

# **Bosnia and Herzegovina**

## **Improvement Plan**

**Thematic window: Democratic Economic Governance**

**Programme Title: Securing Access to Water through  
Institutional Development and  
Infrastructure**

### 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.

<b>Evaluation Recommendation No. 1 Develop a time bound planning tool for the project management with clear deadlines for each activity. Ensure better and in-detail coordination and information sharing between UNDP and UNICEF</b>						
<b>Response from the Joint Programme Management</b>						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status:</b>	<b>Comments</b>	<b>Status</b>
1.1 Preparation of the Programme Annual Work Plan	By the end of January 2012	Igor Palandzic		Planned		
1.2 Thorough revision of JP M&E matrix, improvement and addition of indicators	By the end of January 2012	Igor Palandzic / Envesa Hodzic-Kovac – RCO M&E		Planned		
<b>Evaluation Recommendation No. 2 • Continue to support water utilities with technical assistance with regards to the implementation of their strategies. Monitor the developments related to increasing water tariffs. Incorporate this into the Learning plan.</b>						
<b>Response from the Joint Programme Management</b>						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status:</b>	<b>Comments</b>	<b>Status</b>
2.1 Provide technical assistance for implementation of the prepared Master Plans	Continuously	Igor Palandzic, Haris Fejzibegovic, Amel Jakupovic		Ongoing		
2.2 Support analyses of water price and provide proposals for the tariff structure	Continuously	Igor Palandzic, Haris Fejzibegovic, Amel Jakupovic		Ongoing		
<b>Evaluation Recommendation No. 3 • Review the place of the MMBs in each municipality [narrow (only water) vs. wider role] helping to clarify their mandate vis-a-vis other potentially existing consultative platforms. Coordinate this activity with various projects (including those of UNDP, but not only) on local governance development. If these are multisector, then ensure that this is reflected in the names of the Commissions (into which MMBs are formalized) and Action Plans</b>						
<b>Response from the Joint Programme Management</b>						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status:</b>	<b>Comments</b>	<b>Status</b>
3.1 The names of the Commissions will be changed to reflect their wider role	The change of the name of Commissions will be initiated immediately.	Adnana M. Camdzic (Implementing Partner IBHI)		Planned		
3.2 The Action Plans, which have been adopted by Municipal Councils, will be revised in 2012. The aim is to integrate all positive	New Action Plans for 2013-2014 will be finalized by the end of 2012.	Adnana M. Camdzic (Implementing Partner IBHI)		Planned		

practices and experiences gained during the project implementation into new Action Plans for the period 2013-2014. In the names of new Action Plans the wide multi-sectoral approach will be reflected						
<b>Evaluation Recommendation No. 4• Ensure a better and in-detail coordination to achieve synergies with UNDP (and other) programs on local governance development. In particular, to link the masterplans and MMB/Commission Action Plans with the strategy formulation by the municipalities (based on program based budgeting) and encouraging IMC.</b>						
<b>Response from the Joint Programme Management</b>						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
4.1 Organize regular meetings with other UNDP's and other's programmes/projects in order to share information and to establish cooperation	Continuously	Igor Palandzic, Haris Fejzibegovic, Amel Jakupovic, Adnana M. Camdzic		Ongoing		
4.2 Action Plans which will be created for 2013-2014 will also in tune municipal existing strategic documents	November 2012	Adnana M. Camdzic (Implementing Partner IBHI)				
<b>Evaluation Recommendation No. 5• Investigate cooperation opportunities with the regional development agencies (e.g. in terms of attracting funding)</b>						
<b>Response from the Joint Programme Management</b>						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status:</b>	<b>Comments</b>	<b>Status</b>
5.1 Organize meetings with regional development agencies including bilateral donors and national and international financial institutions	Continuously	Igor Palandzic, Haris Fejzibegovic, Amel Jakupovic, Adnana M. Camdzic		Ongoing		
<b>Evaluation Recommendation No. 6 • Develop a more systemic approach to training of municipality and water utility staff and MMBs (regarding water supply issues), as well as Municipal Councils. , to be preceded by assessments of the persisting training needs of water utility staff. Ensure that the effectiveness of these efforts is assessed.</b>						
<b>Response from the Joint Programme Management</b>						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
6.1 Preparation and implementation of the relevant capacity development activities	Continuously	Igor Palandzic, Haris Fejzibegovic, Amel Jakupovic,		Ongoing		
6.2 Since the CRIA training will be replaced by a new training which is of common interest for all participating municipalities, each municipality will be required to submit their proposals for	By the end of March 2012	Adnana M. Camdzic (Implementing Partner IBHI)		Ongoing		

the training topic based on their needs. The training topic will be selected based on the most common proposals from the stakeholders.						
<b>Evaluation Recommendation No. 7 • Develop and implement a more systematic approach to public awareness among the population. Ensure that the effectiveness of these efforts is assessed. It is noted that the Program Plan for 2012 includes activities related to raising public awareness among population.</b>						
<b>Response from the Joint Programme Management</b>						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status:</b>	<b>Comments</b>	<b>Status</b>
7.1 Organization of the round tables regarding water supply issues in local communities	Continuously	Igor Palandzic, Haris Fejzibegovic, Amel Jakupovic,		Ongoing		
7.2 Preparation and distribution of the public awareness materials on water related issues	January 2012	Amel Jakupovic		Ongoing		
7.3 Organizing awareness raising campaigns and activities in schools	September 2011 - February 2012	Igor Palandzic		Ongoing		
7.4 PR Training for community stakeholders	October 2011	Adnana M. Camdzic (Implementing Partner IBHI)		Done		
7.5 Implementation of public awareness campaign on the need for the adoption and implementation of the Social Mitigation Measures i.e. Criteria and Suggestions on Social Policy Measures in the Area of Water Supply	March 2012	Adnana M. Camdzic (Implementing Partner IBHI and MMBs/Commissions)		Ongoing		
7.6 Public presentations of the results achieved within DEG UNICEF component in all target municipalities	November	Adnana M. Camdzic (Implementing partners: NGOs Budimo aktivni and Svjetionik)		Done		
7.7 Advocacy workshops: training on advocacy which will capacitate stakeholders to promote raising awareness on social needs of the marginalized. This knowledge will be used for round tables which will be held later.	April 2012	Adnana M. Camdzic (Implementing Partner IBHI)		Planned		
7.8 Round tables in local communities: representatives of municipalities, cantonal and entity ministries will be invited; these will be used to advocate the need for the establishment of efficient system for social protection at all level levels of governments.	September 2012	Adnana M. Camdzic (Implementing Partner IBHI)		Planned		
7.9 Project Impact Document and Presentation of Project Impact Document in Local Communities	November 2012	Adnana M. Camdzic (Implementing Partner IBHI)		Planned		

7.10 Inter entity meeting: representatives of all target municipalities, neighboring municipalities as well as representatives of cantonal and entity ministries will be invited and the achieved results will be promoted. This will, at the same time be, a forum to share experiences and best practices.	November 2012	Adnana M. Camdzic (Implementing Partner IBHI)		Planned		
<b>Evaluation Recommendation No. 8 • Develop and implement a well-designed plan for the evaluation of the program outcomes and impact. Well designed case studies could be utilized to generate valuable learning about the water supply management models, as well governance models. Topics for case studies could include: IMC for water service delivery; Villages-city connections; performance of varieties of governance structures at water utilities (e.g. the effects of PSP); WU and Small scale water suppliers: cooperation vs. competition; effects of political dynamics on water tariff policies; water quality monitoring systems: what works; successful modalities of assisting the poor (related to increasing water tariffs); Success factors for MMBs, etc. KAP survey could be used to assess behavior change related to public awareness campaigns.</b>						
<b>Response from the Joint Programme Management</b>						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status:</b>	<b>Comments</b>	<b>Status</b>
8.1 Preparation and dissemination of the case studies for each partner municipality based on implemented activities and lessons learned	March 2012	Igor Palandzic, Haris Fejzibegovic, Amel Jakupovic, Adnana M. Camdzic		Ongoing		
8.2 MMBs/Commissions to introduce the monitoring tool for the implementation of the Social Mitigation Measures i.e. Criteria and Suggestions on Social Policy Measures in the Area of Water Supply	To be created in all municipalities by April 2012	Adnana M. Camdzic (Implementing Partner IBHI and MMBs/Commissions)		Ongoing		
8.3 M&E field visits	October 2012	Adnana M. Camdzic (Implementing Partner IBHI)		Planned		
8.4 Project Impact Document	November 2012	Adnana M. Camdzic (Implementing Partner IBHI)	The program outcomes and impact will be presented through highlighting cases of successful modalities of assisting the marginalized, good practices and Commissions' achievements as well as lessons learned.	Planned		
<b>Evaluation Recommendation No. 9 • Ensure that monitoring mechanisms are developed for water service delivery. There are now baselines for each of the water utility: after the end of the project it would be important to assess what changes have taken place at all water utilities across several dimensions (performance; behaviour, capacity).</b>						
<b>Response from the Joint Programme Management</b>						

Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
9.1 Final capacity assessment of partner WUCs	October 2012	Igor Palandzic, Haris Fejzibegovic, Amel Jakupovic,		Planned		
<b>Evaluation Recommendation No. 10 • It would be important to understand whether the MMBs are being able become an effective vehicle for multisector approach for resolving problems of water supply: e.g. having real influence on the water utilities and municipalities to achieve the desired change (sustainable water supply, effective water utilities, moving towards cost recovery while protecting the poor).</b>						
<b>Response from the Joint Programme Management</b>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
10.1 MMBs/Commissions to introduce the monitoring tool for the implementation of the Social Mitigation Measures i.e. Criteria and Suggestions on Social Policy Measures in the Area of Water Supply	To be created in all municipalities by April 2012	Adnana M. Camdzic (Implementing Partner IBHI)		Ongoing		
10.1 Project Impact Document	November 2012	Adnana M. Camdzic (Implementing Partner IBHI)		Planned		
<b>Evaluation Recommendation No. 11 • Build the capacities of the MMBs, and various levels of governments to enable them to monitor and assess the effectiveness of the multisector approach to resolving the problems of water supply.</b>						
<b>Response from the Joint Programme Management</b>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
11.1 Same step as under the recommendation No. 8. plus trainings/workshops listed under the recommendation No. 7.	Same as above (No. 7 and No. 8)			Same as above (No. 7 and No. 8)		
<b>Evaluation Recommendation No. 12 • The learning from the Recommendations 8-10 above should feed the plans of reapplication by the various levels of government, as well as by industry associations (Association of Municipalities, Association of Water Utility Companies).</b>						
<b>Response from the Joint Programme Management</b>						
Key actions	Time frame	Person responsible	Follow-up		Secretariat	
			Comments	Status	Comments	Status
12.1. Programme results would be disseminated among wide community including relevant State, Entity and local governments including relevant associations	September-October 2012	Igor Palandzic		Planned		
12.2 The Project Impact Document will also be presented to the	November 2012	Adnana M. Camdzic (Implementing Partner IBHI)		Planned		

Association of Municipalities						
<b>Evaluation Recommendation No. 13 • Continue the efforts to ensure that citizens and local officials play a more significant role in securing benefits of efficient local government, and increase civil society “voice” and participation. Ensure that the municipalities are held accountable to citizens for service delivery. In this regard, support municipal councils (along with MMBs) to achieve improved oversight of service providers.</b>						
<b>Response from the Joint Programme Management</b>						
<b>Key actions</b>	<b>Time frame</b>	<b>Person responsible</b>	<b>Follow-up</b>		<b>Secretariat</b>	
			<b>Comments</b>	<b>Status</b>	<b>Comments</b>	<b>Status</b>
13.1 Steps listed under recommendation No. 7 which aim to strengthen the voice of MMB/Commissions who consist of the representatives of different sectors in municipalities	Continuous			Ongoing		
13.2 Strengthening the voice of PAG and PAR Groups who represent the voice of marginalized through PAG Group meetings and their involvement in the work of the Commissions this increasing civil society participation.	Continuous	Adnana M. Camdzic, PAR Consultant, PAG Consultant (Implementing Partners IBHI, Budimo aktivni, Svjetionik, Zdravo da ste and Nasa djeca)		Ongoing		
13.3 Established DevInfo Data Base will regularly be updated giving thus municipalities the improved oversight on the situation in their municipalities about service-delivery.		Adnana M. Camdzic (Implementing partners: NGOs Budimo aktivni and Svjetionik, Zdravo da ste and Nasa djeca)		Ongoing		