related website is not however, and is obscurely hosted.

Strengthened cultural industries

The quality of Outcome 3 was enhanced by the participatory evaluation of cultural heritage which was undertaken by UNESCO. This resulted in a strong sense of ownership of local projects. Trainings for municipalities on different funding possibilities and increasing capacities in relation to the preparation of funding applications seems to have been very effective, in that an increased number of funding applications to the Ministry of Culture and donors is reported to have increased. The effectiveness of trainings to manage and promote cultural tourism remains to be seen, as many projects are in their early stages of operation. Training in participatory evaluation seems to have been very effective with strong participation. There is probably still a scarcity of skilled labour to undertake conservation and restoration projects (R17) although restorations such as the Ferhadija Mosque (supported by UNESCO) are clearly being undertaken to the highest international standard and with superb attention to historical detail.

Improved tolerance levels towards diversity

Outcome 4 saw high quality professional analyses of media coverage of culture and development. The *Behaviour Change Conceptual Study* was well developed to build on findings from the KAP study. Media productions on interculturalism were supported and restoration projects on significant cultural sites were commenced: these appear to be high quality. Trainings for journalists, utilising the high quality professional expertise that exists in Sarajevo's Media Centre and other experts, and documentaries and feature films on intercultural understanding,

seem to be of high quality also. The Behaviour Change Campaign was professionally commissioned. Workshops with parents, teachers, students, local authorities, media and public in ten municipalities to develop multi-cultural messages for parents, teachers, pedagogues and school principles all have received mostly positive feedback through M&E.

Achievement of results

Developed and implemented cultural policies and legal frameworks

Outcome 1 focused on strengthening the capacity of government and relevant institutions in agenda-setting, policy development and implementation for culture and the culture-focused aspects of education. There is no doubt that excellent progress has been made in these areas. For example, the mapping and sector analysis of culture was conducted, the classification of cultural industries initiated and a system for the collection of cultural statistics developed. A Culture Development Action Plan was elaborated and agreed and more than 30 priorities have been actioned. In the area of education a detailed report on existing curricula and school practises from an intercultural perspective was drafted and modules for intercultural education were developed and elaborated through five sub-manuals. Cultural heritage conventions commitments were reviewed and a monitoring system to track conventions implementation was developed. All relevant international cultural heritage conventions were ratified.

Improved cross-cultural understanding at the community level

Outcome 2 aimed to promote cross-cultural understanding by building the municipal level pedagogic and service delivery roles of the public sector and civil society. Trainings on cultural diversity for selected local decision makers and NGOs also helped to improve cultural understanding at community level. Over 30,000 beneficiaries were recipients of this outcome, with increased access to culture for rural and marginalized groups and targeted projects with themes directed at strengthening interculturalism. Ethics and other training were provided to parents, schools and teachers, a 'Child-Friendly Schools' model was introduced and intercultural tool-kits for teachers and non-formal educational interventions were initiated. In addition the behavioural change campaign sought results in this area.

Strengthened cultural industries

This outcome sought to engage the private sector in its role as a driver of growth and economic inclusion, but in fact worked almost exclusively (with some commissioned exceptions) through NGOs, schools and municipalities to strengthen the cultural industries. Progress was guided by the Action Plan for Culture which was also being developed, and the findings of educational studies and UNESCO audits. The cultural industries have certainly been strengthened through the injection of MDG-F funding for activities and individual initiatives, as illustrated in annexes 2 and 3. The study on PPP could have benefited for drawing on international examples of PPP in the cultural industries (R18)

Consultees expressed some concern as to what happens next, now that MDG-F finance is coming to an end. As noted above there was probably scope to strengthen the effectiveness and sustainability of results in the cultural industries area by working more with regional development agencies and existing tourism organizations to encourage them to take the cultural projects being supported on board, and support their future marketing and development. None the less some good results were achieved, for example the various municipal evaluations of cultural heritage which identify assets for future cultural development, and some interesting enhanced visitor attractions in potential cultural tourism locations, such in Tešanj, Jajce, Srebrenik, Ravno, and elsewhere.

Improved tolerance levels towards diversity

Outcome 4 sought to catalyze the behavioural change that is necessary to sustain progress in the first three areas. This result has probably achieved amongst those who were directly involved in working closest with the Joint Programme (selected ministry staff, municipality staff, teachers and other beneficiaries), so should indeed bring about continued progress. Amongst the media and the wider public however it is difficult to prove that results have been achieved. Ongoing media monitoring does not show significant change and a deteriorating culture of dialogue between political parties and centers of power is reported. However a repeat of the KAP survey would provide an important post programme benchmark and it is understood that one will take place (R19).

Contribution to Millennium Development Goals

The Ministry of Finance and Treasury and the UNCT is involved in detailed tracking of progress towards MDGs in Bosnia and Herzegovina. The latest report on progress covers the periods to 2010. As all United Nations agencies are supporting progress towards MDGs it is very difficult to attribute progress to one particular intervention, particularly a relatively short intervention such as that now being appraised. However some contribution was definitely made.

In relation to MDG goal 1 the Joint Programme has had impact through some initiatives in poorer parts of Bosnia and Herzegovina, such as the rural tourism initiative in the Kozara Mountains; and schools projects which target disadvantaged groups (such as a project aimed at students' mothers who come from different backgrounds in Gradiska primary school), or the provision of a better cultural tourism offer in Jajce. These projects illustrate that initiatives and interventions in poor areas can especially contribute to MDG 1 by being specifically pro-poor. For example in Rudo Municipality (one of the poorest in the country), funds were invested as follows:

- US\$ 60,000 for school reconstruction, renovation and provision of necessary equipment for intercultural camp as well as transport of children, food, trainings, teachers etc for seven one week programmes.
- Trainings for teachers in all schools undertaken by UNICEF (US\$ 3,000) and US\$ 1,300 given for a school's project.
- In addition UNESCO invested in inviting municipal representative for each of their set of trainings focusing on enhancement of cultural industries.
- \$10.000 support was also given to Primary School

It is also noted that benefits did flow to other municipalities, some of which were poorer than the applicant municipality. There was however an opportunity to target even more support to poorer areas, and to mainstream pro-poor policies into the various strategy documents which the Joint Programme devised, but it is recognized that targeting poverty was not identified as a specific objective under this MDG-F Joint Programme as approved (R20).

For MDG 2, the Joint Programme's strong educational focus and the expertise of UNICEF and UNESCO in the educational area helped ensure that contributions to this MDG were made. The main theme from an MDG perspective was furthering the inclusiveness of access to primary and quality education for all.

MDG 3 relating to gender was taken into account as a cross-cutting theme rather than as a specific intervention area. The awareness that traditional culture can play a gender-stereotyping role was probably increased through Joint Programme activities. Some activities were specifically aimed at supporting women, such as crafts projects and selected initiatives in municipalities where such needs were recognized (Bijeljina and Srebrenik for example). Each project had to target women and Joint Programme statistics estimate that 60 per cent of beneficiaries were women.

It is probable that a positive contribution came through the many Joint Programme activities that related to MDG 8, good governance, in the target municipalities and in the participating government agencies at state and entity levels.

Contribution to the objectives set by the MDG-F thematic window

The Terms of Reference for the MDG-F Culture and Development thematic window do not state specific objectives. These were left to UNCT's to put forward. The window seeks

to support countries in the design, implementation and evaluation of effective public policies that promote social and cultural inclusion, and facilitate political participation and the protection of rights. The Fund also seeks to support efforts to promote cultural and creative industries and to generate the data and information necessary for the effective formulation and monitoring of policies on diversity, culture and development (2007:1).

The MDG-F sought funding applications that aimed to:

- Design, implement, and evaluate public policies that facilitate the political participation and protect the rights of groups excluded on cultural grounds.
- Promote cultural and creative industries as drivers of economic and social development and means for expanding people's opportunities; and/or
- Develop institutional capacity to generate useful and accurate information monitoring and evaluating the effectiveness of cultural policies.

These guidelines have been followed.

Contributing factors

The main positive contributing factors to the Joint Programme's many successes included the following:

- The extensive emphasis on engagement with participants in decision-making and the selection of projects for support.
- The commitment of virtually all partners to the Joint Programme.

- The commitment of the United Nations agencies and the interest of the Resident Representatives in the Joint Programme.
- The existence of a Programme Management Office (not always done in MDG-F programmes) and the commitment of the Joint Programme team
- Regular consultation with MDG-F Secretariat and adherence to procedural guidelines.
- The open calls for tenders and transparent assessment procedures.
- Consideration of the track record of municipalities and NGOs selected in undertaking similar projects.
- The engagement of mostly high quality consultants through tender procedures.
- The establishment of an M&E function independent of Joint Programme management and located in the Resident Coordinator's office and the strong emphasis given to wide-ranging M&E.
- Very close budgetary monitoring of projects and regular programme draw-downs.

The contributing factors which made progress more difficult were as follows:

- Limited research on *releasing the economic potential* of the cultural industries specific to Bosnia and Herzegovina or through other country approaches,
- Limited research on the market for Bosnia and Herzegovina's cultural industries.
- Limited collaboration with development agencies outside the PMC (for example in tourism).
- Lack of consensus on releasing economic potential through some cross-entity projects (such as regional promotion).
- Lack of consensus on mandate for initiating actual curriculum reform.
- The increasing influence of various centres of power on the media in Bosnia and Herzegovina; and increasing polarisation between centres of power causing polarization within the media and possibly resulting in more by emphasis on cultural difference in a negative sense, rather than promoting cultural diversity and innovative measures for problem-solving.
- A weak private sector which was not actively engaged.

The Joint Programme showed great persistency in attempting to address difficult problems and its persistency generally resulted in locally acceptable solutions. Maximising the opportunities for contact and relationship-building was a central approach.

Good practices, successful experiences and transferable examples

There are many examples of good practice and successful experiences in this Joint Programme and some of them should be transferred. These include the following:

- The establishment of NGO-municipality partnerships to guide projects (for example between Banja Luka municipality and Kozara; between Gradiska and local arts organisations; between Tesanj and community groups. By contrast some other projects just involving NGOs have struggled.
- The pairing of strong urban arts organisations with rural initiatives (if these can be made permanent), for example the Roses for Maria Therese project led from Sarajevo and presented in ten core localities.
- The development of a strong project database.
- Innovative monitoring procedures.

- Local monitoring teams formed from municipal administration and NGO sector at community level.
- Clear and transparent project selection criteria and procedures for operation.
- Ethical codes drawn up and adopted, for example for teachers and journalists.
- Cultural statistics collection procedures (if these can be sustained).
- Five children's parliaments were established on the basis of agreement with municipalities
- 9,285 copies of publication *Learning to Live Together* were translated into three official languages and distributed to Pedagogical Institutes

Access to programme results

Access to programme results could be improved through the following:

- A dedicated Joint Programme website either under a United Nations Bosnia and Herzegovina site or stand-alone¹⁹.
- Enhancement of ministry and entity websites to include dedicated Joint Programme results pages and all commissioned consultancy material (one website was not operational during the evaluation).
- The wider publication and dissemination of consultancy reports commissioned (R23) including the passing of all Joint Programme materials to the UNESCO library and database or some other secure collection
- The continued participation of the ORC in more MDG-F Secretariat country, thematic and global evaluations.

Quality of local interventions and results achieved at local level

Much emphasis was put in the Joint Programme on local interventions as the programme sought to combine top-down strategy development with bottom-up municipal and educational project development support. Consultees noted that the quality of local interventions, while generally very good, did vary based on the extent of development of the particular municipality or school. Overall however the range, variety and creativity of projects supported (outlined in annex 3) is impressive. Results achieved at local levels were probably significant while funding was available from the Joint Programme and some of these results are outlined in the annex.

Conclusions

Progress in achieving the objectives of the development intervention is apparent. The quality of the programme's key outputs has been generally good and contributed toward the achievement of key results in most areas. The main contribution to MDGs at local and country levels were in the areas of fostering inclusive and intercultural primary education and furthering good governance. The programme also contributed to MDG-F goals in particular good governance. The programme resulted in many examples of good practice which should be transferred, and a stronger web presence on Joint Programme methods, outputs and results would help this.

¹⁹ For an example of a transparent project website displaying results and all commissioned project outputs, see the Asian Development Bank's \$10 million intervention on sustainable tourism at <www.stdplaos.com>

Case study: Effectiveness

Developing community-level approaches to address ethnically-based inequalities

The NGO Educational Center for Democracy and Human Rights (CIVITAS) was commissioned to develop educational modules to address inequality in Bosnia and Herzegovina. The following activities were undertaken

- *A working group comprising Government and educational institution representatives, together with experts in interculturalism, history, democracy and human rights was brought together.*
- *Educational modules were developed including the following: trainers' materials, teachers' material, student textbook., parents' brochure, an interactive game and other publications.*
- *16 trainers and 213 teachers were introduced to the teaching materials*
- *225 students were engaged in an intercultural festival covering ten municipalities: This received extensive publicity in electronic and print media*
- *Intercultural homestays were organised amongst ten municipalities involving 29 teachers and 62 students.*
- *The webpage <www.interculturalizam.com> was created with a social networking theme.*
- *Based on the module UNICEF subsequently organised training in intercultural and inclusive education for over 3,000 teachers who also received copies of the Teacher' Manual.*
- *Set of manuals were also distributed to local level via competent education authorities*

IMPACT

Impact refers to effect of the programme on its environment. The evaluation looks at the positive and negative changes produced by the Joint Programme directly or indirectly, intended and unintended.

Differences made to programme stakeholders

The Joint Programme's impact on stakeholders can be considered in four ways as follows:

- economic impact;
- institutional impact (including legislative impact);
- social impact; and
- network impact.

The Joint Programme involved an US\$ 8 million investment in Bosnia and Herzegovina, and while some of this money inevitably leaked out of the country through consultancy fees, overseas missions and administration charges, the vast majority stayed in Bosnia and Herzegovina and a very significant amount was spent at local level. This had significant economic impact while the Joint Programme was in operation through the following activities:

- Funding local NGOs, municipalities and schools
- Organizing festivals and exhibitions (mostly under \$100,000 contributions)
- Running trainings and field visits to relevant projects as part of capacity enhancement.
- Funding campaigns, such as the BCC.

- Financing construction projects (mostly under \$100,000 contributions, except for three key intercultural sites totalling to \$600,000 and Spanish Square, Mostar).
- Engaging local consultants, etc.

Economic impact in the longer term relates to such issues as the number of additional jobs created and additional income being generated annually by enterprises established or expanded. The extent to which this is due to Joint Programme activity is quite difficult to quantify. Most interventions were small scale. The programme's M&E system indicates that some 770 jobs have been 'supported' by the Joint Programme. Despite extensive training to beneficiaries on how to measure economic impact, the Joint Programme's own measurements of its economic impacts are not well articulated at present. For example one KPI was to be 'additional income created' by the project, and another 'improvement of artisans' business and entrepreneurial skills that result in greater income generation'. Additional income figures are not available at the time of the Final Evaluation, partly due to the short implementation period of the programme. Data on increased visitor numbers at heritage sites supported or additional visitor expenditure is not available for the same reason (projects are only just completed, or not yet completed); enhanced promotion of art and culture industry products was also an activity supported but data on additional sales and economic returns may be lacking. This is an area where an *ex-post* appraisal might revisit (R8)

Probably ongoing, directly increased economic impact as a result of the Joint Programme is smaller than it might have been because the scale of most local interventions was small (less than \$100,000), the projects are very diverse and generally not marketed jointly. There were no large flagship capital projects apart from Spanish Square (Mostar) at Joint Programme end. Other potential flagships (such as the reconstructions of minority religious symbols Banja Luka Mostar and Derventa) are symbolically important but incomplete, with small relative contributions (but none-the-less very important contributions) from the Joint Programme towards total project costs. The Joint Programme contribution is however helping to attract other funding from various Government levels. Additional funding amounting US\$ 1.8 million is provided by the FBiH Government for key project restorations. In addition the important Mitras Temple project in Jajce attracted additional funding of US\$ 50,000 with the Joint Project's US\$ 140,000 contribution. It is also important to acknowledge that a much greater recognition of the economic value of culture to the economy has been brought about by the Joint Programme in governments, and this may bring about future initiatives to stimulate economic impact.

Under outcome 3 the Joint Programme Document highlighted the private sector as a driver of growth and economic inclusion. Its importance to delivering development effectively was later highlighted in an internal UNDP consultancy on how to make UNDP's Joint Programme activities effective. The Joint Programme's guidelines did allow for NGOs to partner with private sector in their applications, however this did not happen to any great extent, a reflection of a private sector which remains under-developed. The programme's approach was also to work with municipal projects (public investments) that could lay foundations for attracting private sector to 'jump in' afterwards: For instance, restoration of bridge in Srebrenik and establishments of souvenir shops was planned to attract private local entrepreneurs to run tourism activities. Lessons from other countries indicate that successful private sector participation (PSP) requires engagement and negotiation with potential private sector operators from the outset of project design, and robust consideration of the economic viability of retail sites to be let, concessioned or privatized. The assumption that the private sector will be willing to 'jump in', or facilitated by municipalities to do so, is not a sufficient intervention approach to ensure economic development. An *ex-post* review would be helpful to examine this.

Institutional impact on the other hand in terms of improved institutional capacity and the numbers of staff and teachers trained is likely to have been very significant as the emphasis of the Joint Programme was centered around raising awareness of intercultural issues and facilitating dialogue towards shared goals and on producing high quality new policy documents and teaching materials. Over 7,000 people took part in trainings plus a further 1,000 in workshops, and in total over 200 capacity development events are recorded. A wide range of legal instruments were updated for heritage and culture. Social impact, including the retained impact of the BCC, has not yet been studied in detail by programme monitoring, and the planned repeat of the KAP study to provide a final *ex-post* benchmark will be very helpful.

The Joint Programme team viewed social and network impact mainly through trying to ensure the sustainability of joint mechanisms. The thrust of the Joint Programme has been to work through the existing culture and education ministries and strengthen their outward networking. These organizations have been facilitated to develop better relationships with cultural organizations and have been assisted to develop online communications. A number of functional mechanisms for networking and continuous dialogue mechanisms were established through the Joint Programme, for example the educational working group which was established, a Facebook page, and a network of UNESCO's cultural industries were established. Ties and connections have

been built up which should enable new relationships to continue and allow for smoother future initiatives where many partners need to agree on a subject.

Target groups and direct and indirect beneficiaries

The number of direct and indirect beneficiaries as the Joint Programme-end approaches is estimated by the programme team to be 63,472. Over one million indirect beneficiaries are reported, 72,608 of whom are children. These are impressive figures. The extent to which these groups have benefited of course varies very significantly: Some attended short trainings, others were the subject of specific initiatives or attended cultural events. The extent of impact some categories (such as ‘youth’ and ‘communities at ground level’ of the specific programme interventions) cannot be fully measured without scientific surveying of these wide constituencies and the planned KAP survey should assist this process. It is however heartening to note that there have already been over 1,500 downloads of the educational Internet game ‘Search for Bosnia and Herzegovina Treasure’ developed by the Joint Programme.

Impact on targeted sectors

The Joint Programme was targeting the cultural sector (broadly defined to include literature, contemporary arts, tourism, sports, design, digital media, digitalization of libraries in selected municipalities and other cultural activities), heritage and education. The programme had a significant short term impact by significantly increasing educational initiatives at school level, festivals and events during the Joint Programme’s life. Some of these events are on-going so the benefit of the expanded activity in 2010 and 2011 should continue. It also had a significant long term impact through the development of strategic reviews and the culture action plan, and in particular through an extensive emphasis on capacity development for municipality employees, employees of ministries of education and culture at entity and national level, NGOs, teachers and other beneficiaries. The tourism and local museums sectors were also helped through the restoration of some heritage sites and some other initiatives.

Impact on cultural institutions, municipal administrations, and local communities

In terms of cultural institutions, the Joint Programme did not target the main national cultural institutions as is generally understood: The national museum, national gallery, national theatres and national libraries. This is in contrast with the MDG-F Culture for Development programme in Albania which had more of a cultural tourism focus. The Joint Programme targeted instead ministries at national and entity level, and municipalities at micro-level. The ministries at state and entity level benefited from significant organisational impact from the Joint Programme, and this was extensively reflected in feedback obtained from ministry staff at various levels during the final evaluation mission:

“It was an excellent well-organized project with high participation”

“Inclusion in the inception phase was particularly appreciated”

Municipal administrations were also greatly impacted in terms of capacity development:

“I learnt a lot from the programme monitoring and other projects”

“The programme helped to re-establish relationships and learn about each others’ culture. It helped to enlarge existing cooperation and open doors”

The Joint Programme targeted core municipalities for support in both the educational and cultural fields and these were linked to other municipalities for certain events and initiatives (annex 4). 2,643 industry professionals and artists are reported as having taken part in trainings.

Impact on local communities came through education, festival and events and other initiatives organized by both municipalities themselves and NGOs. This was an economic impact during the events themselves, and an institutional impact on schools and the hosting municipalities. Some social impact also came to the audiences attending. The media was targeted as a means of ultimately influencing local communities, but it proved difficult to achieve significant results here. The Joint Programme office estimates over one million indirect beneficiaries. Many remote rural communities in particular benefited through exposure to contemporary culture.

Cross-cutting issues

Gender, youth and social inclusion were all impacted to some degree in the short term through their consideration as scoring criteria for projects being put forward for funding. Consequently projects selected addressed these cross-cutting issues. In the longer term impact on gender, youth and social inclusion issues will come as a result of

1. the capacity development training that has been given to teachers and to decision-makers at municipal levels, and to NGOs; and
2. the considerable emphasis that has been given to these areas in strategic and policy documents developed by the Joint Programme for culture, heritage and education.

3. Gender trainings for cultural workers were organised by gender centres in Bosnia and Herzegovina combining the use of external experts and local resources to maximise local ownership.
4. The choice of media to be targeted and used by the Joint Programme sometimes favoured younger audiences.

In overall terms 53 percent of Joint Programme beneficiaries are reported as female (33,655), implying that in terms of participants the Joint Programme was gender-neutral. However given that the female percentage of the national non-agricultural workforce is 34.9 percent (Ministry of Treasury and Finance and UNCT, 2010), this is progress, and exceeds the original Joint Programme target.

Good governance

Good governance was significantly impacted by the Joint Programme, both through its example and the trainings which it funded. The M&E trainings were particularly useful in this regards, together with the way in which the Joint Programme firstly addressed policy issues and then sought to work them through in funded activity. Good governance also addressed international law and conventions, for example by bringing the country's statistical measurement systems for culture into line with Europe, and by integrating international heritage conventions with Bosnia and Herzegovina law.

Contribution to the promotion of human rights

Article 27 of the Universal Declaration on Human Rights²⁰ of the United Nations General Assembly is about the right to access to culture. Article 26 relates to education. The greatest impact on the promotion of human rights probably came through the educational components where an Action Plan for introduction of a system for monitoring education quality with accompanying sets of documents (such as a code of ethics, intercultural indicators, and instruments for school self-evaluation). These have been approved by the Bosnia and Herzegovina Agency for Pre-primary, Primary and Secondary Education regarding how to treat minorities was adopted by the Pedagogical Institute and rolled out through teacher trainings. In addition the work undertaken suggesting areas where curriculum reform is needed also addressed human rights issues. The reconstruction of selected symbols of culture also aims at supporting the return of displaced persons and furthering their rights (Articles 17 and 18).

Influence on public policy framework

The Joint Programme had a significant influence on the public policy framework for culture and heritage and cultural industries, as evidenced by the action plan and major policy documents adopted. It also had influence on the educational policy framework, although this sector is highly fragmented and difficult to influence overall: The Joint Programme has done well to achieve the progress in education. In the area of economic development the programme also commissioned a study on PPP and some local framework studies on cultural tourism which have been adopted.

A significant success for the Joint Programme regarding public policy (which hopefully will be sustained) was bringing all parties together to agree many public policy frameworks on culture, heritage and education.

Factors influencing the spirit of Joint Programme delivery

The spirit of joint programme delivery was one of cooperation, thoroughness and practicality. It may not have successfully addressed all challenges, but it has made very significant progress. The factors influencing this included the following:

- The availability of significant funding to be spent in the selected municipalities, and collective responsibility for allocating funds.
- Commitment from PMC members and partner organisations and a willingness to compromise to keep the programme moving forward.
- Confidence in the transparency and fairness of selection procedures.
- The strong commitment of United Nations agencies and staff.

Conclusions

²⁰ <http://www.un.org/en/documents/udhr/>

In terms of impact, the Joint Programme had a significant effect on its operating environment. This appears to be more of an organisational impact than an economic impact in the long term, but in the short term significant economic impact may have been achieved by the equitable dispersal of funds across ten and more municipalities.

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Case study: Impact

Kozara ethnic tourism

The development of cultural tourism based around folk culture and folk dance has long been a traditional tourism product of the region. However there is a great deal of it, often of mediocre quality and not meeting the needs of today's international tourism market. As a result many rural tourism initiatives based around ethno-cultural tourism fail.

In Kozara however NGO activity has been closely supported by the Tourism Association of Banja Luka to develop a market-oriented cultural tourism offer, based on the needs of tour operators and directly marketed to them. In addition an existing festival is being supported to boost local domestic tourism. There is a strong emphasis in the project on ensuring high quality product standards, on continuous training, and on market research regarding visitor satisfaction. As a result of this integrated and market-orientated approach involving NGOs, municipalities and the local Tourism Association (not always evident in other projects supported) good results are being achieved: Over 1,000 visitors have been attracted to a very remote rural area, and booking are continuing aided by a good on-line presence. The product appears sustainable.

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PROGRAMME SUSTAINABILITY

Programme sustainability relates to the probability of the benefits of the programme continuing in the long term.

Likelihood of benefits continuing in the four output areas

Developed and implemented cultural policies and legal frameworks

There is a very high likelihood of benefits continuing in Outcome Area 1. Practical cultural policies and legal frameworks have been put in place and an Action Plan for the implementation of the existing Strategy of Cultural Policy in Bosnia and Herzegovina drawn up. Statistical systems have been strengthened also. Extensive capacity development training has taken place. Movement towards reform of existing curricula and school practice from intercultural perspective has taken place so might be carried forward; and teachers' competencies for intercultural and inclusive education have been improved. Heritage and conservation conventions ratified by Bosnia and Herzegovina have been moved forward and are now adopted for the future. As one consultee stated:

“The project was using culture to look to the future, rather than looking to the past”

A concern stated by consultees (especially NGOs) is the ability of the Government parties to fund future cultural events which were established or supported under the Joint Programme.

Improved cross-cultural understanding at the community level

The process of selecting genuinely cross-cultural projects in a collective manner and hence facilitating inter-entity cooperation was challenging. Likewise encouraging teacher participation and encouraging pupil exchange between different communities was a difficult challenge, but successfully overcome. The continuation of such progress is dependent on the evolving political situation in Bosnia and Herzegovina and the willingness to cooperate on interculturalism: One consultee pointed out that

It is easy to rebuild a bridge: It takes a lot longer to rebuild bridges between people” (Ministry employee)

Encouraging collective pride in shared heritage was also a very important aspect of the Joint Programme, and these interventions do appear sustainable. An important campaign for changing mindsets to improve cross-cultural relations was undertaken: There is clearly a need for more such campaigns, as to be

effective BCCs need to be continued over very long periods, but there does not appear to be future plans by Government to fund a repeat BCC. This is a significant issue.

Strengthened cultural industries

Outcome Area 3 lays greater on the role of culture in economic development, supporting artistic-entrepreneurs through strategizing, marketing and vocational training. Enhanced cultural tourism sites are assets for the future (but sites will deteriorate over time if they become a drain on public resources and do not attract revenue). Many projects supported were NGO-based and some stated they will end when Joint Programme funding ends. On the other hand trainees of UNESCO courses continue to network and further trainings by local community representatives are being organized in their municipalities.

Physical interventions (such as improving disabled access and securing monuments) are clearly sustainable, but there are questions about the sustainability of the enterprise-related interventions of the project which must now either sink or swim. Some will undoubtedly survive, particularly in the crafts area. The extent to which festivals and events initiated by the Joint Programme will continue is difficult to judge at this point, but assets like the grand piano purchased for concert performances in Gradiška could continue to be played for many generations.

Improved tolerance levels towards diversity

Some progress has hopefully been made with the 10,000 direct beneficiaries of trainings under this programme, and hopefully they in turn can influence others making this outcome sustainable. At the present time however it is difficult to find comprehensive evidence of improved tolerance towards diversity in Bosnia and Herzegovina, other than the lengthening continuation of peace. The reconstruction of selected symbols of culture aims at supporting the return of displaced persons and the restoration of these monuments will enhance social inclusion, reconciliation and respect of different in selected municipalities.

“The project has been a bright light in a darkening political scenario” Media expert

Extent of embedding in institutional structures

The Joint Programme has concentrated on embedding its activities in the ministries for education and culture at state and entity level, in educational agencies and universities, and in municipalities. It is likely that this embedding has been successful. For example in accordance with action plan for introduction of a system for monitoring quality of primary schools developed under the Joint Programme, the Agency for Pre-primary, Primary and Secondary Education and pedagogical institutes and schools continue to use material developed. Similarly cultural ministries are using assessment methodologies devised under the Joint Programme in 2012.

Technical capacity and leadership commitment to continuation

Technical capacity has undoubtedly been strengthened by the Joint Programme, especially in the areas of policy development for the culture sector including the use of data, understanding of culture, contemporary culture and interculturalism. Pedagogical understanding has also been increased, together with the understanding of heritage and conservation. It is likely that this improved technical capacity will benefit Bosnia and Herzegovina for many years to come.

Leadership commitment generally lies at a political level in Bosnia and Herzegovina. There is some evidence that funding challenges mean that the ability to continue with initiatives such as statistical research, pairing of schools and restoration projects (such as the Ferhadija Mosque) is constrained. Leaders have been engaged in trainings, but leadership commitment may be a risk to future sustainability.

Exit strategy

The Joint Programme positioned its implementation to embed its operations in the governmental procedures. The Joint Programme's final Workplan is concerned with completing unfinished business and reallocating unspent moneys. In some cases it is clear that municipalities themselves are taking responsibility for the exit of the Joint Programme, and some are looking to future expansions through EU and other funding sources. It is understood that an Exit Strategy to consider how projects supported will continue after MDG-F funding ends will be prepared before the closure of the Joint Programme (R21).

Duration of the programme

In terms of the length of the intervention, there is widespread consensus that the intervention was probably too short to maximize its effect on cultural understanding in Bosnia and Herzegovina, to bring about major change and to sustain its benefits. Some trainings were considered too short or too one-off:

"It is very difficult to change the prejudices of a lifetime in a two day training" Teacher.

United Nations reform and future joint programme planning and implementation

The Joint Programme has demonstrated very good practice in terms of the 'One UN' approach and does provide models for future Joint Programme planning. If the databases systems, M&E systems and general management systems developed for a highly complex and multi-faceted programme can be reviewed with a view to developing training programmes to enable them to be replicated elsewhere, the processes developed here can be made sustainable. It will be interesting to benchmark the approaches applied here against other Joint Programmes in other countries and see what lessons can be learned, and it is expected that MDG-F Secretariat inter-country *ex-post* evaluations will do this.

Adherence to principles of aid effectiveness

Because the Joint Programme has achieved strong local ownership and used in-country systems for project delivery, there is a high adherence to the principles of aid effectiveness, as discussed at section 3.3.

Possible additional measures

As the Joint Programme is nearing completion there are limited opportunities for additional measures at this stage. Continued liaison with other donors to make them more aware of projects which have been established or may need assistance to be carried forward is recommended.

Conclusion

In terms of sustainability there is a high probability that benefits from the programme will continue after MDG-F funding ceases. In particular this relates to the enhanced capacities of beneficiaries and the embedding of programme activities in local institutional structures for culture, heritage and education. Uncertain leadership commitment and a possible lack of financial means to continue activities, particularly campaigns regarding behaviour change, is also a concern. The duration of the Joint Programme was short in terms of sustainably embedding change. The financial viability of some supported projects and their dependence on Government funding to continue is a sustainability concern: Some NGO projects will not continue.

Case study: Sustainability

Restoring cultural heritage

Reconstructing heritage assets damaged during the war or otherwise neglected has been a key aspect of interculturalism supported by the Joint Programme. Examples include the following:

- *The Ethnographic Museum in Jajce*
- *Cultural centres in Rudo and Sokolac*
- *Rebuilding a bridge to the mediaeval fortress in Srebrenik*
- *Reconstruction of parts of the Ottoman Castle in Tesanj*
- *Fully equipping the ethno-museum Eminagica House in Tesanj with antiques, hand-made furniture and equipment in style of Ottoman era*
- *The complete reconstruction of Spanish Square in Mostar*
- *Assisting the reconstruction and restoration of the Ferhadija Mosque in Banja Luka, the Orthodox Cathedral in Mostar, the Monastery Plehan near Derventa*
- *Conservation works in Hambarine and Sutjeska, the Mithras Temple in Jajce and the Museum Herzegovina in Trebinje*

These reconstructions provide sustainable assets for future cultural development and education on Bosnia and Herzegovina. Ensuring their financial sustainability as assets for cultural tourism and other purposes will be challenging.

OVERALL CONCLUSIONS AND RECOMMENDATIONS

Overall conclusion

In terms of relevance, effectiveness, efficiency and impact, the Joint Programme has been extremely sound. In terms of sustainability, the programme appears to be sustainable, especially in terms of institutional sustainability. It was an excellent example of a 'One UN' approach with very strong engagement with state entity and municipal governments and the NGO sector. Close alignment with the MDG-F thematic window for Culture and Development was observed.

There is a need to continue the Joint Programme's activities in fostering education on interculturalism and dialogue, to build of strategic cultural and educational policies put in place, and to give greater attention to peace-building through releasing the economic development potential of Bosnia and Herzegovina's very rich and unique shared cultural heritage (R22).

Overall rating of implementation

The overall rating of the Joint Programme's implementation is as follows:

Table 6: Rating of evaluation criteria

Criterion	Rating (Excellent, Good, Moderate, Fair, Poor)
1 Relevance	Good
2 Effectiveness	Excellent
3. Efficiency	Good
4. Impact	Good
5 Sustainability	Good (institutional sustainability); moderate (economic, social and networking sustainability)

Recommendations

- R1 In order to stimulate economic development through culture, there needs to be a greater focus on fostering private enterprise, particularly in a post-socialist economy still dominated by a very large public sector²¹. The MDG-F Culture for Development Programme in Turkey had a focus on private sector development²² and there may be opportunities to compare approaches and lessons learnt in future United Nations activity.
- R2 It is recommended that future interventions related to the cultural industries in Bosnia and Herzegovina give specific attention to sustainable job creation opportunities (outside of the public sector).
- R3 In future interventions it is recommended that attention is given to investigating and embedding the economic development potential of culture in economic development strategies by all relevant development agencies and government departments.
- R4 The Joint Programme's database systems and implementation frameworks should be carried forward into other United Nations projects.
- R5 Key indicators need to be more closely related to the achievement of results rather than the monitoring of activity as it takes place and more attention needs to be paid to estimating economic impact. Using more conventional project management cycle logframes which tie activities more closely to objectives, objectively verifiable indicators and results would assist this
- R6 To further United Nations transparency and accountability, it is recommended that in future Joint Programme webpages should be hosted on all participating United Nations agency websites in addition to beneficiary webpage placement. As a knowledge-sharing initiative consultancy and other reports should be made widely available through publication and/or placement on a wide range of appropriate Internet sites (including relevant United Nations sites and research libraries).
- R7 The monitoring processes developed under this Joint Programme are worthy of consideration for replication in other projects.
- R8 International examples of reconciliation through a recognition of economic development opportunities (such as in Northern Ireland) might be drawn upon to help achieve greater progress in the area of inter-entity marketing of the cultural industries and crafts.
- R9 It is recommended that close attention be paid to ensuring that the specific needs of the extreme poor are comprehensively addressed when approving MDG or similar poverty-related projects.
- R10a It is recommended that future interventions consider supporting fewer, larger strategic interventions to maximise long term economic impact²³.
- R10b It is recommended that a future intervention consider supporting the enhancement of cultural facilities, including national cultural institutions, as important neutral spaces in a divided society.
- R11 If a similar multi-country support mechanism is initiated, it is suggested attention should be paid in the inception period for comparison of United Nations country approaches to common problems, to identifying more regional/international specialist expertise and to developing more regular inter-programme dialogue mechanisms.

²¹ The United Nations Secretary General's guidelines for the private sector (2009) together with UNDP policy and procedures for private sector engagement (2009) provide a comprehensive step by step management framework on how to identify, plan and enter into collaborative relationships with private sector companies. Such interventions are a critical complement to the UNDP programming framework in supporting the development of the arts, crafts and cultural tourism. This is particularly important in Bosnia and Herzegovina where there is an unsustainably large public sector.

²² It seeks to do this through building the capacities of managers of cultural assets, local authorities and civil society in Eastern Anatolia to protect heritage, while also benefiting from it in sustainable tourism practices through provision of pro-poor tourism business development services at various sectors

²³ It is recognised that larger cultural projects will involve greater risk, and that more detailed feasibility analyses will be required.

- R12 It is recommended that donor coordination be given more attention to ensure the optimum use of aid and possible future additional intervention where needed.
- R13 It is recommended that future cultural tourism-related interventions engage with tourism authorities and tour operators in designing and implementing tourism interventions.
- R14 Without effective international marketing, the development potential of Bosnia and Herzegovina's cultural heritage cannot be maximised. The Joint Programme's successes in achieving inter-entity consensus need to be built upon and applied to international marketing, if the economic development potential and job creation potential of the cultural and crafts industries is to be realised.
- R15 Given the critical role of the media in forming cultural consciousness, it is recommended that further attention and resources are given to seeking effective ways of fostering interculturalism and responsible reporting in the media.
- R16 It is recommended that future support programmes provide for an extension and up-scaling to all municipalities of the teaching modules developed in relation to interculturalism, children's parliaments and other innovative educational projects initiated, and that consideration be given to extending the length/frequency of teacher trainings.
- R17 Weakness in linking vocational training in Bosnia and Herzegovina to current and future labour market needs has been noted by the United Nations and other development agencies. Shortage of skilled staff in some cultural industry sectors is currently apparent, and in other areas re-training and greater awareness of market trends needs to be developed (as this programme recognised). It is recommended that future support programmes give consideration to this by addressing the strategic development of vocational training provision.
- R18 A holistic approach to studying local economic potential and PPP should be applied, drawing on relevant case studies and examples of international best practice to assess and guide the development potential of culture in Bosnia and Herzegovina.
- R19 It is recommended that changes in attitudes (positive or negative) recorded in the final KAP survey be incorporated into agencies' internal *ex-post* evaluation and reporting mechanisms. It is also recommended that the *ex-post* evaluation estimate the Joint Programme's specific economic impact and which initiatives supported under the various windows have subsequently sustained growth.
- R20 It is recommended that future programmes related to addressing poverty give attention to mainstreaming pro-poor policies into state, entity, municipal and other regional development strategies.
- R21 Future programmes should develop exit strategies which consider in detail how individual projects supported will fare in the future, after the United Nations intervention ends.
- R22 It is recommended that future United Nations development support build on the progress achieved in this Joint Programme by continuing to support education on interculturalism, media responsibility and dialogue, while also focussing on the economic development potential of Bosnia and Herzegovina's very rich and unique cultural heritage as a peace-building measure.
- A natural follow-up to the Joint Programme, building on cooperation achieved would be to target joint economic development initiatives for cultural heritage. For example the development of linked clusters of crafts, cultural tourism trails (such as the *Via Dinarica*, festivals, museums or castles), arts festivals and literary summer schools could be supported.
- Inclusive education to provide skills to meet the needs of future markets will remain a critical priority.
- Bosnia and Herzegovina's crafts have considerable employment potential, if the can be effectively matched to market needs and then marketed.
- The strengthening of responsible tourism and enterprise around candidate and enlisted World Heritage Sites and national cultural institutions also needs to be strengthened, and the development

of selected municipalities as Heritage Towns in both entities could be explored. The United Nations Peacebuilding Fund (UNPBF) should be approached with a view to building on the excellent groundwork by this programme, and to build on the lessons learned²⁴.

²⁴ UNPBF will target activities undertaken in support of efforts to revitalize the economy and generate immediate peace dividends for the population at large. The Fund's Priority Area 2 supports projects that bolster good governance and promote dialogue and reconciliation. Priority Area 3 supports projects that stimulate economic revitalization to general peace dividends. Activities include strengthening economic governance through the promotion of *partnerships with the private sector*, the *development of micro-enterprises*, *youth employment schemes* and the *management of natural resources*.

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Annex 1: Terms of reference

Title:	External Evaluation Consultant (International/National) – Final evaluation of the MDG-F Programme Improving Cultural Understanding in Bosnia and Herzegovina (MDG-F Culture for Development Joint Programme)
Cluster:	Office of the Resident Coordinator
Reporting to:	Office of the Resident Coordinator / Development, Research and M&E
Specialist	
Duty Station:	Sarajevo
Contract Type:	Individual Contract
Duration:	30 expert days (in the period 1 March 2012 – 30 April 2012)

Background

Global Context: The MDG Achievement Fund (MDG-F) and Culture and Development Window

The MDG Achievement Fund is an international cooperation mechanism whose aim is to accelerate progress on the Millennium Development Goals (MDGs) worldwide. Established in December 2006 with a generous contribution of €528 million Euros (\$US710M) from the Spanish Government to the United Nations system, the MDG-F supports national governments, local authorities and citizen organizations in their efforts to tackle poverty and inequality. An additional €90M were contributed by Spain in 2008 mainly towards child nutrition and food security, conflict prevention and private sector and development. Overall, 85% of resources goes to financing 128 joint programmes in eight programmatic areas/windows linked to the MDGs. Programmes are implemented in 49 countries from five regions around the world.

The Culture and Development Window comprises 18 joint programmes that promote culture as a vehicle for social and economic development. The main interventions focus on cultural rights, social inclusion and increasing the cultural heritage and tourism potential of countries with the aim of reducing poverty, increasing employment and improving socio-economic opportunities for the marginalized segments of the population.

Country Context: MDG-F Programme Improving Cultural Understanding in Bosnia and Herzegovina (MDG-F Culture for Development Joint Programme)

Culture for Development is a partnership programme implemented by three United Nations agencies in Bosnia and Herzegovina, namely the UNDP, UNICEF and UNESCO, in close collaboration with the national Ministry of Civil Affairs, entity Ministries of Culture and Education, as well as other institutions responsible for education and culture in the country. The overall budget of the 3.5 year Joint Programme (JP) foreseen to end in June 2012 is USD 8,000,000. The JP is funded through MDG-F thematic window for Culture and Development and through its implementation considerable co-financing by the Government of Bosnia and Herzegovina has been secured.

Relevant MDGs that are being primarily targeted are MDG's 1, 2, 3 and 8. The programme builds on existing efforts of the United Nations Country Team (UNCT) BiH in the areas of the protecting and revaluing cultural heritage, inter-ethnic dialogue, tolerance building in education, and human rights-based approaches to programming, including social inclusion. Programme formulation focused on identifying the strengths and comparative advantages of the UN agencies, and ensuring strong links with existing programmes, including those managed by other donors.

Key programme outcomes are:

- Improvement of the cultural policy and legal framework
- Improvement of cross-cultural understanding
- Strengthening the cultural industries, and
- Improvement of tolerance towards diversity

The key partners to the implementation of MDGF Programme are: BiH Ministry of Civil Affairs, FBiH Ministry of Culture and Sports, RS Ministry of Education and Culture, BiH Ministry of Education and Science, Department for Education of Brcko District, Government Agency for Pre-primary, Primary and Secondary Education, Pedagogical Institutes, 10 core localities (municipalities), schools, Media representatives, Artists and culture workers. The programme is well distributed across the country. Equal representation of both entities has been taken into

consideration during the process of approval of criteria for selection of core localities.

The programme works within four distinct programmatic components that address evidence-based policy making (strategic policy documents; policy research and improved methodology for statistics), improved cultural understanding at local level (local municipal and NGO projects that address issues of intercultural understanding), improved culture tourism and culture industry potentials (local and umbrella projects focused on improved conditions for and improved tolerance for diversity (media, documentaries and culture workers)).

The evaluation scope, purpose and objectives:

Under the direct guidance and supervision of the UN RCO Development, Research and M&E Specialist and MDG-F Culture for Development management team consisted of representatives of UNDP, UNICEF and UNESCO, the Evaluation Consultant is going to provide evaluation services ensuring high quality, accuracy and consistency of work. The Evaluation Consultant will demonstrate a client-oriented approach and should meet the standards outlined in the Standards for Evaluation in the United Nations System. The evaluation will also be based on a stakeholder approach, where all groups and individuals, who affect and/or are affected by the achievement of the programme results and outcomes, are involved in the analysis. Moreover, the evaluation will take into consideration the institutional, political and economic context, which affected the programme during its implementation. Evaluation Consultant will work in close collaboration with the MDG-F Culture for Development Programme Manager, participating agencies, programme staff and key programme stakeholders, partners and beneficiaries.

The main purpose of the evaluation is to provide an independent in-depth assessment of the achievements of programme results and outcomes against the planned results and the implementation modality of the MDG-F Culture for Development Joint Programme. The final evaluation will be a systematic exercise, thorough analysis of the OECD/DAC evaluation criteria: programme design and relevance, effectiveness, efficiency, impact and sustainability, based on the scope and criteria as defined in this ToR. Anticipated approaches to be used for data collection and analysis by the evaluator are desk review, interviews with key stakeholders, field visits, questionnaires and participatory techniques. The entire evaluation process including reporting and preparation of conclusions and recommendations for the Joint Programme is to be completed within a period of maximum 2 months / 30 expert days.

Objectives of the final evaluation are:

- Assessment of the programme's quality and internal coherence (needs and problems it aimed to solve) and its external coherence with the UNDAF, national development strategies and priorities, the Millennium Development Goals at the local and country level, the level of contribution to the objectives of the MDG-F Culture for Development Thematic Window and find out the degree of national ownership as defined by the Paris Declaration and the Accra Agenda for Action;
- Assessment on how the joint programme operated and what is the efficiency of its management model in planning, coordinating, managing and executing resources allocated for its implementation, through an analysis of its procedures and operational and institutional mechanisms. This analysis will seek to uncover the factors for success and limitations in inter-agency tasks, collaboration and synergies and will evaluate the effectiveness and efficiency of the JP modality and make recommendations to guide future joint programming among UN agencies in BiH;
- Assessment of design and relevance, effectiveness, efficiency, impact and sustainability of the programme and the level of achievement of envisaged programme results and outcomes (thorough assessment of all four programme components is required);
- Assessment of quality, results and impact of local programme interventions (municipal and NGO)/grant projects financed through the programme, including the assessment of co-financing modality and implementation capacities on a local level;
- Assessment of programme's different internal and external M&E systems and tools developed including data collection, statistics, research and analytical outputs, databases, guidelines, etc. and assessment of programme's communication strategy, outreach activities and impact
- Identification of key recommendations and lessons learned through the evaluation process of the JP

Evaluation questions

The evaluation questions define the information that must be generated as a result of the evaluation process. The questions are grouped according to the criteria to be used in assessing and answering

them.

Programme Relevance and Design: The extent to which the objectives of a development intervention address the real problems and the needs and interest of its target groups, country priorities, the Millennium Development Goals, associated national policies and donor priorities.

Guiding questions: Relevance: a) Are the Joint Programme objectives and outcomes consistent and supportive of Partner Government policies, sectoral priorities, EU accession agenda, Paris Declaration, MDGs, MDG-F Development Window, Accra Agenda for Action? b) Does the programme respond to the needs of identified target groups? c) To what extent are the objectives of the programme still valid? d) To what extent have the country's national and local authorities and social stakeholders been taken into consideration, participated, or have become involved, at the design stage of the development intervention? e) Was the programme timely and well identified given the developmental and sectoral context of the country? f) Is the identification of the problems, inequalities and gaps, with their respective causes, clear in the Joint Programme? **Design:** a) Was the design of the Joint Programme appropriate for reaching its results and outcomes? b) What is the quality of the programme's implementation framework, are results and outcomes defined in the programme clear and logical? c) What is the quality of programmes' results and M&E matrices, are indicators well defined and SMART? d) Were risks and assumptions well identified? e) Were changes made to the programme design during the inception phase? If yes, did they lead to significant design improvements? f) Were coordination, management and financing arrangements clearly defined and did they support institutional strengthening and local ownership? g) Does the Joint Programme take into account cross-cutting issues and specific interests of women, minorities, people with disabilities and ethnic groups in the areas of intervention? h) To what extent has the MDG-F Secretariat contributed to raising the quality of the design of the joint programme?

Programme Efficiency (processes): Extent to which resources/inputs (funds, time, etc.) have been turned into results and what is their quality. **Guiding questions:** a) To what extent does the joint programme's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) contributed to obtaining the envisaged outputs and results? b) To what extent participating UN agencies have coordinated with each other and with the government and with civil society? To what extent have the target population and participants made the programme their own, taking an active role in it? What modes of participation have taken place? c) Were programmes' financial and personnel resources managed in a transparent and accountable manner and were they cost-effective? d) To what extent were activities implemented as scheduled and with the planned financial resources? e) What monitoring tools and mechanisms were used by the programme management? f) If applicable, how flexible and responsive was the programme in adapting to changing needs? g) How do the different components of the joint programme interrelate? h) Were work methodologies, financial instruments, etc. shared among agencies, institutions, other Joint Programmes? i) To what extent have public/private national resources and/or counterparts been mobilized to contribute to the programme's outcomes and produce results and impacts?

Programme Effectiveness (results): Extent to which the objectives of the development intervention have been achieved or are expected to be achieved, bearing in mind their relative importance. How well programme's results contribute to the achievement of programme's objectives? **Guiding questions:** a) What was the quality of the programme's key outputs and/or products (per component)? b) To what extent were the key programme results achieved (per component)? c) To what extent and in what ways the joint programme contributed to the Millennium Development Goals on a local level and the country level? d) To what extent and in what ways the joint programme contributed to the objectives set by the MDG-F thematic window on Culture and Development? e) What factors contributed to progress or delay in the achievement of products and results? f) In what way has the programme come up with innovative measures for problem-solving? g) What good practices or successful experiences or transferable examples have been identified? h) Did all planned target groups had access/used programme results? i) What is the quality of local interventions and results achieved on a local level?

Programme Impact: The effect of the programme on its environment - the positive and negative changes produced by the Joint Programme (directly or indirectly, intended or unintended). **Guiding questions:** a) What difference the programme intervention made to programme stakeholders? b) Which target groups and how many direct and indirect beneficiaries were affected by the programme? c) What impact has been made in the targeted sectors in terms of institutional development, legislative development, capacity development? d) What impact has been made through the programme on cultural institutions, municipal administrations, local communities? e) Were cross-cutting issues taken into account? f) Was good governance mainstreamed in the

programme? g) How did the programme contributed to the promotion of Human Rights? h) To what extent joint programme helped to influence the country's public policy framework? i) What factors favorably or adversely affected the spirit of Joint Programme delivery and approach?

Programme Sustainability: Probability of the benefits of the programme continuing in the long term. **Guiding questions:** a) To what extent will the benefits of a programme continue after activities have ceased? b) How well is the programme embedded in institutional structures (national and local) that will survive beyond the life of the programme? c) Are these institutions showing technical capacity and leadership commitment to continue working in the development direction set by programme and to continue using results and applying good practices? d) Is there an exit strategy or a follow up action/intervention planned after the programme ends? e) Do the partners have sufficient financial capacity to keep up the benefits produced by the programme? f) Was the duration of the programme sufficient to ensure sustainability of the interventions? g) What lessons learned or good transferable practices to other programmes or countries have been observed during the evaluation analysis? h) To what extent and in what ways are the joint programmes contributed to progress towards United Nations reform and future joint programme planning and implementation? i) How are the principles of aid effectiveness (ownership, alignment, management for development results and mutual responsibility) being applied in the joint programmes? j) What additional measures (if any) could have improved the relevance, effectiveness, efficiency, impact or sustainability of the Joint Programme?

Support of the Joint Programme to the evaluation process

The MDG-F Culture for Development Programme Manager and Coordinator will support the Evaluation Consultant with the following:

- Appointment of a focal person in the programme that will support the consultant for the duration of the evaluation process
- Securing relevant background documentation required for a comprehensive desk review
- Provision of list of contacts in advance and additional upon request
- Provision of vehicle and driver for field visits
- Organisation of group consultative meetings, briefing and debriefing sessions
- Provision of office/working space during the assignment. The consultant will however have to use his/her own computer/laptop

Deliverables and timeline

Evaluation Process

The evaluation process is expected to contain three phases: inception, data collection and field visit; and analysis and reporting.

- **Inception Phase (7 days)** - the Evaluation Consultant will review documentation, agree on the meetings and field visit locations with the Programme Coordinator, and produce Evaluation Inception Report (which includes a clear evaluation work plan and tools).
- **Data Collection and Field Visit (10 days)** – the Evaluation Consultant will gather data through group and individual interviews and field visit to at least three municipal locations outside Sarajevo; at the end of the mission, presentation with preliminary findings and recommendations will be presented to the programme team/Evaluation Reference Group
- **Analysis and Reporting (10 days for draft report and additional 3 days for final report/incorporation of comments)** – the Evaluation Consultant will prepare the draft evaluation report based on the analysis of findings, and will submit the report to the Evaluation Reference Group for factual review and comments. Opportunity to comment on the draft report will be open to Reference group for a maximum of 10 working days. After this process ends, the Evaluation Consultant will proceed with production of the final evaluation report.

Evaluation Deliverables

The Evaluation Consultant will be accountable for producing the following products/deliverables:

- Inception Report
- Presentation of initial findings and provisional recommendations
- Draft Evaluation Report
- Final Report

The inception report should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables.

Presentation of initial findings and provisional recommendations- at the end of the field work, the Evaluation Consultant will present his/her draft findings and provisional recommendations through a PowerPoint presentation summarizing the main findings recommendations and lessons learned and conclusions.

Draft report for comments by stakeholders should incorporate (as a minimum): Title and opening pages; Table of Contents; List of acronyms and abbreviations; An Executive Summary; Introduction; Scope of Evaluation; Evaluation Methodology and Guiding Principles; Details of the JP activities and desired key results; Programme Analysis (per component); Findings; Lessons Learned; Recommendations; Methodological constraints; Additional background data-Annexes (including interview list, data collection instruments, key documents consulted, ToR). A draft report should be at least 40-50 pages of length containing unique narrative analysis.

A final evaluation report, will encompass all key sections required in the draft report and will include additional stakeholder feedback. The final report needs to be clear, understandable to the intended audience and logically organized based on the comments received from stakeholders. The final evaluation report should be presented in a solid, concise and readable form and be structured around the issues in the Terms of Reference (ToR). The consultant should refer to annex 7 of the UNDP Planning, Monitoring and Evaluation handbook for details on reporting template. The Evaluation Consultant is responsible for editing and quality control and the final report that should be presented in a way that directly enables publication.

Timeframe

Action/Deliverable Time period	No of Expert Days
Inception Phase/Inception Report 1 st half March 2012	7 days
Data Collection, field visit / Presentation with key findings 2 nd half of March 2012	10 days
Analysis and Reporting / Draft Evaluation Report 1 st half of April 2012	10 days
Analysis and Reporting / Final Evaluation Report 2 nd half of April 2012	3 days

Remuneration and Terms of Payment

The Evaluation Consultant will be paid based on milestones accomplished:- 20% after the Inception Report is submitted and agreed, and 80% after submission of a satisfactory Final Evaluation Report

Competencies:

- Shares knowledge and experience and provides helpful feedback and advice;
- Conceptualizes and analyzes problems to identify key issues, underlying problems, and how they relate;
- Ability to identify beneficiaries' needs, and to match them with appropriate solutions;
- Excellent communication and interview skills
- Excellent report writing skills
- Responds positively to critical feedback and differing points of view;
- Ability to handle a large volume of work possibly under time constraints;
- Strong IT skills
- Focuses on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humored even under pressure.

Minimum Requirements:

- Advanced University degree in international development, evaluation, social sciences, culture, education or related field;
- A minimum of 10 years of professional experience specifically in the area of evaluation of international development initiatives and development organizations;
- Substantial international track record of conducting different types of evaluations, including process, outcome and impact evaluations in different countries and organizations;
- Knowledge and experience of the UN System and the UN Reform process;

- Understanding of the development context and working experience in Bosnia and Herzegovina is an asset;
- Fluency in spoken and written English; knowledge of Bosnian, Croatian and/or Serbian language is considered to be an asset.

Annex 2: Consultations

Organization	Consultee
Secondary School for Agriculture , Banja Luka	Prof Ljubisa Rokic
Fancy Crochetng	Ms Mirela Gacic
Association 'Good Bear'	Ms Tatjana Kuruzovic
Citizen Association 'European Connections'	Ms Zorica Malesevic, Ms Tijana Samardzic
NGO FEED, Banja Luka	Mrs Lidija Markovic
KUD Piskavica	Mr Arambasic Mirko
BiH Agency for Preschool, Primary and Secondary School Education	Ms Branka Popic
BiH Ministry of Civil Affairs	Ms Biljana Camur
Bosnian Carpet (<i>Bosanski Cilim</i>)	Prof Amila Smajlovic
British Council	Ms. Amila Lagumdzija
Center World Music	Ms Aleksandra Savic
City of Mostar	Ms Sanela Mesic, Ms Senada Sakic
Cultural Center Gradiska - Piano project	Mr Miroslav Vukovic
East - West Center	Mr Haris Pasovic, Mr Ismar Hadziabdic
EU-BiH Tourism Project	Ms Mary McKeon
Federal Ministry of Education and Science	Ms Angela Petrovic

FBiH Ministry of Education and Science	Ms Jasmina Oruc
FBiH Ministry of Sport and Culture	Ms Negra Selimbegovic
NGO FENIX ART - Visual Arts Association	Mr Goran Dujakovic
Ferhadija Mosque	Prof. Muhamed Hamidovic,
Green Visions	Mr Tim Clancy
Institute of Pedagogy, RS	Ms Mira Grbic
MDG-F Culture for Development Programme	Ms Renata Radeka Ms Nedzada Faginovic Ms Amela Gačanović-Tutnjević
MDG-F Secretariat, New York	Ms Paula Pelaez Mr Adan Ruiz
Meeting with BHAS (BiH Statistics Agency)	Ms Vedrana Veljo-Djeric
Minster Church Mostar (Saborna Crkva Mostar)	Reverend Marko Gacic Reverend Branimir Borovčanin
Mosque Ferhadija	Mr Djindo Armin
Municipality Administration, Tesanj (Eminagica Kuca, Gradina)	Ms Ismar Alagic
Municipality of Gradiska	Ms Brankica Brkic
Municipality of Novo Sarajevo	Mr Faruk Prses
National Theater Mostar	Mr Serif Aljic
OKC Abrasevic	Ms Mela Zuljevic
Primary School Gradiska, Nova Topola	Ms Rajna Soldat
ORC, Bosnia and Herzegovina	Mr Yuri Afanasiev (Resident Representative) Ms Envesa Hodzic-Kovac Ms Emina Durmo

Primary School Resad Kadic, Tesanj	Ms Berina Merdic
Primary School Velesicki Heroji, Novo Sarajevo	Ms Jasna Niksic
RS Institute of Statistics	Ms Bogdana Radic
Ministry of Education and Culture, RS	Ms Irena Soldat-Vujanovic, Ms Slavica Kupresanin
Sarajevo Film Festival (SFF)	Mr Mirsad Purivatra Ms Ivan Pekusic
UN Communications Office	Mr Pavle Banjac
UNDP	Mr Armin Sirco, Ms Klelija Balta, Ms Mirela Ibrahimovic,
UNDP representative, Embassy of the Kingdom of Spain	Ms Azra Dzigal
UNESCO	Dr Francesco Bandarin Mr Sinisa Sesum, Ms Amila Terzimehic
UNICEF	Ms Anne-Claire Duffay Ms Sanja Kabil,
University of Sarajevo, Faculty of Philosophy	Prof. Adila Pasalic-Kreso
UNRCO	Ms Envesa Hodzic-Kovac, Ms Emina Durmo.
USAID FIRMA Project	Ms Snjezana Derviskadic
VizArt - Visual Arts Association	Mr Zoran Galic

Annex 3: Updated monitoring indicators

Original indicator proposed (Concept Note)	Approved indicator (Joint Programme Document at inception)	Achievement
Outcome 1: Cultural policy and legal framework developed and implemented <i>Expected results:</i> <ul style="list-style-type: none"> Improved policies & legal frameworks in culture and education sectors. Strengthened capacities of state and entity-level Governments in monitoring and evaluation of cultural development. 		
National Cultural Strategy developed. Measurement: Strategy document approved by stakeholders.	Culture Sector mapped, including detailed analysis of culture public sector (legislative, financial, infrastructure and human resources analysis), new classification of cultural industries and comprehensive culture sector research.	Culture mapping and sector analysis conducted (2009), classification of cultural industries prepared (2009), system for collection of cultural statistics developed (2010), assessment of culture industries and culture participation completed (2010) Comprehensive BiH Culture Development Action Plan elaborated and agreed (2010). Priorities identified in Culture Development Action Plan addressed in institutional annual Action Plans (2010 and 2011)
	Cultural web framework developed following the pre-approval of the conceptual framework.	Institutional web-framework with aggregate information from the level of entity and state ministries presented on user-friendly and modern web platform
	Cross-cutting issues: Gender, Youth and Social Inclusion in the Culture Sector addressed in the BiH Action Plan based on National Cultural Development Strategy.	Done
	Evidence-based research (KAP study) conducted in select municipalities to ensure greater understanding of perceptions of intercultural understanding and the importance of social inclusion (2009 and 2011)	Done
▪	# of activities/issues identified in the BiH Action Plan based on National Cultural Development Strategy, jointly addressed by institutional partners (2011).	31 activities from the Action Plan have been supported.
▪	# of policy recommendations from the Cultural Mapping included in the Culture Strategy Action Plan (2011)	All policy recommendations were taken forward
▪	Institutional capacities in planning and management for the culture sector improved	Best practices in culture sector introduced by the programme (2010) and used by the institutional partners (2010 and 2011). Needs-based training delivery provided by the programme through workshops, study-tours,

		exchange of best practices, provision of guidelines and management tools and ongoing mentoring and internal consultations (2009-2011)
Policies and guidelines for improving access to quality multi-cultural education created – yes/no Measurement: Education policies and guidelines development	Report on existing curricula from the perspective of intercultural understanding prepared through the MoE Working Group (2009)	The context of interculturalism (including cultural skills, respect for diversity and cultural understanding) explored and translated into concrete recommendations for improvement (2009)
Number of educational guidelines for implementation of Laws and Strategies developed Measurement: Gazette and legal review.	Contribution to positive assessment of education sector of BiH (2011) <i>This indicator was dropped at Inception Phase.</i>	
Number of relevant educational policy recommendations incorporated into Ministry's plans. Measurement: Ministry Plans	<i>This indicator was refined to create the tools of intercultural tool kits and Action plan for implementation of the new approach in intercultural education.</i>	
	Improved modalities for accessing and enhancing in-service teachers' competences for intercultural and inclusive education	Mapping of teacher's competences, developed recommendations and modules developed comprising of: <ul style="list-style-type: none"> Teacher Manual, Trainer Manual, Parents Manual, Student Manual, Cultural Reader
	Number of junior lectures accomplished study program and enhanced their knowledge, skills and competences didactics and teaching methods for intercultural education	24 junior lectures were trained from three universities (Banja Luka, Mostar, Sarajevo)
Supported preparation of state law on protection of cultural heritage. Measurement: Delivered set of recommendations to government counterparts.		Done., new state law, 2011
Assisted in ratification and implementation of applicable international conventions. Measurement: Final ratification and proof of becoming state party of the Convention.	Publication with all conventions to which BiH is a State Party produced. (2009)	Conventions implementation in BiH Analysis Report (2009), monitoring system to track conventions implementation developed and used by MoCA (2010) All relevant UNESCO conventions now ratified.
	The initiatives for adjusting existing legal frameworks (on protection of cultural and natural heritage) of BiH to UNESCO Conventions, Council of Europe Conventions as well as European Union directives launched	Done
Built capacity of government agents to undertake monitoring and evaluation of cultural development progress, specifically with respect to the strategic plan. Measurement: Number of trainings organized.		Done: Development of M&E guidelines, provision of training (2010), elaboration of M&E tools and institutions introduce M&E function (2011)
Number of government's monitoring and documenting improvements in implementation of educational policies on access and quality in	One operational and accessible monitoring system for cultural development indicators for policy development in education (2011).	M&E system and cultural indicators developed for monitoring of educational policy (2010), monitoring, reporting and advocacy capacities of BiH Agency for

education. Measurement: Government and agency reports.		pre-school, primary and secondary education developed (2011)
	Self Evaluation Reports from selected PS in partner municipalities	Set of instruments with defined indicators developed.
	Number of cultural workers between Sarajevo and Banja Luka exchanged and produced joint activities	53 cultural workers have been involved in joint activities
	Good practice community projects with replicable potential documented and promoted widely, and experiences from the field level provided to policy makers as valuable inputs for policy debate (2011)	Done
	Strengthened local capacities in management of cultural diversity and promotion of interculturalism # of local decision makers and NGO actors participated in public debates and trainings on promotion of interculturalism (2009-2011).	4,235 decision-makers and NGO actors took part

Original indicator proposed (Concept Note)	Approved indicator (Joint Programme Document at inception)	Achievement
Outcome 2: Cross-cultural understanding at community level improved Expected results: <ul style="list-style-type: none"> Promoted models of social inclusion in primary schools of project target communities. Enhanced local initiatives delivering positive cross-cultural messages. 		
Restored major symbols of cultural heritage. Measurement: Number of restorations.	<i>Moved to outcome area 4</i>	
Supported selected community-based projects. Measurement: Number of projects and number of municipalities.	Targeted educational interventions for improvement of school practices in setting intercultural and inclusive attitudes and practices delivered in up to 10 target communities (2011).	Ethics and other training provided to parents, schools and teachers in 84 primary schools and 6 high schools across 13 core municipalities and 5 others. Also Behaviour Change Campaign whose methodology was inclusive of schooling system
Number of schools and communities engaged in development of strategies and approaches to address issues of culturally-based exclusion in education. Measurement: Partner progress reports.	<i>Indicator not taken forward</i>	Ethics and other training provided to parents, schools and teachers in 84 primary schools and 6 high schools across 13 core municipalities and 5 others.
Number of schools and communities engaged in development of strategies and approaches to address issues of culturally-based exclusion in education with full participation of children and young people. Measurement: Partner progress reports.	<i>Indicator not taken forward at Inception Phase</i>	
Number of children and adolescents in primary schools actively involved and participating in creation of protective environments in their schools and communities. Measurement: Records (survey, evaluation and other document) about parent, student and community.	<i>Indicator not taken forward at Inception Phase</i>	
Number of recommendations for improved educational inclusion reflected in school plans. Measurement: School plans.	# of recommendations implemented from the Report on existing Curricula from an Intercultural Perspective and from the Mapping of Teacher's Competencies for intercultural and inclusive education (2011)	BCC designed (2010) and implemented (2011) in accordance with baseline findings: <ul style="list-style-type: none"> 3072 teachers from 84 primary schools in partner municipalities improved skills and competences for intercultural education 5000 copies of Module for Intercultural Education distributed to Pedagogical Institutes and primary schools 5 Children Parliaments established on the basis

		<p>of Agreement with Municipality</p> <ul style="list-style-type: none"> 9285 copies of publication Learning to Live Together translated into three BiH official languages and distributed to Pedagogical Institutes
<p>Cross-cultural tolerance improved. Measurement: Analysis performed, and report with recommended strategies produced.</p>	<p>Evidence-based research conducted in select municipalities (KAP Study) to ensure greater understanding of individual perceptions of pupils, parents teachers on cross-cultural understanding and importance of social inclusion (2009 and 2011)</p>	<p>Knowledge, Attitudes and Practices (KAP) Study implemented in 2009 and repeated in 2011 in order to to measure changes and trends against set KAP indicators in 2009 To be repeated in 2012 to show final results</p>
<p>Cross-cultural tolerance improved. Measurement: Number of strategies implemented.</p>	<p>Positive feedback from education authorities, schools, universities, local communities presented at the final event</p>	<p>Final event to obtain feedback taking place on May 30, 2012</p>

Original indicator proposed (Concept Note)	Approved indicator (Joint Programme Document at inception)	Achievement
Outcome 3: BiH's Cultural Industry Sector strengthened Expected results: <ul style="list-style-type: none"> Increased employment and profitability levels within the cultural industries. 		
Financial support of cultural industry development. Measurement: Number of grants/concession loans applied for and distributed.	# of community based culture projects implemented, cross-cultural issues addressed at the local level and impact achieved by the end of the project # of intercultural projects supported specifically at community level	Project management, monitoring and cross-cultural skills at the local level improved, culture life and content at community level increased, public debates and focus groups facilitated dialogue of understanding and tolerance, cross-cultural understanding trends to be measured in repeat KAP study In total 152 local projects were implemented of which: <ul style="list-style-type: none"> 34 local cultural projects , and 53 intercultural projects – this total excludes projects that are of pure educational nature and are at policy level or are targeting media. out of remaining 65 projects at least about 30 % of outputs are overlapping with this indicator and are directly contributing to local projects addressing cross cultural issues
Basic business skills offered. Measurement: Number of training sessions offered.	At least 80 artisans and culture sector subject trained.	Completed/additional training also provided due to he interest by cultural industry workers <ul style="list-style-type: none"> 160 people received training:
	A number of managers and representatives of different institutions, organizations and associations trained how to prepare projects and apply for EU and other funds the realization of these projects	450 representatives were trained
Generated employment. Measurement: Number of short-term jobs directly created. .	Observing job creation and new economic value generated by projects by 2011.	776 jobs 'supported'
	Improvement of artisans' business and entrepreneurial skills that result in greater income generation (2011)	<i>Data not available yet</i> A web-platform for the improvement of networks and retention of new skills developed was created
Promoted cultural tourism. Measurement: Number of advertising campaigns.	<i>Indicator refined below</i>	
	Up to 30 local cultural industry, including tourism, projects implemented (2011).	34 local cultural projects , and 53 intercultural projects were implemented

	No of artisans/culture workers benefiting directly through implementation of cultural tourism projects with support of MDG-F Culture (2011)	258 artisans, 571 artists, 94 entrepreneurs and 340 tourism beneficiaries were engaged.
	No. of targeted trainings organised at a local level for future culture managers, tourist guides, municipal officials in maximising culture potential for economic development of their community (2011)	219 trainings /workshops in total involving 7,038 beneficiaries
	Enhanced promotion of art and culture industry products and strengthening professional and business networks through culture portal (2011)	3 cultural webportals that previously did not exist developed network of crafts established through UNESCO trainings
	Culture portal developed (2010)	Done
	Tentative List* of Intangible Cultural Heritage, and inventory of cultural products of BiH prepared and utilised for training purposes in year III. * according to the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage	Tentative List of Intangible Cultural Heritage, and inventory of cultural products of BiH prepared and utilised for training purposes in year III.

Original indicator proposed (Concept Note)	Approved indicator (Joint Programme Document at inception)	Achievement
Outcome 4: Bosnia and Herzegovina's unique multicultural identity promoted. Changed to: Improved tolerance levels towards diversity Expected results: <ul style="list-style-type: none"> Increased number of positive public discourses on interculturalism. 		
Successful and continual nation-wide media campaign using different forums. Measurement: Number of campaigns	Increased dissemination of positive and affirmative messages that promote cultural understanding and contribute to social cohesion, greater tolerance and appreciation of cultural diversity in BiH (2011)	134 positive messages reported in the span of monitoring media report.
Number of communication and information approaches to address issues of culturally-based social exclusion in education with full participation of children and young people developed and implemented. Measurement: Partner progress reports	# of recommendations implemented from the Report on existing Curricula from an Intercultural Perspective by 2011.	Behavioural Change Campaign (BCC) designed (2010) and implemented (2011) in accordance with baseline findings. 3 BCC projects implemented targeting population of 13 partner municipalities: <ul style="list-style-type: none"> 111 children and 52 parents in partner municipalities involved in BCC projects 10 cross-cultural messages developed by children and disseminated in 10 partner municipalities 1500 downloads of web based game 'search for BiH Treasure' by May 7, the game was launched in mid of April 2012
Improved the multicultural sensitivity of media providers. Measurement: Number of workshops/training sessions	Improved capacity of media professionals in delivering messages in a culturally and gender sensitive manner through trainings	Capacity building and training of 40 media, journalists and students on culturally sensitive reporting (2009-2010 <i>Final KAP study to determine effects of capacity changes (if any)</i>)
	Increased cultural understanding, tolerance and appreciation of cultural diversity in programme's focus communities (2011) # of documented cases with change in behaviour towards differences in cultural background	60 children from 6 municipalities showed increased positive attitudes towards interculturalism
	# of documentary films promoted intercultural understanding.	22 in total <ul style="list-style-type: none"> 12 through UNICEF 9 documentaries UNDP+

		1 promotional video on MDGF
	Communications strategy developed and implemented in coordination with media representatives, cultural opinion leaders and stakeholder groups (2010).	Done
	Behavioural Change Campaign (BCC) designed (2010) and implemented (2011) in accordance with baseline findings.	Done
	Rehabilitation of important symbols/tangible heritage in BiH continued Baseline: restoration of tangible symbols supported	11 completed/underway
	Increasing awareness and appreciation of heritage and symbols which are common good and priceless heritage of BiH and the world at large symbols/tangible heritage which are common good of BiH.	Exhibitions of old towns in BiH, in cooperation with ICOMOS Over 300 articles and interviews performed by United Nations staff, each contains the positive appreciation of cultural heritage, plus BCC campaign. <i>Awareness to be measured in final KAP survey</i>

Annex 4: Overview of selected activities funded in municipalities

Thematic Window 1: Innovative Design of Handicrafts

1. *Association for protection of Bosnian carpet – in Sarajevo Project "Poetry of Pattern"*: 14 motifs and their symbols from Bosnia and Herzegovina carpets were preserved through their research and incorporation into newly-designed products. There are 8 newly designed types of products with the above motifs applied (rug, bag, laptop case, brush-holder, pillow, tapestry, catchet and zeh jewellery). Products were manufactured by 7 women employed for a period of 10 months. 18 women in total were trained in weaving and felting techniques.

2. *BH CRAFTS - project "Handicraft as a source of income and promoter of cultural heritage" in Tuzla*. Tourist offer was enriched by designing and manufacturing two new lines of souvenirs, 36 new products in total (some of them felted dolls in traditional costumes, ball point pens with felted cap, weaved and crochet made wallets, weaved key chains, weaved and crochet made book marks, crochet made pencil cases, felted picture postcards, etc). A new technique, felting was introduced, while traditional techniques of knitting, crochet and weaving were additionally promoted as one of the ways for income generation. 22 women in total were trained in felting and 10 of them were employed by BH CRAFTS in felting department.

3. *UHAKUD (Association of Croatian Amateurish Cultural Clubs) - project "Preservation of Traditional Wood-carving from Konjic"*. The project promoted and branded the art of Konjic wood-carving as intangible asset from Konjic region. A basis was created for manufacturing of innovational, new products of **Konjic** wood-carving, including the design of 17 new pieces of furniture which were promoted through a published catalogue and visits to fairs. In one such fair in Cologne, table "Daisy", designed through this project, was awarded for best design. 5 new types of souvenirs were also designed by young designers/students.

4. *Positive play – project "Production of innovational traditional fashion and concept design in BiH"*. The approach to traditional design of textile and jewellery was modified and modernised through focus workshops in 6 targeted municipalities: **Sokolac, Trebinje, Srebrenik, Jajce, Stolac and Bihać**. Designers and persons working with handicrafts were present at workshops, 31 in total. Workshops resulted with 20 conceptual products (mainly clothes and decorative objects) made by traditional weaving, knitting, embroidering etc. techniques which comprise a portfolio and a specific travelling exhibition visiting cities in Germany during the first months of 2012.

Thematic Window 2: Improved Access to Culture

1. *Aparat theatre – project "Pinocchio in trouble"*. Access to culture improved in 21 municipalities in BiH by the production of a new play for children "Pinocchio in trouble". Municipalities where the play was performed are: **Centar, Stari Grad, N.Sarajevo, N.Grad, Ilidža, Hadžići, Bihać, Bijeljina, Gradiška, Jajce, Prijedor, Rudo, Sokolac, Srebrenik, Tešanj, Mostar, Čapljina, Banja Luka, Brčko, Zenica, and Tuzla**. The evaluation of the play indicates that children recognised the themes of the play: children's rights, manipulation, drugs, paedophilia, violence, etc.

2. *Association of Citizens Evropske konekcije (European Connections) - project "Black sheep – a Guide for Urban Culture and Arts"*. The total number of 12 Black sheep Guides was issued with significantly extended contents and involved 13 towns throughout BiH: **Sarajevo, Mostar, Zenica, Tuzla, Prijedor, Bihać, Bijeljina, Brčko, Gradiška, Srbac, Trebinje, Doboj, Jajce** as well as Banja Luka at which the Guide was initially focused. Success of the Guide was reported among broader population, and increasing interest among youth.

3. *AC Dobri medo (Good Bear) – project "Rural Places have the right to Culture and Arts"*. Access to culture and arts improved in 8 rural areas of BiH (**Nozicko (Srbac municipality), Jajce, Kozarac (Prijedor), Krupa na Vrbasu (Banja Luka), Bjelajci (Mrkonjić Grad), Šipovo, Ribnik and Kneževo**) by organising projections, photography schools and painting workshops. Project ended with an exhibition and awards to best works of the pupils. The pupils also designed picture postcards which were sent to addresses of different ministries appealing for improved access to culture in rural areas.

4. *East West Centre - project "Roses for Ana Teresa – The Football Stories"*. Access to culture and theatre programme improved in 11 municipalities through production and performance of the play "Roses for Ana Teresa – The Football Stories". The play was performed in **Zenica, Sarajevo, Bihać, Derventa, Gradiška, Jajce, Prijedor, Rudo, Sokolac, Srebrenik and Tešanj**. After the play, workshops were organised in 8 municipalities where the issues of culture and interculturalism were discussed with the audience.

5. *Biosplus - project "Culture for Better Tomorrow"*. Access to culture improved for persons with disabilities through a series of organised workshops (Darovnice and Maštovnice) and cultural events, concerts and exhibitions (7 exhibitions and 7 concert held) in Derventa. The exchange of cultural contents also increased among targeted municipalities: **N. Sarajevo, Tešanj, Srebrenik, Bijeljina, Prijedor, Gradiška, Banja Luka, Tuzla, Doboj and Derventa**, and the project resulted in signing the Memorandum on Further Cultural Cooperation.

6. *Musicians without frontiers - project "Connecting Differences through Culture"*. Project improved access to cultural contents in 8 municipalities through workshops in music, choir singing and dance. The total number of held workshops was 228 for 1,167 beneficiaries in the following municipalities: **Konjic, Novo Sarajevo, Jajce, Mostar, Prijedor, Srebrenica, Sokolac and Rudo**.

Thematic Window 3: Cultural Tourism

1. *Centar World Music - project "Heart of Herzegovina"*. Project sought to improve cultural tourism in Herzegovina by creating a new tourist route focused on writers, poets and authors from Herzegovina. The route includes locations in municipalities of **Mostar, Čapljina, Konjic, Stolac and Trebinje**²⁵.

2. *Cultural Club Piskavica – project "Kozara – Ethno-cultural Tourism as a Solution against Desertion of Rural Areas" in Kozarska Dubica*. Project contributed to preservation of local life and traditions in the village of Piskavica in the mountain of Kozara, and improvement in tourist offer of the village. Three seminars for Piskavica villagers were

²⁵ The consultant notes that the market, funding and business plan for this project are very unclear

organised in sustainable development, rural tourism and preservation use of traditional values, including legislation pertaining to this issue. Tourist offer in Piskavica is now developed in a form of tour of the ethno-house, demonstration of one traditional custom, and traditional cuisine. The Kozara Ethno Festival was also supported which, in 2011, was visited by 400 guests from 6 European countries. Excellent linkage between NGO and supporting municipality.

Thematic Window 4: Arts for Understanding

1. Town tamburitza orchestra - project "With tamburitza through Bosnia and Herzegovina" Project contributed to establishing and strengthening of cooperation among 9 *tamburitza* orchestras in Bosnia and Herzegovina through joint concerts in targeted municipalities of **Cazin, Tuzla, Prijedor, Brčko, Trebinje, Jelah, Gradiška, Konjic and i Banja Luka**. *Tamburitza* as an instrument was promoted among youth and the partner orchestras were trained to start *tamburitza* schools. The total number of 80 new *tamburitza* school students were included throughout Bosnia and Herzegovina, while the organisational and artistic capacities of local orchestras for promotion of *tamburitza* music were strengthened.

3. Vizart-project "Synergy of multicultural arts, reconciliation and tolerance". Project contributed to creating an atmosphere for intercultural activities and exchange of cultural contents among local communities through travelling theatre Taster Fest in five municipalities: **Bijeljina, Tešanj, Srbac, Prijedor, and Bihać**. Taster fest, in addition to plays performed by the host theatre, also involved plays of travelling theatres from targeted municipalities, as well as workshops for actors and round tables on the theme "Amateur theatre – strengths and weaknesses". The Festival was visited by 3,000 people.

4. Proni- project "Through culture to respecting diversity" The project established a youth base for promotion of intercultural understanding through workshops held on the themes of interculturalism, preservation of environment and workshops for actors in five targeted communities: **Brčko, Bijeljina, Bratunac, Vlasenica and Živinice**. 78 young people were trained in total. Web site for cultural events was designed in these communities with the title PopArt, and remarkable success achieved in involvement of Roma population in the workshops in Živinice.

5. YCC Abrašević - project "Re-collecting Mostar" Project contributed to re-appropriation of public space and public memory on once popular public gathering places in Mostar. All public places which were popular before the war, memories to those places, current perceptions of young people regarding those places, etc. were mapped using topographic and artistic maps, which were all compiled to the experimental depot and exhibited on the web platform <www.abart.ba>.

6. Fenix Art - project "International festival of animated movies". Project contributed to promotion of animated movies among school children and youth by projections of animated movies organised in primary and secondary schools in **Banja Luka, Bosanski Petrovac, Bihać, and Sanski Most** (participated 340 students). There were also workshops organised for students of the Academy of Arts and Graphic Design in Banja Luka (63 students), and workshops with children with disabilities in the Institute Mladen Zotović in Banja Luka, and Memorandum of Long-term Cooperation was signed with this Institute. The festival Anima Fest was also organised within the project, with 34 movie projections in Banja Luka and 26 in locations of **Sarajevo, Mrkonjić Grad, Gradiška, Bijeljina i Trebinje**.

7. Deblokada - project "Summer Academy Stolac". Project improved the image of Stolac and promoted Stolac as a place of positive events. The project enabled positive exchange of creative ideas, thoughts and interventions from Bosnia and Herzegovina and neighbouring countries through four workshops held in **Stolac**: Acting, screenplay, music and narration, and cultural management. All workshops were visited by prominent cultural professionals, what contributed to promotion of Stolac as a positive place.

8. Viva Ustiprača – project "Respect culture of differences – it connects us, it enriches us". Project contributed to improvements in cooperation in respecting and promoting cultural differences in 5 municipalities in the region of the Upper - Drina (**Višegrad, Goražde, Čajniče, Rogatica and Novo Goražde**) through organisation of a series of workshops and round tables on the themes of interculturalism and tolerance. There were 50 round tables, 10 workshops and 15 street campaigns in total. These efforts resulted in signing the Memorandum of Cooperation in the domain of exchange of cultural contents among the above mentioned 5 municipalities.

School projects in municipalities

- Primary school (PS) "Branko Ćopić" Prijedor: inter-school visits to schools in Trnopolje and **Sanski Most**, participation in the event Cultural Summer in Prijedor
- PS „Kozarska djeca“ **Gradiška**: equipped "school living room", workshops with students, workshops with parents, visits to schools in Tuzla, Jajce, and Gradiška, preparation and publishing of the brochure 'Cup of Diversity'
- PS „Ćirilo I Metodije“ **Prijedor**: organised exhibition of students arts, implemented project on national minorities "Variety is our future", established cooperation with the association of the Ukrainian minority "Cossack"; participation in cultural-artistic programme devoted to Human Rights Day
- PS „Gornje Prekounje“ **Ripač (Bihac)**: workshops for students, inter-school visits
- PS „Vuk Karaždić“ **Bijeljina**: teacher training, workshop for parents "How to live with others", inter-school visits
- PS „Velešički heroji „**Novo Sarajevo**: joint workshops with students from PS 'Aleksa Šantić' from Istočno Sarajevo, joint day-trip to Jahorina, joint visit to the Zoo Pionirska dolina, a two-day visit to Šabići
- PS „Rapatnica“ **Srebrenik**: meetings of students, concert, workshop for parents

- PS „Sokolac“ **Sokolac**: event 'Primary school students to the town of Sokolac', event "Day of students' achievements'
- PS „Rudo“ **Rudo**: performance of folklore clubs
- PS „Rešad Kadić“ **Tešanj**: performance at the event "Days of municipality of Tešanj"
- PS „Špionica“ **Srebrenik**: training of teachers, training of parents, training of students, school events, exhibitions of arts and essays on the theme of interculturalism, visit to events "Days of bread" and "Harvest"
- PS „Petar Kočić“ **Topola**: training of parents
- PS „Veljko Čubrilo“ **Lopare**: opened multimedia library
- PS „19. April“ **Derventa**: implementation of activities with children "A child's smile"
- PS „Grbavica 1“ **Novo Sarajevo**: training workshops for teachers, training workshops for students, creative workshops with children, exhibition of arts and essays on the theme "Holidays"

Restoration/conservation projects in municipalities

- The Ethnographic Museum in **Jajce**.
- Cultural centres in **Rudo** and **Sokolac**
- Rebuilding a bridge to the mediaeval fortress in **Srebrenik**
- Reconstruction of parts of the Ottoman Castle in **Tesanj**
- Fully equipping the ethno-museum Eminagica House in **Tesanj** with artcrafts, hand-made furniture and equipment in style of Ottoman era
- The complete reconstruction of Spanish Square in **Mostar**
- Assisting the reconstruction and restoration of the Ferhadija Mosque in **Banja Luka**, the Orthodox Cathedral in **Mostar**, the Monastery Plehan near **Derventa**
- Conservation works in **Hambarine** and **Sutjeska**, the Mithras Temple in **Jajce** and the Museum Herzegovina in **Trebinje**

Source: MDG-F project office (edited)

Annex 5: Bosnia and Herzegovina progress towards MDGs (2007-2015)

Overview of selected key MDG indicators (2007) and likely progress

Indicator	2007 data	MDG target (2015)	Likelihood of achievement (2010 estimate)
MDG1: Eradicating extreme poverty and hunger			
Percentage of population living below the absolute poverty line	14%	9%	Likely
Unemployment	44.1% ²⁶	30%	Unlikely
Youth unemployment rate (15-24 years)	58.4%	12%	Unlikely
MDG 2: To achieve universal primary education			
Primary school net enrolment rate	98.3% (male); 98.6% (female)	100%	Potentially likely
MDG 3: Promote gender equality and empower women			
Share of women in waged employment in the non-agricultural sector	33.8%	45%	Unlikely
Percentage of women representatives in parliament	10.5%	24%	Potentially likely
MDG 8: A global partnership for development			
Official assistance for development as a % of gross domestic production (GDP)	2.97	1.0	Likely
Personal computers per 100 population	6.4	12	Potentially likely
Phone lines per 100 population	28.2	26	Achieved

Source: Progress towards the Realization of the Millennium Development Goals in Bosnia and Herzegovina, Ministry of Finance and Treasury and UNCT, 2010

²⁶ Registered unemployed

Annex 6: DAC project summary

Subject of the Evaluation

The *Improving Cultural Understanding in Bosnia and Herzegovina* Joint Programme has a MDG-F budget of US\$8 million under the Culture and Development thematic window, and a planned duration of 36 months from December 2009 to December 2011. The MDG-F approved a six month extensions (no cost) of the programme to the end of June 2012.

Evaluation Description

The purpose of the evaluation was to assess the relevance, design, effectiveness, efficiency impact and sustainability of the expenditure of €8 million over a period of three and a half years in the areas of culture, heritage and education. A 30 day assignment was involved, including a twelve day mission to Bosnia and Herzegovina, to determine whether the project met the requirements of the financing agreement and whether it was compliant with its objectives and purpose. The evaluation was carried out through a combination of desk research and field interviews.

Main Findings

Each element of the project is compliant with its original aims and objectives and with the MDG-F thematic window for Culture and Development. In most areas it is an exceptionally well implemented, relevant and effective project with excellent 'One UN' management. In terms of relevance, effectiveness, efficiency and impact, the project has been extremely sound. Questions arise over the economic impact as there was more emphasis on Government and NGO support rather than the private sector. In terms of sustainability, the project appears to be sustainable, especially in terms of institutional sustainability. The extent of pro-poor targeting in the design phase (MDG 1) could have been strengthened, but project design was approved by the MDG-F secretariat, and professionally implemented as approved.

Feedback

The draft evaluation findings were discussed with the ORC, United Nations senior staff and working group members on 30 March 2012. Feedback received was incorporated into the evaluation report. A draft report was submitted on 17 April and further feedback was received for the final report.

DAC format evaluation summary: Improving Cultural Understanding in Bosnia and Herzegovina (2009-2012)

Donor: MDG-F, Kingdom of Spain	Region: South East Europe	DAC sector : Other social infrastructure and services
Evaluation type: Efficiency, effectiveness and impact.	Date of report: May 2012	Subject of evaluation : Culture and Development, Bosnia and Herzegovina
Language : English	N° vol./pages : 54	Author: Robert Travers
Type of evaluation : () ex ante (x) intermediate / ongoing () ex post		
Timing : March-May 2012	Start date : 1 March 2012	Completion date : 14 June 2012
Contact person: Envesa Hodzic-Kovac United Nations Resident Coordinator's Office, Sarajevo, Bosnia and Herzegovina	Author : Robert Travers	
	Steering group : Yes	

Table 2: Programme Monitoring Framework - MDG Spain Culture - Bosnia and Herzegovina (BiH)

Overall JP Outcome Strengthened Cross-cultural Understanding in Bosnia and Herzegovina.							
Joint Programme Outcome 1: Improved policies & legal frameworks in culture and education sectors.							
Expected Result	Indicator	Overall JP Expected target	Achievement of Target to date	Means of Verification	Collection methods (with indicative time frame & frequency)	Responsibility	Risks & Assumptions
1.1 Improved policies & legal frameworks in culture and education sectors.	Indicator: Culture Sector mapped, including detailed analysis of culture public sector (legislative, financial, infrastructure and human resources analysis), new classification of cultural industries and comprehensive culture sector research.	Culture mapping and sector analysis conducted (2009), classification of cultural industries prepared (2009), system for collection of cultural statistics developed (2010), assessment of culture industries and culture participation completed (2010).	Completed	Report on culture sector mapping Proposed methodology for cultural statistics and proposal for classification of cultural industries	BiH wide data collection, in close coordination with statistical institutes and other government bodies, through a series of separate ToRs and tenders	UNDP/UNESCO	(A) Cooperation will be provided by the statistical institutes, for coordinating the process, adoption of proposed methodologies and they will be prepared to repeat the established processes of cultural data collection
	Baseline: No complete overview of cultural resources in BiH available. Outdated data collection methods. (2008).			Report on collection of cultural data			(A) Ministries will participate in the coordination
	Indicator: Cultural web framework developed following the pre-approval of the conceptual framework.	Institutional web-framework with aggregate information from the level of entity and state ministries presented on user-friendly and modern web platform	Completed	Materials of WG session for the development of the culture web framework	IT facilities available for mainstreaming the content of the conceptualised web platform to the IT systems in ministries		(A) Partner(s) are prepared to host and maintain the web framework
	Baseline: No systematic promotion and communication platform for BiH culture sector (2008)		Completed	Culture web framework for facilitation of promotion and communication in BiH culture sector			
	Indicator: Cultural industry survey prepared.						
	Baseline: Existing business register out of date with insufficient information about current situation in private sector/cultural industry .						
	Indicator: BiH Action Plan based on National Cultural Development Strategy developed through a participatory process and agreed by institutional partners and PMC.	Comprehensive BiH Culture Development Action Plan elaborated and agreed (2010). Priorities identified in Culture Development Action Plan addressed in institutional annual Action Plans (2010 and 2011)	Completed	Materials of WG session for the development of the BiH Action Plan	WG with participation of MoCA and the entity ministries for culture, facilitated by the project.		(A) Ministries jointly develop and agree on BiH Action Plan, based on the National Cultural Development Strategy, including possibilities of involving an as broad as possible group of stakeholders
	Baseline: BiH Culture Strategy developed and adopted in Dec 2008.			BiH Action Plan, based on the National Cultural Development Strategy, prepared by as broad as possible group of stakeholders	When relevant, other stakeholders will be involved in the WG for the Action Plan		(A) Involvement of cantonal level ministries
	Indicator: Cross-cutting issues: Gender, Youth and Social Inclusion in the Culture Sector addressed in the BiH Action Plan based on National Cultural Development Strategy.	Cross-cutting issues mainstreamed in the BiH Culture Development Action Plan (2010)	Completed	BiH Action Plan sections on cross-cutting issues	WG with participation of MoCA and the entity ministries for culture, facilitated by the project.		(A) Ministries recognise addressing cross-cutting issues as a priority that contributes to greater social cohesion in BiH
	Baseline: Cross-cutting priorities identified in the BiH Culture Strategy.			Training materials of capacity building sessions on mainstreaming issues (gender, youth and social	Capacity development trainings will be provided to the WG by the project.		
	Indicator: Evidence-based research (KAP study) conducted in select municipalities to ensure greater understanding of perceptions of intercultural understanding and the importance of social inclusion (2009 and 2011)	Baseline created for measurement of interculturalism levels in select communities.	Completed	KAP study questionnaire addressing issues on intercultural understanding and social inclusion (including gender)	KAP survey will be conducted in 10 core partners localities of the MDG-F project, plus another 5 randomly selected municipalities (for comparison of results with partner localities)	UNICEF	(A) A significantly wide sample is obtained for the initial research and a similar sample can be obtained for the repeated study in 2011.
	Baseline: 0			KAP study baseline survey (2009) Report on repeated KAP survey (2011) including comparative analysis with 2009 results			(R) Behaviour change and change of cultural perceptions and practices generally takes a lot of time, and the period 2009-2011 may not be long enough to witness significant changes in attitudes and practices.
	Indicator: # of activities/issues identified in the BiH Action Plan based on National Cultural Development Strategy, jointly addressed by institutional partners (2011).	A) Training in culture management of key stakeholders in culture institutions delivered (at least 10 participants in 2 day training) B) Review of legal obstacles for public-private partnership in culture sector prepared and trainings for institutionalising PPP delivered (at least 10 participants in 2day training)	Completed	Agreed BiH Action Plan document based on National Cultural Development Strategy	WG with participation of MoCA and the entity ministries for culture, facilitated by the project.	UNDP	
	Baseline: BiH Culture Strategy developed and adopted in Dec 2008. Baseline: BiH Culture Development Action Plan (No. of activities to be selected in 2010)	C) Recommendations for promotion of young talented artists prepared based on the broader culture sector analysis (111). D) Two pilot studies of culture tourism potentials in two cities prepared (Mostar and Visegrad). E) Analysis and recommendations for Institutes for protection of cultural and natural heritage (trainings in management of cultural assets, capacity development of the institutions and experiences from other countries)				UNDP	
	Indicator: # of policy recommendations from the Cultural Mapping included in the Culture Strategy Action Plan (2011)	F) Analysis and recommendations for stimulus packages (tax-breaks and incentives) in culture sector (especially for culture industries)		Agreed BiH Action Plan based on National Cultural Development Strategy compared to recommendations included in the final report of the culture mapping	WG with participation of MoCA and the entity ministries for culture, facilitated by the project.		(A) Ministries actively participate in and accept the recommendations of the culture mapping exercise
	Indicator: Institutional capacities in planning and management for the culture sector improved	Best practices in culture sector introduced by the project (2010) and used by the institutional partners (2010 and 2011). Needs-based training delivery provided by the project through workshops, study-tours, exchange of best practices, provision of guidelines and management tools and ongoing mentoring and internal consultations (2009-2011)	Completed	# of trainings provided on planning and management (trainings materials and records of the trainings)	Capacity development trainings will be provided to the WG by the project.	UNDP	
	Baseline: Existing institutional practices (2008) and Training Needs Analysis (2009)			Evaluations and feedback of the trainings (as compared to the results of the Training Needs Analysis) Reports of study tours	Participants in trainings and study tours will be provided with an evaluation sheet		
	Indicator: Report on existing curricula from the perspective of intercultural understanding prepared through the MoE Working Group (2009)	The context of interculturalism (including cultural skills, respect for diversity and cultural understanding) explored and translated into concrete recommendations for improvement (2009)	Completed	Final report on existing curricula from the perspective of intercultural understanding	WG with participation of the MoE and facilitated by the project	UNICEF	(A) WG members are committed and attending the workshops in a consistent manner
	Baseline: Lack of systematic analysis of curricula and school practices from an intercultural perspective. (2008)			MoE WG meeting notes, comments and contributions to the report	Final report will be submitted to UNICEF		
	Indicator: (Contribution to) positive	No. of recommendations translated into	Completed	EC progress report BiH	Report is annually being		(A) WG members are committed to

Joint Programme Outcome		2: Improved cross-cultural understanding at the community level.						
Expected Result	Indicator				Means of Verification	Collection Methods	Responsibility	Risks & Assumptions
2.1 Promoted models of social inclusion in primary schools of project target communities.	Indicator:	Evidence-based research conducted in select municipalities (KAP Study) to ensure greater understanding of individual perceptions of pupils, parents teachers on cross-cultural understanding and importance of social inclusion (2009 and 2011)	Knowledge, Attitudes and Practices (KAP) Study implemented in 2009 and repeated in 2011 in order to measure changes and trends against set KAP indicators in 2009	Completed	KAP study questionnaire addressing issues on intercultural understanding and social inclusion (including gender)	KAP survey will be conducted in 10 core partners localities of the MDG-F project, plus another 5 randomly selected municipalities (for comparison of results with partner localities)	UNICEF	(A) A significantly wide sample is obtained for the initial research and a similar sample can be obtained for the repeated study in 2011.
	Baseline:	No insight nor intercultural indicators developed (2008)			KAP study baseline survey (2009) Report on repeated KAP survey (2011) including comparative analysis with 2009 results			(R) Behaviour change and change of cultural perceptions and practices generally takes a lot of time, and the period 2009-2011 may not be long enough to witness significant changes in attitudes and practices.
	Indicator:	Targeted educational interventions for improvement of school practices in setting intercultural and inclusive attitudes and practices delivered in up to 10 target communities (2011).	Ethics and other training provided to parents, schools and teachers, introduction of 'Child-Friendly Schools' model, development of intercultural tool-kit for teachers, non-formal educational interventions delivered, etc.) and applied by 2011	Completed	Project reports	Public call will be organized for the selection of the target communities (jointly by 3 UN agencies), and Open Days (Capacity building workshops) will be organized by the project to assist the municipalities		(A) Willingness of schools and communities to change attitudes
	Baseline:	Findings of KAP study (2009), findings of intercultural curricula report (2009)			KAP study baseline survey (2009) Report on repeated KAP survey (2011) including comparative analysis with 2009 results	Evaluation of the target communities will be done by the project and the ministry counterparts	(R) Behaviour change and change of cultural perceptions and practices generally takes a lot of time, and the period 2009-2011 may not be long enough to witness significant changes in attitudes and practices.	
	Indicator:	# of recommendations implemented from the Report on existing Curricula from an Intercultural Prespective and from the Mapping of Teacher's Competencies for intercultural and inclusive education (2011)		Completed	Project reports	The study on Curricula from Intercultural Perspective and Mapping Report on Teachers Competencies for Intercultural Education was presented and shared with all MoE. These studies will serve as an important baseline for planning and streamlining intercultural elements in the formal education system.	(A) Respective decision makers are willing to institutionalize the recommendations	
	Baseline:	Report on existing Curricula from an Intercultural Prespective and from the Mapping of Teacher's Competencies for intercultural and inclusive education (2011)						
	Indicator:	Positive feedback from education authorities, schools, universities, local communities presented at the final event	Min. 50 and max. 100 representatives from education sector present at the final event	Completed				
	Baseline:	MDG F Annual Report 2011						

2.2	Enhanced local initiatives delivering positive cross-cultural messages.	Indicator:	No. of community based culture projects implemented, cross-cultural issues addressed at the local level and impact achieved by the end of the project (2011) # of intercultural projects supported specifically at community level	Project management, monitoring and cross-cultural skills at the local level improved, culture life and content at community level increased, public debates and focus groups facilitated dialogue of understanding and tolerance, cross-cultural understanding trends measured in repeat KAP study (2011)	Completed	Log of municipal project applications, evaluation table reflecting the adherence to criteria on intercultural understanding, log of projects approved for financing	Public call will be organized for the selection of the target communities (jointly by 3 UN agencies), and Open Days (Capacity building workshops) will be organized by the project to assist the municipalities	UNDP	(R) The number of quality applications might be too low and this may temper the award process.
		Baseline:	Situation analysis provided in community project proposals and KAP study (2009) Situation analysis provided in project proposals (2009)		Completed	Project reports and field monitoring reports	Evaluation of the target communities will be done by the project and the ministry counterparts Local monitoring teams will prepare field monitoring reports		(A) Adequate definition of criteria and geographical focus ensured.
							Local monitoring teams will prepare field monitoring reports		
		Indicator:	Number of cultural workers between Sarajevo and Banja Luka exchanged and produced joint activities	Changes of cross-cultural understanding trends measured during BCC campaign through pre and post focus groups with target audiences . Vertical communication channels established to maximize upstream benefits and contribute to cultural policy development.	Completed	MoUs, CSAs, Reports from implementing partners	Local monitoring teams will prepare field monitoring reports		
		Baseline:	Very little cooperation among cultural workers in cities of Sarajevo and Banja Luka						
		Indicator:	Good practice community projects with replicable potential documented and promoted widely, and experiences from the field level provided to policy makers as valuable inputs for policy debate (2011)			Project reports and field monitoring reports	Local monitoring teams will prepare field monitoring reports		
		Baseline:	ToRs of selected community projects and KAP study (2009)				Field visits		
		Indicator:	Strengthened local capacities in management of cultural diversity and promotion of interculturalism # of local decision makers and NGO actors participated in public debates and trainings on promotion of interculturalism (2009-2011).	No. of stakeholders knowledgeable about intercultural models of integration and equipped with intercultural education and mediation skills (to be established end of 2009)	Completed	Reports and feedback from participants in trainings	Survey/Questionnaire among participants of trainings	UNESCO	(A) Trainings will provide awareness about models of intercultural policies which will trigger new policy development.
		Baseline:	ToRs of selected community projects, KAP study (2009) and local level TNA (2009)				Public call will be organized for the selection of the target communities (jointly by 3 UN agencies), and Open Days (Capacity building workshops) will be organized by the project to assist the municipalities Evaluation of the target communities will be done by the project and the ministry counterparts		(A) ToRs for training sessions will be well defined and participants will be selected among policy-makers.

Joint Programme Outcome		3: Strengthened cultural industries.								
Expected Result		Indicator				Means of Verification	Collection Methods	Responsibility	Risks & Assumptions	
3.1	Increased employment and profitability levels within the cultural industries.	Indicator:	Tentative List* of Intangible Cultural Heritage, and inventory of cultural products of BiH prepared and utilised for training purposes in year III. according to the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage	Tentative List* of Intangible Cultural Heritage, and inventory of cultural products of BiH prepared and utilised for training purposes in year III. according to the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage	Completed	List of ICH in BiH, Inventory of cultural products	List and inventory prepared in cooperation with government counterparts as well as experts and practitioners	UNESCO		
		Baseline:	Culture Sector Mapping and identification of business skills in demand by artisans in BiH (2010)							
		Indicator:	At least 80 artisans and culture sector subject trained (2012).		Completed	Sample survey	Participants in trainings and study tours will be provided with an evaluation sheet		(A) Inventory of craft techniques can be used for identifying new markets.	
		Baseline:	Other UNESCO trainings.			Training materials, log of participants in trainings and feedback on the trainings	Field visits			
		Indicator:	Improvement of artisans' business and entrepreneurial skills that result in greater income generation (2011)	Provision of targeted support to local artisans in application for culture grants, training in business skills, quality standards, labelling, regulatory frameworks, copy-rights, provision of marketing assistance, expansion of existing distribution channels, training of young artisans to ensure sustainability of traditional crafts, offer short-term employment opportunities and vocational training as part of the restoration activities.	Completed	Log of municipal project applications, evaluation table reflecting the adherence to criteria on development of cultural industries, log of projects approved for financing	Public call will be organized for the selection of the target communities (jointly by 3 UN agencies), and Open Days (Capacity building workshops) will be organized by the project to assist the municipalities		(R) The number of quality applications might be too low and this may temper the award process.	
		Baseline:	BiH Culture Sector Mapping findings and identification of business skills in demand by artisans in BiH (2010)			Project reports and field monitoring reports	Evaluation of the target communities will be done by the project and the ministry counterparts	(A) Adequate definition of criteria and geographical focus ensured.		
						Additional public calls will be organized in year I and II. Local monitoring teams will prepare field monitoring reports				
							Field visits			
		Indicator:	A number of managers and representatives of different institutions, organizations and associations trained how to prepare projects and apply for EU and other funds the realization of these projects		Completed					
		Baseline:	30 people additionally trained							
		Indicator:	Up to 30 local cultural industry, including tourism, projects implemented (2011). Artisans/culture workers benefiting directly through implementation of cultural tourism projects with support of MDG-F Culture (2011)	No. of artisans/culture workers to be established once projects are selected (2009).	Completed	Evaluation reports from trainings		UNESCO		
		Baseline:	Cultural tourism projects selected (2009)							
		Indicator:	No. of local cultural industry, including tourism, projects implemented (2011).		Completed more than 30 projects implemented	Monitoring reports		UNDP		
		Baseline:	0							
		Indicator:	Harnessing culture potential for local economic development by interlinking cultural production, cultural tourism and cultural heritage	Observing job creation and new economic value generated by projects by 2011.	Completed more than 2,000 people			UNDP		
		Baseline:	No. of cultural tourism projects selected in 2009							
		Timeframe:								
		Indicator:	Increased local capacities in culture promotion and management (2011)	No. of targeted trainings organised at a local level for future culture managers, tourist guides, municipal officials in maximising culture potential for economic development of their community (2011)	Completed	Webportal		UNDP		
		Baseline:	No. of cultural tourism projects selected in 2009			Tourist guidebook/brochure				
		Indicator:	Enhanced promotion of art and culture industry products and strengthening professional and business networks through culture	Number of organised visits by cultural workers organised to exchange information and best practices based on opportunities created during trainings	Completed			UNESCO		
		Baseline:	Culture portal developed (2010)	Number of shared information published on the new culture portal	Completed					
		Baseline:	BiH Culture and tourism statistics (2008) and Culture Mapping exercise findings (2009)			Management plan for Visegrad and Mostar				

Joint Programme Outcome		4: Improved tolerance levels towards diversity.			Means of Verification		Collection Methods	Responsibility	Risks & Assumptions
Expected Result		Indicator			Means of Verification		Collection Methods	Responsibility	Risks & Assumptions
4.1 Increased number of positive public discourses on interculturalism.		Indicator:	Improved capacity of media professionals in delivering messages in a culturally and gender sensitive manner through trainings	Capacity building and training of media, journalists and students on culturally sensitive reporting (2009-2010), continuous monitoring of the media and governmental communication and trends/improvements in culturally sensitive communication (2011), identifying change/improvements in the repeat KAP study and focus groups (2011)	Completed	Quantitative survey: media analysis	Quantitative analysis and continuous monitoring of media in BiH	UNDP	
		Baseline:	Media analysis (2009) and findings of KAP study (2009) Media monitoring quarterly reports (2009, 2010, 2011), KAP study section relating to media messages (2009), focus groups discussions on the role of media (2009)			Regular media monitoring throughout project period	Semi-annual media review		
						Press clippings			
						Trainings on cultural sensitivity and gender: training materials, log of participants in trainings and feedback on the trainings	Capacity development trainings in cultural and gender sensitive reporting will be provided.		
		Indicator:	Increased dissemination of positive and affirmative messages that promote cultural understanding and contribute to social cohesion, greater tolerance and appreciation of cultural diversity in BiH (2011)	Establishment of project, media and stakeholder partnerships for promotion of intercultural awareness and appreciation of cultural diversity (2009), implementation of the strategy and observing impact through continuous media monitoring reports and identifying change/improvements in the repeat KAP study and focus groups (2011) Production and dissemination of media items with positive messages enhancing understanding	Completed	KAP study questionnaire addressing issues on intercultural understanding and social inclusion (including gender)	KAP survey will be conducted in 10 core partners localities of the MDG-F project, plus another 5 randomly selected municipalities (for comparison of results with partner localities)		(R) Behaviour change and change of cultural perceptions and practices generally takes a lot of time, and the period 2009-2011 may not be long enough to witness significant changes in attitudes and practices.
		Baseline:	Media analysis (2009) and findings of KAP study (2009) Communications strategy developed in participative process with media representatives, cultural opinion leaders and stakeholder groups (2010), Media monitoring quarterly reports (2009, 2010, 2011), KAP study section relating to media messages (2009), focus groups discussions on the role of media (2009)			KAP study baseline survey (2009)	Quantitative analysis and continuous monitoring of media in BiH		
						Report on repeated KAP survey (2011) including comparative analysis with 2009 results	Semi-annual media review		
						Quantitative survey: media analysis			
		Indicator:	Increased cultural understanding, tolerance and appreciation of cultural diversity in project's focus communities (2011)	Increase the engagement of citizens in positive cultural media message delivery and stimulate community-based behavioural change through targeted communication activities, new culture content created, increased cultural participation and creation of exchange platform and open community forums on a community level (2011), measuring impact through repeat KAP study and focus groups in 2011	Completed	KAP study questionnaire addressing issues on intercultural understanding and social inclusion (including gender)	KAP survey will be conducted in 10 core partners localities of the MDG-F project, plus another 5 randomly selected municipalities (for comparison of results with partner localities)		(R) Behaviour change and change of cultural perceptions and practices generally takes a lot of time, and the period 2009-2011 may not be long enough to witness significant changes in attitudes and practices.
		Baseline:	findings of KAP study (2009)			KAP study baseline survey (2009)			
						Report on repeated KAP survey (2011) including comparative analysis with 2009 results			
		Indicator:	# of Documentary films promoted intercultural understanding.			Log on # of scripts on intercultural understanding submitted and evaluation table	Public call for documentary scripts on intercultural understanding in BiH		
		Baseline:	Academy of Film Arts official records (all relevant centers in BiH)			Project reports			
		Timeframe:	Year I to III						
		Indicator:	Communications strategy developed and implemented in coordination with media representatives, cultural opinion leaders and stakeholder groups (2010).		Completed	Communications strategy document	Communications strategy prepared by UN communications team in coordination with the MDG-F team		
		Baseline:	KAP study (2009)			Reports on (targetted) public events, media coverage, PR materials, programme website	MDG-F Culture and Development will be part of a joint MDG-F advocacy strategy and website, covering all 4 MDG-F programmes in BiH		
						Media monitoring: press clippings on media coverage of MDG-F programme	Media monitoring: press clippings on media coverage of MDG-F programme		
		Indicator:	Increased cultural understanding, tolerance and appreciation of cultural diversity in project's focus communities (2011)	Increase the engagement of citizens in positive cultural media message delivery and stimulate community-based behavioural change through targeted communication activities, new culture content created, increased cultural participation and creation of exchange platform and open community forums on a community level (2011), measuring impact through repeat KAP study and focus groups in 2011	Completed	Behavioural Change Campaign strategy document	Behavioural Change Campaign strategy will be submitted to UNICEF	UNICEF	(R) Behaviour change and change of cultural perceptions and practices generally takes a lot of time, and the period 2009-2011 may not be long enough to witness significant changes in attitudes and practices.
		Baseline:	KAP study findings and community focus groups discussions (2009)			Report on repeated KAP survey (2011) including comparative analysis with 2009 results	KAP survey will be conducted in 10 core partners localities of the MDG-F project, plus another 5 randomly selected municipalities (for comparison of results with partner localities)		
		Indicator:	Behavioural Change Campaign (BCC) designed (2010) and implemented (2011) in accordance with baseline findings.		Completed				
		Baseline:	Report on curricula from an intercultural perspective (2009) and findings of KAP study, section focussing on schools, pupils, parents, and teachers (2009)						
		Indicator:	Promotion of intercultural	Behavioural Change Campaign (BCC)	Completed				

UN RC		Monitoring & Evaluation							
Expected Result		Indicator				Means of Verification	Collection Methods	Responsibility	Risks & Assumptions
M&E	Strengthened accountability of the joint programme.	Indicator:	Proactive and innovative M&E function applied.	Mid-term evaluation conducted.	Completed	Standard and extraordinary monitoring reports (narrative, financial)	Provision of recommendations for improvement of the project on a daily basis	UN RC	(A) Willingness of project partners to adjust to innovative M&E approaches
		Baseline:	Existing UN M&E practices (2008) explored, new M&E approaches tested.	Final evaluation conducted.		External evaluation reports	Observation, interviews, feedback forms		

Annex 6

Detailed overview of CSO projects and overview of school projects

Thematic Window 1: Innovative Design of Handicrafts

1. Association for protection of Bosnian carpet – Project "Poetry of Pattern": 14 motifs and their symbolic from Bosnian and Herzegovinian carpets were preserved through their research and incorporation into newly-designed products. There are 8 newly designed types of products with the above motifs applied (rug, bag, laptop case, brush-holder, pillow, tapestry, catchet and "zeh" jewellery). Products were manufactured by 7 women employed for a period of 10 months. 18 women in total were trained in weaving and felting techniques.

2. BH CRAFTS - project "Handicraft as a source of income and promoter of cultural heritage". Tourist offer was enriched by designing and manufacturing two new lines of souvenirs, 36 new products in total (some of them felted dolls in traditional costumes, ball point pens with felted cap, weaved and crochet made wallets, weaved key chains, weaved and crochet made book marks, crochet made pencil cases, felted picture postcards, etc). A new technique, felting was introduced, while traditional techniques of knitting, crochet and weaving were additionally promoted as one of the ways for income generation. 22 women in total were trained in felting and 10 of them were employed by BH CRAFTST in felting department.

3. UHAKUD (Association of Croatian Amateurish Cultural Clubs) - project "Preservation of Traditional Wood-carving from Konjic". The project promoted and branded the art of Konjic wood-carving as intangible asset from Konjic region. A basis was created for manufacturing of innovative, new products of Konjic wood-carving, including the design of 17 new pieces of furniture which were promoted through a published catalogue and visits to fairs. In one such fair in Cologne, table "Daisy", designed through this project, was awarded for best design. 5 new types of souvenirs were also designed by young designers/students.

4. Positive play – project "Production of innovative traditional fashion and concept design in BiH". The approach to traditional design of textile and jewellery was modified and modernised through focus workshops in 6 targeted municipalities: Sokolac, Trebinje, Srebrenik, Jajce, Stolac and Bihać. Designers and persons working with handicrafts were present at workshops, 31 in total. Workshops resulted with 20 conceptual products (mainly clothes and decorative objects) made by traditional weaving, knitting, embroidering etc. techniques which comprise a portfolio and a specific travelling exhibition visiting cities in Germany during the first months of 2012.

Thematic Window 2: Improved Access to Culture

1. Aparat theatre – project "Pinocchio in trouble". Access to culture improved in 21 municipalities in BiH by the production of a new play for children "Pinocchio in trouble". Municipalities where the play was performed are: Centar, Stari Grad, N.Sarajevo, N.Grad, Ilidža, Hadžići, Bihać, Bijeljina, Gradiška, Jajce, Prijedor, Rudo, Sokolac, Srebrenik, Tešanj, Mostar, Čapljina, Banja Luka, Brčko, Zenica, and Tuzla. The evaluation of the play indicates that children recognised the themes of the play: children's rights, manipulation, drugs, paedophilia, violence, etc.

2. Association of Citizens (AC)Evropske konekcije (European Connections) - project "Black sheep – a Guide for Urban Culture and Arts". The total number of 12 Black sheep Guides was issued with significantly extended contents and involved 13 towns throughout BiH: Sarajevo, Mostar, Zenica, Tuzla, Prijedor, Bihać, Bijeljina, Brčko, Gradiška, Srbac, Trebinje, Doboj, Jajce as well as Banja Luka at which the Guide was initially focused. Great success of the Guide was reported among broader population, proved by increasing interest among youth for copies of the Black sheep at distributing locations.

3. AC Dobri medo (Good Bear) – project "Rural Places have the right to Culture and Arts". Access to culture and arts improved in 8 rural areas of BiH (Nozicko (Srbac municipality), Jajce, Kozarac

(Prijedor), Krupa na Vrbasu (Banja Luka), Bjelajci (Mrkonjić Grad), Šipovo, Ribnik and Kneževo) by organising projections, photography schools and painting workshops. Project ended with an exhibition and awards to best works of the pupils. The pupils also designed picture postcards which were sent to addresses of different ministries appealing for improved access to culture in rural areas.

4. East West Centre - project *"Roses for Ana Teresa – The Football Stories"*. Access to culture and theatre programme improved in 11 municipalities through production and performance of the play *"Roses for Ana Teresa – The Football Stories"*. The play was performed in Zenica, Sarajevo, Bihać, Derventa, Gradiška, Jajce, Prijedor, Rudo, Sokolac, Srebrenik and Tešanj. After the play, workshops were organised in 8 municipalities where the issues of culture and interculturalism were discussed with the audience.

5. Biosplus - project *"Culture for Better Tomorrow"*. Access to culture improved for persons with disabilities through a series of organised workshops (Darovnice and Maštovnice) and cultural events, concerts and exhibitions (7 exhibitions and 7 concert held) in Derventa. The exchange of cultural contents also increased among targeted municipalities: N. Sarajevo, Tešanj, Srebrenik, Bijeljina, Prijedor, Gradiška, Banja Luka, Tuzla, Doboje and Derventa, and the project resulted in signing the Memorandum on Further Cultural Cooperation.

6. Musicians without frontiers - project *"Connecting Differences through Culture"*. Project improved access to cultural contents in 8 municipalities through workshops in music, choir singing and dance. The total number of held workshops was 228 for 1,167 beneficiaries in the following municipalities: Konjic, Novo Sarajevo, Jajce, Mostar, Prijedor, Srebrenica, Sokolac and Rudo.

Thematic Window 3: Cultural Tourism

1. Centar World Music - project *"Heart of Herzegovina"*. Project improved cultural tourism in Herzegovina and contributed to preservation of cultural heritage by creating a new tourist route focused on writers, poets and authors from Herzegovina. The route includes locations in municipalities of Mostar, Čapljina, Konjic, Stolac and Trebinje.

2. Cultural Club Piskavica – project *"Kozara – Ethno-cultural Tourism as a Solution against Desertion of Rural Areas"*. Project contributed to preservation of local life and traditions in the village of Piskavica in the mountain of Kozara, and improvement in tourist offer of the village. Three seminars for Piskavica villagers were organised in sustainable development, rural tourism and preservation use of traditional values, including legislation pertaining to this issue. Tourist offer in Piskavica is now developed in a form of tour of the ethno-house, demonstration of one traditional custom, and traditional cuisine. The Kozara Ethno Festival was also supported which, in 2011, was visited by 400 guests from 6 European countries.

Thematic Window 4: Arts for Understanding

1. Town tamburitza orchestra - project *"With tamburitza through BiH"*. Project contributed to establishing and strengthening of cooperation among 9 tamburitza orchestras in BiH through joint concerts in targeted municipalities of Cazin, Tuzla, Prijedor, Brčko, Trebinje, Jelah, Gradiška, Konjic and i Banja Luka. Tamburitza as an instrument was promoted among youth and the partner orchestras were trained to start tamburitza schools. The total number of 80 new tamburitza school students were included throughout BiH, while the organisational and artistic capacities of local orchestras for promotion of tramburitza music were strengthened.

3. Vizart-project *"Synergy of multicultural arts, reconciliation and tolerance"*. Project contributed to creating an atmosphere for intercultural activities and exchange of cultural contents among local communities through travelling theatre Taster Fest in five municipalities: Bijeljina, Tešanj, Srbac, Prijedor, and Bihać. Taster fest, in addition to plays performed by the host theatre, also involved plays of travelling theatres from targeted municipalities, as well as workshops for actors and round tables on the theme *"Amateur theatre – strengths and weaknesses"*. The Festival was visited by 3,000 people.

4. Proni- project *“Through culture to respecting diversity”* The project established a youth base for promotion of intercultural understanding through workshops held on the themes of interculturalism, preservation of environment and workshops for actors in five targeted communities: Brčko, Bijeljina, Bratunac, Vlasenica and Živinice. 78 young people were trained in total. Web site for cultural events was designed in these communities with the title PopArt, and remarkable success achieved in involvement of Roma population in the workshops in Živinice.

5. YCC Abrašević - project *“Re-collecting Mostar”* Project contributed to re-appropriation of public space and public memory on once popular public gathering places in Mostar. All public places which were popular before the war, memories to those places, current perceptions of young people regarding those places, etc. were mapped using topographic and artistic maps, which were all compiled to the experimental depot and exhibited on the web platform abart.ba.

6. Fenix Art - project *“International festival of animated movies”*. Project significantly contributed to promotion of animated movies among school children and youth by projections of animated movies organised in primary and secondary schools in Banja Luka, Bosanski Petrovac, Bihać, and Sanski Most (participated 340 students). There were also workshops organised for students of the Academy of Arts and Graphic Design in Banja Luka (63 students), and workshops with children with disabilities in the Institute Mladen Zotović in Banja Luka, and Memorandum of Long-term Cooperation was signed with this Institute. The festival Anima Fest was also organised within the project, with 34 movie projections in Banja Luka and 26 in locations of **Sarajevo, Mrkonjić Grad, Gradiška, Bijeljina i Trebinje**.

7. Deblokada - project *“Summer Academy Stolac”*. Project significantly improved the image of Stolac and promoted Stolac as a place of positive events. The project enabled positive exchange of creative ideas, thoughts and interventions from BiH and neighbouring countries through 4 workshops held in Stolac: acting, screenplay, music and narration, and cultural management. All workshops were visited by prominent cultural professionals, what contributed to promotion of Stolac as a positive place.

8. Viva Ustiprača – project *“Respect culture of differences – it connects us, it enriches us”*. Project contributed to improvements in cooperation in respecting and promoting cultural differences in 5 municipalities in the region of the Upper - Drina (Višegrad, Goražde, Čajniče, Rogatica and Novo Goražde) through organisation of a series of workshops and round tables on the themes of interculturalism and tolerance. There were 50 round tables, 10 workshops and 15 street campaigns in total. These efforts resulted in signing the Memorandum of Cooperation in the domain of exchange of cultural contents among the above mentioned 5 municipalities.

Overview of Achieved Results in 10 Partner Municipalities

1. Bihać – Improved access to culture in local community Ripač through construction of the Cultural Centre and preparation of cultural events of marginalised groups – returnees and local population.

2. Bijeljina – Cultural heritage preserved, a very old and rare book, through establishing a digital library in the National Library "Filip Višnjić". Techniques of weaving and glass painting were revived through workshops for women with disabilities and their inclusion ensured through work with the association "Impuls". In cooperation with the association "Impuls" and the association Biosplus from Derventa, the inclusion of persons with disabilities in Derventa was also enabled through workshops in weaving and jewellery making.

3. Gradiška – Improved cultural contents in Gradiška through equipping of a modern Cultural centre with the concert piano and support to cultural events, preparation of educational music and acting workshops in the Cultural centre.

4. Jajce – Preserved cultural heritage of Jajce through restoring of a national monument "The first primary school" and establishment of the ethno collection in the restored building, as well as preservation of and presentation of Mitras Temple of Jajce (4th century National Monument of BiH)

5. Novo Sarajevo – Enriched cultural contents of Novo Sarajevo by establishing the Open cultural centre – Vilsonovo šetalište", with active cultural events, workshops and exhibitions during the summer months, based on the concept of an open cultural centre.

6. Prijedor – Enriched cultural contents of Prijedor through restoring of the Prijedor gathering place "Ljetna bašta" and rick cultural events. The equipped cultural centre in Prijedor avails with modern equipment for preparation of concerts and resolved the recruitment of employees in the cultural centre.

7. Rudo – Contribution to initiating the intercultural dialogue and understanding in BiH by staring the Intercultural camp for children and youth in Strgačina – the final goal to include 5,000 children will be achieved in the coming 4 years. In 2010 and 2011, there were children from 20 schools from the Federation BiH and Republika Srpska who participated in targeted interactive workshops to improve intercultural dialogue.

8. Sokolac – Enriched access to culture in Sokolac through restoration of the Institution for culture and a series of workshops for children, as well as organisation of various cultural events. Sokolac has, for the first time, founded a children's choir "Ladarice" as a result of music workshops. The restored Cultural club in Sokolac, reconstructed by the MDG-F programme, burned to the ground in October 2011. Although the MDG-F sent a support letter and the local community contributed to support as much as it could, the current situation of the Cultural club is unusable and requires urgent intervention and reconstruction.

9. Srebrenik – Cultural heritage of Srebrenik was preserved by restoration of the Old Town of Strebrenik and construction of the new access bridge. Tourist offer was enriched by establishment of two new souvenir shops – one in the centre and another in the Old Town. Inclusion of persons with disabilities was provided by opening of a day- care for children with disabilities and workshops for souvenir making with the motifs of the Old Town.

10. Tešanj - Cultural heritage of Tešanj was preserved by restoration of Gradina as an open summer cultural stage, and the tourist offer enriched by restoration of the national monument Eminagić House, which become a local ethnographic Museum , and revival of old crafts which found their place in Eminagić House and thereby enriched its contents.

Activities of Schools in the projects:

Primary school (PS) "Branko Ćopić" Prijedor: inter-school visits to schools in Trnopolje and Sanski Most, participation in the event Cultural Summer in Prijedor; PS „Kozarska djeca“ Gradiška: equipped "school living room", workshops with students, workshops with parents, visits to schools in Tuzla, Jajce, and Gradiška, preparation and publishing of the brochure 'Cup of Diversity'; PS „Ćirilo I Metodije“ Prijedor: organised exhibition of students arts, implemented project on national minorities "Variety is our future", established cooperation with the association of the Ukrainian minority "Cossack"; participation in cultural-artistic programme devoted to Human Rights Day; PS „Gornje Prekounje“ Ripač: workshops for students, inter-school visits; PS „Vuk Karaždić“ Bijeljina: teacher training, workshop for parents "How to live with others", inter-school visits ; PS „Velešički heroji „Novo Sarajevo: joint workshops with students from PS 'Aleksa Šantić' from Istočno Sarajevo, joint day-trip to Jahorina, joint visit to the Zoo Pionirska dolina, a two-day visit to Šabići; PS „Rapatnica“ Srebrenik: meetings of students, concert, workshop for parents; PS „Sokolac“ Sokolac: event 'Primary school students to the town of Sokolac', event "Day of students' achievements'; PS „Rudo“ Rudo: performance of folklore clubs ; PS „Rešad Kadić“ Tešanj: performance at the event "Days of municipality of Tešanj'; PS „Špionica“ Srebrenik: training of teachers, training of parents, training of students, school events, exhibitions of arts and essays on the theme of interculturalism, visit to events "Days of bread" and "Harvest"; PS „Petar Kočić“ Topola: training of parents; PS „Veljko Čubrilović“ Lopare: opened multimedia library; PS „19. April“ Derventa: implementation of activities with children "A child's smile" ; PS „Grbavica 1“ Novo Sarajevo: training workshops for teachers, training

workshops for students, creative workshops with children, exhibition of arts and essays on the theme "Holidays"