

Bosnia and Herzegovina

Improvement Plan

Thematic window: Culture & Development

Programme Title: Improving Cultural Understanding in Bosnia and Herzegovina

c) File for the Joint Programme Improvement Plan

After the interim evaluation is complete, the phase of incorporating its recommendations shall begin. This file is to be used as the basis for establishing an improvement plan for the joint programme, which will bring together all the recommendations, actions to be carried out by programme management.

Evaluation Recommendation No. 1 We recommend that the PMC consider having UNESCO as the substantive lead of the JP.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
1.1 Delegate the chairmanship of PMC to UNESCO.	Sep-10	Yuri Afanasiev	Comments	Status: Done	Comments	Status
Evaluation Recommendation No. 2 • The link between the key objectives of improving the country's intercultural dynamics and the cultural industry needs to be made more explicit to all stakeholders. We recommend this to be done through an informative preamble in all public information. This includes but is not limited to the webpage, the call for proposals and ToRs for experts.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
2.1 Share guidelines for visibility of the MDGF Programme Objectives with implementing partners - NGOs and municipalities.	Nov-10	Pavle Banjac	Comments	Status: Ongoing	Comments	Status
2.2 Share key messages with partners during trainings	Jan 2011- June 2011	Pavle Banjac and Contractor for media		Ongoing		
Evaluation Recommendation No. 3 • It is key that the programme reflects on mechanism to ensure nurturing the commitment given from the technical level and also from the institutional support provided by senior officials.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
3.1 The Programme will initiate a set of meetings with newly elected government and line ministers as soon as the government is formed	January 2011 - March 2011	Renata Radeka/Yuri Afanasiev	Comments	Status: Planned	Comments	Status

3.2 Other mechanisms are already in place - a.i. PMC members regularly review ToRs and documents produced within project's implementation.				Ongoing		
Evaluation Recommendation No. 4• In any design of an activity, the management of the programme (PMC and WG amongst others) should always ask themselves as to whether they are favouring processes over results. If that is the case, it should be made clear about why they are doing so and importantly how it would benefit the programme.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
4.1 Most activities have both elements - results and processes that lead to the results. It is possible by the government approval of activities to track that some results require (longer) processes.	Continuous	Renata Radeka; Sinisa Sesum; Nedzada Faginovic	Comments	Status Ongoing	Comments	Status
Evaluation Recommendation No. 5• We would suggest to commission an external study to determine why gender mainstreaming has not reached the local level and to put forward possible recommendations to resolve this issue.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
5.1 External study may not be necessary. Gender centres are in process of preparing trainings for implementing parties at the local level.	September 2010 - June 2011	Danijel Hopic	Comments	Status: Ongoing	Comments	Status
Evaluation Recommendation No. 6 • We propose that in future calls for proposals to include a criteria for the use of ICT for development, especially when directed towards a younger audience.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
6.1 Programme is currently following up on implementation of ICT improvements in 5 localities.		Amela Gacanovic-Tutnjevic	Comments	Status Done	Comments	Status
6.2 Cultural portal for information sharing of the Ministry of Civil Affairs will be established.		Danijel Hopic		Ongoing		

6.3 Wikipedia-type of Call for 'what is culture to me' expression is going to be directed towards youth (school children and universities) and will be entirely based on use of ICT.		Pavle Banjac		Ongoing		
Evaluation Recommendation No. 7 • When trainings are being constructed, interests should be created or identified for a given audience. It is essential that the trainees are true champions that are really going to benefit and run with the training they have received. Once the interests have been mastered, this must be followed up by an assessment of impacts on the trainees and the outcomes produced.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
7.1 Ref: Monitoring trainings – champions have been selected through the process of nominations into working groups. The impact will be assessed by the adoption of monitoring forms and their usage in future.	May 2010 - May 2011	Danijel Hopic; Renata Radeka	Comments	Status: Ongoing	Comments	Status
7.2 Ref. Training of journalists - impact will be assessed by the number of articles written to contain some of the values of the trainings.	November 2010 - June 2011	Pavle Banjac		Ongoing		
7.3 Ref. Gender training (first round) - the impact towards national government partners has been assessed through their preparation of the gender-sensitive action plan for implementation of culture strategy	January - June 2010	Danijel Hopic; Renata Radeka		Done		
7.4 UNESCO trainings for representatives from culture industries have been additionally screened to fit the profile requested for the third workshop about textile techniques and colours of the 'handicrafts' and ways of promotion of intangible cultural heritage'.	November 2010 - June 2011	Sinisa Sesum		Done		
7.5 UNICEF has started provision of trainings for all primary school teachers in selected municipalities. The idea is to have every PS teacher trained in intercultural education and provided with a copy of teachers manual.	Trainings started in October 2010 and will end by May 2011	Nedzada Faginovic		Ongoing		
Evaluation Recommendation No. 8 • We recommend that the recruitment of all international experts who contribute to specific requirements and components within the JP should always be directed by the country office.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
8.1 This approach is in place since the project start.	Continuous		Comments	Status: Done	Comments	Status

Evaluation Recommendation No. 9 • As was done with for outcome 1, we recommend that the programme completes the M&E framework with targets for outcomes 2, 3 and 4.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
9.1 This approach is in place since the project start.			Comments	Status: Done	Comments	Status
Evaluation Recommendation No. 10 • We suggest that extra capacity is introduced to the M&E adopting a developmental evaluation approach. Specific developmental evaluation tasks such as bringing constant evaluative thought into the programme management spaces (PMC and WGs) or collecting real time information from all stakeholders keeping work requirements low should be incorporated in ToRs.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
10.1 The programme is constantly updating the reporting formats for the government and is requiring a set of reporting formats from the local level precisely to keep in place the developmental approach to monitoring.	Continuous	Renata Radeka	Comments	Status Ongoing	Comments	Status
Evaluation Recommendation No. 11 • To ensure good examples of practice such as that in Sokolac (additional funds attracted), we recommend that there be a national award that would serve not only as a motivation tool amongst all municipalities but also as a means for collecting the best practices.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
11.1 The monitoring form used with Local Monitoring teams has been upgraded to include 'best practises' and capture additional information relevant for local situation.	Continuous	Amela Gacanovic Tutnjevic, Renata Radeka, Sinisa Sesum, Nedzada Faginovic	Comments	Status Done	Comments	Status

11.2 Prior to monitoring visits all agencies report to the head of Local Capacity Development Component within UNDP in order to inform about the anticipated feedback from the field and enable monitoring team to report if expectations have not been met. In this way, synergizing across UN agencies is enhanced as the modalities of implementation differ, and while UNDP has significant impact and well-developed monitoring mechanisms the other two agencies can rely on the field presence and receive feedback from the field.	Continuous	Amela Gacanovic Tutnjevic, Renata Radeka, Sinisa Sesum, Nedzada Faginovic		Ongoing		
11.3. The search for good practices has been enhanced through regular field visits of the communications advisor to capture 'human stories'. As a result the NGO for people with disabilities was selected to be in focus for the UN day, and the proceedings from the sales on the auction of BiH artists' works went to the rehabilitation of their NGO house.	Oct-10	Pavle Banjac		Ongoing		
11.4. Further transfer of knowledge organized by participants to the CLT industries workshop. Trainees become trainers organizing the presentations of the skills obtained during WS organized by UNESCO. (Tuzla, Bihac, Kljuc)	2010 - 2011	Sinisa Sesum, Amila Terzimehic		Ongoing		
11.5. WG established in Y1 comprising of representatives from all MoE and PI continues to work in development of deliverables in the area of monitoring and evaluation of education development. Thus, the WG remains as 'institutional memory' as well as in the position to share good practices as reference for other deliverables.	Continuous	Nedzada Faginovic		Ongoing		
Evaluation Recommendation No. 12 • We suggest that the headquarters review the use and need of a National Steering Committee.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
12.1. Not applicable to project level			Comments	Status	Comments	Status
Evaluation Recommendation No. 13 • We propose that the headquarters publicly showcases the successful case of the coordination mechanisms between the three agencies of the JP. The mechanisms include but are not limited to: the use of the shared MDG logo and a common premise. This information may benefit future programmes.						
Response from the Joint Programme Management						

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
13.1. Not applicable to project level.			Comments	Status	Comments	Status
Evaluation Recommendation No. 14 • In order to increase the flow of information, we recommend that all implementers and contractors of the programme are included in email lists that provide public information about the programme and also to encourage them to visit the programme webpage.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
14.1. The facebook webpage was created now accounting to 300 friends.	Continuous	Pavle Banjac	Comments	Status Done	Comments	Status
14.2. Periodic e-newsletter is created (bi-monthly) in easy to use manner with links to original websites is distributed to all key project partners on state, entity and local level.	Continuous			Ongoing		
14.3. Press releases on UN website specifically prepared for MDGF programmes un.ba/mdgf	Continuous			Ongoing		
14.4. UNESCO - As per overall agreement with MDG F secretariat UNESCO has initiated the project entitled Knowledge management in Culture for Development. BIH is selected as one of the pilot countries and therefore a focus mission of UNESCO to introduce the project is being set for December 2010 (13 - 16 December 2010)	2010 - 2011	Sinisa Sesum		Ongoing		
Evaluation Recommendation No. 15 • To achieve potential synergies between various components of the programme we would recommend that all the ToRs for the contractors include a criteria to consider and take notice of these possible synergies.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
15.1. New contractors receive all previous outputs of the programme in order to create synergies.	Continuous	Renata Radeka	Comments	Status Done	Comments	Status
Evaluation Recommendation No. 16 • We recommend that the programme engages an external consultant together with the team to design a detailed and comprehensive exit strategy to ensure the sustainability of all the components of the programme.						
Response from the Joint Programme Management						

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
16.1. UN agencies together with government partners will agree during the process of preparation of the AWP for year 3 about the Exit strategy consultant.	Dec-10	Renata Radeka	Comments	Status Pending	Comments	Status
Evaluation Recommendation No. 17 • The work of the WG on the web portal needs to be prioritized even if this incurs more resources i.e. time and finance.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
17.1. The October's session of PMC has identified the next tasks for Culture web-portal working group. The group has produced the joint content and has agreed on technical solutions with regards to protection of data and information sharing.	2010-2011	Renata Radeka; Danijel Hopic	Comments	Status Ongoing	Comments	Status
Evaluation Recommendation No. 18 • To reinforce and improve the articulation of the educational component and the national ownership of the programme, we recommend that the president of the educational WG or any other relevant member of the group be integrated into the PMC.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
18.1. At the October's session the PMC has agreed to extend the PMC with three representatives of Education Sector (1 state and 2 entity level members), as observers and non voting members; The present PMC members (government representatives) are to submit the names of educational experts (the use of Educational WG members is recommended).	2010-2011	Sinisa Sesum as chair of PMC	Comments	Status Ongoing	Comments	Status
Evaluation Recommendation No. 19 • We recommend that the work of the educational WG in implementing the recommendations of the report on the analysis of the curricula be prioritised.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
19.1. Please see item 11.3	Ongoing	Nedzada Faginovic	Comments	Status	Comments	Status
Evaluation Recommendation No. 20 • We suggest that the programme fosters a national network of practitioners committed to intercultural education which can be used in the WG space. Also						

UNICEF and MoCA should acquire a stronger leadership in this.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
20.1. Please see item 11.3. As for the UNICEF and MoCA stronger leadership in the framework of the MDG F Culture for Development, UNICEF has requested representation of MoCA from the very outset of the program and MoCA has its representation in the education WG.	Ongoing	Nedzada Faginovic	Comments	Status Ongoing	Comments	Status
Evaluation Recommendation No. 21 • We suggest that a workshop be facilitated externally for the educational WG so that any prior concerns can be discussed especially regarding their involvement in the educational trainings delivered by CIVITAS and their future involvement in working with the schools of the selected municipalities.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
21.1. Contract with CIVITAS is over and trainings for 3733 PS teachers will be done by the experts in intercultural education that come from the education WG, MoE, PI and school teachers.	Ongoing	Nedzada Faginovic	Comments	Status Ongoing	Comments	Status
Evaluation Recommendation No. 22 • So that the concept of “inclusion” is not misinterpreted to refer only to Roma or those with special needs, we suggest that the concept should be included and emphasised in all training programmes at the local level.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
22.1.The concept of intercultural and inclusive education on the basis of which the training module is developed, and on the basis of which the trainings are implemented refer to Roma and children with special needs as much as it refers to broader concept of social inclusion.	Ongoing	Nedzada Faginovic	Comments	Status Ongoing	Comments	Status
Evaluation Recommendation No. 23 • So that the study on changes in behavioural attitudes with monitoring and measuring at regular intervals can continue, efforts should be made to institutionalise the KAP survey.						
Response from the Joint Programme Management						

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
23.1. Development of BCC based on the KAP is in progress	Ongoing	Renata Radeka, Sinisa Sesum, Sanja Kabil, Nineta Popovic, Nedzada Faginovic	Comments	Status Ongoing	Comments	Status
Evaluation Recommendation No. 24 We suggest that the three religious symbols being reconstructed be presented to the principals of the schools of the 23 municipalities involved in the programme so that they can be incorporated as an example into the intercultural teachings within the schools.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
24.1 UNESCO and UNICEF - are jointly organizing a training session dedicated to enhancement of interculturalism and inter-cultural dialogue. The trainings planned for January 2010 are focused for managerial staff of 86 schools and stakeholders from 10 + 13 municipalities.	2011	Sinisa Sesum , Amila Terzimehic, Nedzada Faginovic , Sanja Kabil	Comments	Status Pending	Comments	Status
Evaluation Recommendation No. 25 • For culture to be practically transformed into an economic engine for BiH, we propose the capacity development of the government in this area to be prioritised.						
Response from the Joint Programme Management						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
25.1 Action plan for Implementation of Culture strategy contains aspects of using culture for economic development. Monitoring will be in place to ensure further programmes to be funded from governmental budget precisely for these activities.	Continuous	Danijel Hopic/Renata Radeka	Comments	Status Ongoing	Comments	Status
25.2 Tourism trainings and implementation of rehabilitated sites for usage of cultures have been primary focus of intervention by the programme.	Continuous	Amela Gacanovic - Tutnjevic		Done		
25.2 - UNESCO - is supporting development of cultural tourism strategies for Mostar and Visegrad aiming use the culture as a generator of local development	Ongoing	Sinisa Sesum		In process to be completed by January 2011		
Evaluation Recommendation No. 26 • The team should seek the help of UN specialised						

departments to take note of how other PPPs have been developed and sustained across the world to see how this can aid the creation of PPPs in BiH.						
Response from the Joint Programme Management						
Key actions		Time frame	Person responsible	Follow-up		Secretariat
26.1 As per the AWP for Year 2010, the programme commissioned a contractor to do research of EU's best practises and review legislation in BiH for PPP to occur.		October 2010 - June 2011	Danijel Hopic; Amela Gacanovic Tutnjevic	Comments	Status Done	Comments Status
Evaluation Recommendation No. 27 • Following on from this previous recommendation, the JP should prioritise the study and implementation of PPP.						
Response from the Joint Programme Management						
Key actions		Time frame	Person responsible	Follow-up		Secretariat
27.1 See previous activity				Comments	Status	Comments Status
Evaluation Recommendation No. 28 • When designing tourism strategies and products, the programme must build on the fact that intercultural diversity is perceived to be a selling mark for prospective tourism in BiH.						
Response from the Joint Programme Management						
Key actions		Time frame	Person responsible	Follow-up		Secretariat
28.1 This approach is in place since the project start.		Continuous		Comments	Status	Comments Status
Evaluation Recommendation No. 29 • Encouragement should be given to those local projects that been created and designed around the three religious symbols to attract tourism.						
Response from the Joint Programme Management						
Key actions		Time frame	Person responsible	Follow-up		Secretariat
29.1 The programme will have a fully fledged new publication of tourism potentials in BiH that will cover also the three monuments that are being reconstructed.		September 2010- January 2011	Renata Radeka	Comments	Status	Comments Status