

PROJECT EVALUATION

**R(reintegration), E(education), S(sustainability),
P(promotion), E(empowerment), C(continuity), T(toward)
EQUALITY - RESPECT EQUALITY**

Prepared for

NGO VESTA Tuzla, Bosnia and Herzegovina

by

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Acronyms

B&H	Bosnia and Herzegovina
CSO	Civil Society Organisation
MZ	Mjesna Zajednica (Local Community unit)
NGO	Non-governmental organisation
OSCE	Organisation for Security and Cooperation in Europe
UNDP	United Nations Development Programme
UNHCR	United Nations High Commission for Refugees
ToR	Terms of Reference

Executive Summary

Project R(reintegration), E(education), S(sustainability), P(promotion), E(empowerment), C(continuity), T(toward) EQUALITY-RESPECT EQUALITY, financed by European Commission as a project of *Programme to support reconciliation and promote minority returnee reintegration CARDS 2005*, implemented NGO VESTA in partnership with NGO PRIRODA within 13 months during 2006 and 2007. Evaluation of the project is carried out to assess the achievements of the project results and from lessons learnt produce recommendations for future potential project strategies for local communities and for partners in project.

Work towards the project evaluation took place over ten days during the month of November 2007, at the ending phase of the project implementation. Evaluation process integrated interviews with management and field staff of VESTA, field staff of PRIRODA, project direct beneficiaries, and small focus group sessions with direct project beneficiaries. Finally, evaluation considered project filing system review and review of relevant documentation.

Project goal is directed to supporting sustainable return in accordance with the Strategy of Bosnia and Herzegovina in implementation of the Annex VII of the Dayton Peace Accord. Specific objectives in the project are focused on strengthening the capacities of 12 local communities and civic groups in 4 municipalities of Republic of Srpska and the Federation of Bosnia and Herzegovina, improvement of the mechanisms for cooperation of local authorities with local communities and civic groups, Improving exchange of information between local communities, local authorities and media, all in order to provide support to minority returns in target communities. Project goals and objectives are based on the project Logical framework, where for each objective measurable indicators are specified.

Achievement of the project objectives envisage the implementation of five groups of project activities to be implemented in partnerships of VESTA and PRIRODA, marked A to E:

- A. Delivery of training in the field of institutional strengthening of local communities, public advocacy and project preparation with minority returnees and groups of citizens
- B. Support in preparation and implementation and monitoring and evaluation of individual and joint initiatives of local communities and civic groups, aiming for improvement of communication with the municipality and strengthening of reintegration and sustainable return processes.
- C. Initiation and logistical support in organisation of consultancy meetings of municipality representatives with representatives of local communities with minority returnees and majority population and groups of citizens and monitoring of implementation of these meetings
- D. Education of local radio stations and support in establishment of continued exchange of information on local level
- E. Dissemination of information and assistance in production of radio broadcasts on sustainable return, process of reintegration and ways of cooperation of local communities with respective municipalities

Project was implemented in direct partnerships with PRIRODA NGO from Bratunac.

Project beneficiaries are the citizens' of 5 local communities, 2 CSOs and one radio station in Bratunac municipality, local community Koraj, one CSO and one radio station in Lopare

municipality, one local community, three civic groups and one radio station in Čelić, and one local community, two civic groups, one CSO and one radio station in Sapna municipality.

A number of findings and recommendations for ensuring the long-term sustainability of project outcomes in the project evaluation were proposed by the evaluator.

1. INTRODUCTION

Introduction chapter covers project background, review of the project goals, objectives, expected results and activities, the project approach, key needs to be addressed, changes during the project implementation, the purpose and the methodology of evaluation.

1.1 Project background

Over a million of refugees and internally displaced persons, have return to their pre-war habitats and towns in Bosnia and Herzegovina, in relation to estimated 2,2 million people who were forcefully displaced during the conflict in Bosnia and Herzegovina. At the end of December 2004, out of the given number of returnees, 448,405 are the so-called minority returnees, in comparison to 556,998 majority returnees (returnees to the places where their ethnic group presents the majority population structure). Based on the information of the Ministry of Civil Affairs of Bosnia and Herzegovina, from the aspect of respect for basic human rights and in the period of last 5 years, almost 50% of the population of working age are unemployed; 25% of them are existing on the verge of poverty and existence; between 40 and 50% of citizens have no right to health protection; 18% of citizens live without electricity; and those persons are mainly returnees, minority returnees and displaced persons, while 25% of the population are exposed to danger of unexploded ordinances, radio-active substances and similar risks.

Although significant funds were invested in reconstruction of devastated infrastructure, the sustainability of return presents a challenge for numerous organisations and institutions in Bosnia and Herzegovina lately. Strategy of Bosnia and Herzegovina for implementation of the Annex VII of the Dayton Peace Accord, adopted in 2003, among other issues determines basic strategic goals until the end of 2006, as follows:

1. *Complete the return process of B&H refugees and displaced persons in Bosnia and Herzegovina.*
2. *Complete the reconstruction process of housing units for the needs of return.*
3. *Realize return of property and tenant's rights.*
4. *Ensure conditions for sustainable return and the reintegration process in Bosnia and Herzegovina.*

Towards these goals, the strategy précised main directions of strategic actions, defined through legal reforms and adjustment of legislation, i.e. structuring and organisational reform. In relation to the strategic goal no 4, the strategy poses employment, health, pensions, education, security and de-mining. Information from the Ministry of Refugees and Displaced Persons, dating December 2004, among other issues, states the progress within the strategic goal No 4: "Creation of conditions for sustainable return and reintegration of returnees is a strategic aim, which records very limited results. Non-defined policy and regulation from the filed of health care, education, social protection, employment and other sustainability-of-return related issues at the State level represent great obstacles to the final process of return and reintegration in

BiH." Plan of activities for consideration of sustainability of return issues, which was adopted on 24 March 2004, states necessity of further work in the field of security, de-mining, education, health system and further profess of self-employment and employment of minority returnees.

Indicators stated in VESTA project assessment analysis point out the basic needs of the minority returnees in the target municipalities. Among others, the Ministry of Human Rights and Refugees of B&H, states the necessity of further actions related to respect of socio-economic rights of minority returnees, and further employment and self-employment of minority returnees". These statements are confirmed by the Office for Displaced Persons and Refugees of Tuzla Municipality, Serb Civic Council, Association Vaša Prava, Association of Citizens Return to the Tuzla Canton, and directly by the representatives of contacted municipalities of Bratunac, Lopare, Čelić and Sapna, as well as minority returnees in the target municipalities. Specific need is related to support in exchange of information and the role of local radio stations in this process. During the data gathering in order to prepare a project proposal for EC, it was reiterated on numerous occasions that local media were often the only source of information for returnees. On the other hand, local media have the need for stronger relations with representatives of municipalities and local communities, and therefore bridge barriers in exchange of information.

In order to contribute in ensuring conditions for sustainable return and the reintegration process in four municipalities (Bratunac, Lopare, Čelić and Sapna), Tuzla based NGO VESTA, in project partnerships with NGO PRIRODA from Bratunac, prepared and applied the project titled "Project R(reintegration), E(education), S(sustainability), P(promotion), E(empowerment), C(continuity), T(toward) EQUALITY-RESPECT EQUALITY". Project proposal is approved by the European Commission and financed for the period October 2006 to November 2007 - total 13 months.

1.2 Project objective, purpose, expected results and activities

According to the project logical framework the following intervention logic was applied:

Overall objective - goal

1. To contribute to sustainable return in accordance with the Strategy of Bosnia and Herzegovina in implementation of the Annex VII of the Dayton Peace Accord.

Specific objectives

1. Strengthened capacities of 12 local communities and groups of citizens in Republic of Srpska and the Federation of Bosnia and Herzegovina (Sapna, Bratunac, Lopare, Čelić) in provision of efficient support to minority returnees.

2. Improved mechanisms of cooperation between local authorities and local communities, with the aim of creating an environment that would contribute to sustainability of minority return.

3. Improved exchange of information between local communities, local authorities and media with the aim of providing support to minority returnees and the reintegration process.

Expected results

1. Representatives of 12 local communities and 4 groups of citizens, minority returnees in municipalities of Bratunac, Čelić, Sapna and Lopare are educated in the sphere of institutional strengthening and public advocacy for respect of socio-economic rights, non-discriminatory politics and reduction of xenophobic elements in their environment.

2. Position of minority returnees changed and improved thanks to activities of strengthened local communities and civic groups in cooperation with municipalities of Bratunac, Sapna, Čelić and Lopare

3. Established mechanism of continued cooperation of local authorities with local communities of minority returnees, where returnees actively participate in the decision-making processes related to sustainable return

4. Established mechanism of continued information flow between local communities with minority returnees, local authorities and four local radio stations, through which all citizens are informed on problems and examples of successful return

Activities

1.1. Delivery of training in public advocacy, project preparation, institutional strengthening and training based on the choice of local communities.

2.1. Support in preparation and implementation, as well as monitoring and evaluation of individual and joint initiatives of local communities and groups of citizens, related to improvement of communication with municipality and strengthening of reintegration and sustainable return processes.

3.1. Initiation and logistical support in organisation of consultative meetings of representatives from municipalities with representatives from local communities with minority returnees and majority population and groups of citizens, monitoring of realisation of conclusions from these meetings.

4.1. Education of local radio stations and support in establishment of continued exchange of information at local level.

4.2. Dissemination of information and assistance in production of radio broadcasts (on sustainable return, process of reintegration and ways of cooperation between local communities and municipalities).

By realisation of project activities and accomplishment of expected results, the minority returnees, groups of citizens in target municipalities and local communities are capable to:

- Have representatives who are educated for independent initiation of advocacy campaigns for respect of their socio-economic rights and prevention of discrimination and xenophobia.
- Take an active part in identification of problems related to sustainable return and implementation of campaigns for solution of perceived problems.
- Directly improve returnees' position in local communities.
- Initiate further active citizens' participation in local communities.

1.3 Project approach

The project approach relies on five key principles.

- a. Small activity is a big project for minority return community

Concrete initiative or campaign, even with limited funding, in return community has significant value. Small, practical, projects initiate new proposal or extension of existing initiatives. Values of small initiatives are recognized by citizens who are encouraged to continue developing sustainable process.

- b. Minority returnees contribute in sustainable return

Successfully implemented projects in local communities create positive initiatives for additional activities where citizens are organized without external assistance or support and are ready to invest in infrastructure projects. Contribution to sustainable return is also evident in properly designed campaigns where demands are clearly stated in project proposals and communicated with decision makers on local level.

- c. Trained and informed citizens in local communities can be an active party in decision-making process on local level.

Education of citizens groups is applied through practical training sessions where initiatives will be discussed and offered for financing. Returnees address the issues to the local government and successfully receive positive feedback, including financial contribution. Local communities are initiators and designers of advocacy campaigns, make direct impact on decision makers and getting support by media.

- d. Formal communication helps government to understand better needs of minority return communities.

Empowering minority groups through building their skills required for good communications enables recognition by the local authorities and success in advocating their rights. Formal meetings improve relationships between authorities, public sector and citizens and create environment among municipal authorities for better understanding the issues.

- e. The success is greater if all stakeholders are directly involved in the project activities.

Involving stakeholders who belong to civil society groups, civic groups, media, government sector and business (private and public companies) equally recognize the role of each party in the process of solving issues on local level. Participation of local inhabitants in project activities secure selection of best possible idea, transparent procurement and proper monitoring of project activities.

- f. Radio program is a powerful mean of public awareness, information share, model replication and may contribute in solving issues.

Radio programs broadcasted by four local radio stations were used as a valid source of information for local communities. Achievements are greater if radio stations receive adequate training and technical support. Radio program is the most convenient mean for information share in any community (rural, urban), accessible by all citizens, free and easy to use. May receive and convey the opinion of the citizens and improve their rights, obtain the required information, propose the initiative, identify the problem/offer the solution.

To utilize the principles, VESTA and PRIRODA adopted a sensitive planned approach to build quality communications: first among the project partners, and then with the project beneficiaries and stakeholders. VESTA's experience in project implementation in small communities helped in better designing the project streamline and successful utilization of the project principles.

The project required facilitation and interaction among different groups:

- between returnees in local communities and municipal authorities,
- between returnees or civic groups in local communities and business sector (public and private),
- between returnees and suppliers / traders,
- between returnees and project staff, including trainers,
- between returnees and project partner,
- between media and returnees,
- between media and project staff, including partner,
- between returnees, stakeholders and EC representatives.

Interaction was performed through a variety of formal and informal meetings in the field and offices, during training sessions, consultative meetings, along with procurement process, phone contacts, radio programs, documentary movie, project monitoring and evaluation.

Challenging work in two entities where minority return is an on-going process, becomes an added value to the project interaction, developing a sense of reconciliation, partnerships and sustainable return improvement.

1.4 Project methodology

Applied methodology of project implementation resulted in achieving all project objectives and proposed indicators.

The project success relies on the following elements of the applied methodology in project:

- frequent contacts with project beneficiaries, enabling identification and allocation of issues and problems in the communities, selecting affordable campaigns, monitoring the implementation of campaigns, solving problems, helping in negotiation processes with municipalities and other subjects, guiding through tendering procedure, informing beneficiaries on events, training, meetings, publications, regulations, offering technical solutions.

- effective management and communication, enabling understandable task division, avoiding overlapping of activities, well managed logistics, good selection of external trainers, information shared with international communities, respect of partnership obligations, designed and utilized

systematic filing system, proper communication on meetings, by phone and e-mail, project promotion, translated document for the benefit of project staff and beneficiaries, provision of free space for meetings and education in OSCE Bratunac, productive communication with municipalities (Sapna proposed changes in the text of brochure) and public companies (Elektrodistribucija Teočak supported street lights project in Rastošnica community), measurement of indicators for each activity.

- **permanent field visits**, enabling day-to-day project monitoring and reporting, strengthening relationships with beneficiaries, well planned logistics, dissemination of information re. project campaigns in other communities, successful project proposal writing, successful selection of bidders, monitoring use of purchased assets, good media coverage, share of information valuable for municipal officials, NGOs, media, international community and other parties, successful fund raising on local level (Sapna, Bratunac, Lopare municipalities).

- **contractual obligations for participation in project**, ensuring constant participation of beneficiaries on training sessions, assessing the most urgent and less urgent issues to be solved in local communities, ensuring constant participation of media on training sessions, developing project ideas, introducing beneficiaries on criteria for campaigns and use of funds, evaluating progress of participants, helping participants to develop a system for project proposal writing (widely applicable) and running campaigns (any issue to be raised).

- **transparent decision making process**, involving project parties in selecting best possible offer through membership in the committee, creating equal opportunity for each community in target municipalities to apply for project, creating equal opportunity for each community to receive standardized training, providing the same type of MD recorder for each of four local radio stations, decisions made on meetings are documented and transparent.

- **project visibility in local communities and in media** is available through meetings in local communities, media houses and municipalities, project promoted on WEB pages, project and promotion materials are designed, printed and distributed, radio programs covered the activities, media covered programme of closing ceremony, documentary movie promotion was organized in Tuzla, posters RESPECT EQUALITY posted in all target communities.

- **adequately designed training session and prepared training material**, suitable for the participants in the terms of training content, training duration (from 10.00 to 14.00), training material, practical work on project proposals and campaigns development, involved enough experienced trainers (who completed ToT), participants got refreshment and lunch, participants invited for training enough time in advance to plan participation (not disturbing own agenda and daily duties).

1.5 Needs to be addressed

Project objectives are based on the *indicators* stated in VESTA project assessment analysis, experiences of earlier projects implemented in minority return communities, overall experience both partners have in running campaigns, carrying out training, works with marginalized groups and managing projects related to radio programs. NGO VESTA, in partnerships with NGO PRIRODA from Bratunac, completed pre-project field research relevant for different geographical locations (Federation of B&H and Republic of Srpska) and prepared the project proposal. Proposal was designed in order to implement a range of activities, mutually interrelated and partially dependent actions. Project considers field visits, training sessions (for

local communities, CSOs and media houses), constructive meetings in local communities, small scale campaigns and actions, video documentation of the project results and radio station participation in information share.

Minority returnee groups are often on the edge of existence and constantly try to win in the fight for their human rights, employment, rebuilding infrastructure and sustainable return. Local community groups and individuals raise a range of issues to be solved partly through public campaigns. Initiated campaigns usually prepared and managed by locals who do not have required skills, often fail and returnees feel frustrations and dissatisfaction with their social and economic position in the society.

Local community, as the basic organizational unit in a municipality, faces permanent problem with shortage of funds for local infrastructure reconstruction and other essences of life (medical care, services, employment, cultural life, entertainment, sport, transport, ecology). Municipal funds are not sufficient to cover all required interventions. Priorities and plans are expressed through the Municipal Annual Budget, and interventions beyond the waiting list are hardly supported, but not impossible. For infrastructure interventions, citizens often utilize the scheme one-on-one KM where citizens collect own money while the second half municipalities provide from the municipal budget. Recently, business sector and population living in abroad, are indicated as the potential source of funding, ready to support financially infrastructure projects in minority return communities.

Even if the priority is identified, citizens have no skill to present the issue in an appropriate way. Decision makers in local communities are often senior people, pensioners, who have no advocacy, negotiation and proposal writing skills. For such groups, training in institutional development, advocacy and project proposal writing is essential, not only to build advocacy and proposal writing skills but also to learn new standards based on principle that each requirement - project needs to be properly designed, managed, implemented and at the end reported.

Citizens of Bosnia and Herzegovina, especially in rural areas, are not familiar enough with the radio program use in meeting interests of a group or individuals in small communities. Media house, especially radio and TV, could be utilized as a powerful mean where citizens express their priorities and decision makers get obliged to fulfil the promises given to the citizens.

1.6 Changes occurring since project design and corresponding adaptations in project implementation

Project timeframe

Contracted project duration of 12 months was extended for additional one month, giving total 13 months of project duration.

Contract was signed on October 6, 2006, official project operations started immediately after signing the contract and contract was revised by one addendum signed on July 13, 2007. Request for project extension, dated 28.5.2007. is based mainly on slightly delayed activities related to almost all sets of activities.

According to VESTA internal time frame, dates for trainings implementation were changed. Preparation of training took four months instead of planed two months. The main reason for delaying is low level of beneficiaries' knowledge and skills that required training methodology

adaptation and innovative approach. Therefore, trainings started in April. However, timeframe presented in project proposal was fully achieved.

Additional reason for postponing project activities are establishment of new communities (in Bratunac 16 communities split into 27), ignorance by local communities at the project start, election of local community managers completed in February 2007 and winter holidays.

Project activities

Project activities are divided into the five groups, based on project objectives accordingly. The ambitious list of project activities is fully achieved, without exceptions. Some activities were postponed due to the links between activities and reasons stated in Project timeframe section.

Additional activities, not planned in project proposal, helped in succeeding the initiatives and extending initiatives beyond project objectives. These activities are:

- communication between VESTA and Teočak municipality regarding Municipal Assembly conclusion related to the road building in Sapna local communities.
- initiative for tax release for street lights in Sapna – Rastošnica community (Major approved tax release).
- assistance in fund raising in all four municipalities (successful action in three municipalities).

1.7 Purpose of the Evaluation

With the project officially started in October 6, 2006 and completed by November 6, 2007, based on ToR, the external evaluator was asked to assess the 13 months of project implementation towards the achievement of the objectives, evaluate the appropriateness of the approach implemented in the activities with the target groups and, on the basis of assessment, make final recommendations. Evaluation was carried out during October and November 2007. In particular, the NGO VESTA, as specified in ToR, asked the evaluator to pay attention to the objectives:

- To evaluate achievement progress upon planned and proposed activities and goals/objectives.
- To review level of direct and indirect impact at the level of target groups and at the community level, with particular emphasis to evaluation of an actual impacts.

Aside established objectives, project evaluation results in specific findings, conclusions and recommendations. Elements of the evaluation may serve as a source for reporting, strategy development and proposal writing.

1.8 Methodology and scope of the evaluation

The assignment of evaluation indicates the type of evaluation applied in the process. Evaluator applied *Project-level type* of evaluation as the most convenient evaluation for the type of project activities, expected results and general project achievements.

In order to prepare the Evaluation report, the evaluator performs the following evaluation method:

- Meeting individuals - met VESTA director, direct project beneficiaries belonging to the minority return groups, municipal authorities, CSO staff and radio station director.
- Meeting small group – met project management staff of VESTA and staff of partnering institution.
- Small Focus group - carried out with beneficiaries in the field.
- Researching project documentation, reports, communication records, campaign materials, video documents and files (in project holder office and in partner's office).

Meeting agenda during project evaluation was based on prepared questionnaire form where evaluator filled the answers and comments relevant for project evaluation. Meetings lasted up to 45 minutes, usually 30 minutes.

During the evaluation, participants were invited

- to give their assessments of the project process, approach and impact,
- to assess applied methodology and potentials for replication,
- to evaluate the direct benefits and results achieved by the project,
- to evaluate relationships with project staff and beneficiary groups,
- to identify advantages and disadvantages of the project purpose through examples and stories and
- to propose future project activities and follow up.

The evaluation results, based on opinions of interviewed participants represent a valuable sample, from which was possible to determine trends with high accuracy. Gathered qualitative/descriptive and quantitative data from these interviews do provide valid evaluation of project approaches, content, methodology, achieved results and the level of partnerships development. In assessing the project results, the project logical framework was used as the referent point for the most of quantitative data, while quality data was generated on the basis of open interviews and documentation overview.

2. EVALUATION FINDINGS – MANAGEMENT

Evaluation findings chapter covers elements of process, capacities, progress and achievements related to the VESTA and PRIRODA management utilized during the project implementation.

2.1 Filing system

Project is fully documented in seven folders, six in VESTA office and one in PRIRODA office. PRIRODA, as the project partner, keeps records of interest for PRIRODA where most of the documents are copies available in VESTA folders. VESTA organizes filing system in the hard copy form and electronic forms. Hard copies are arranged in six folders containing reports, project documentation and supplements (promotion material, CD materials containing

documentary records and move, etc). Project has own directory in electronic forms saved on PC, available to LAN to all VESTA staff.

Folder 1. Administration

Folder covers English and local version of key project documents: Project Proposal, Project Summary, Interim Report, Brief Information Note, Project report (24.1.2007), etc.

The folder also contains following information:

- overview of six folder contents,
- list of indicators for each activity achieved per quarter,
- table with clear task division,
- 13 monthly plans of implementation,
- summarised monthly plan,
- 13 monthly reports on implemented activities (planned/achieved by each of five groups of activities) prepared by VESTA and PRIRODA, in project report dated 24.1.07. press release was not sent to local radio stations AVAZ and Skala.
- quarterly monitoring plan (I, II, III and IV quarter),
- meeting minutes (meetings with PRIRODA, field reports referring to meetings with UNDP, UNHCR, OSCE, local communities, NGOs, municipalities and media houses, field reports),
- list of radio stations and contacts,
- list of municipalities and contacts,
- list of local communities and contacts,
- meeting minutes from campaign initiative selections,
- promotion material (brochures, WEB page, press releases),
- correspondence with municipalities, partner and other project related contacts.
- invitation for project closure in Hotel Tuzla on November 5, 2007.
- list of 37 participants at project closure ceremony,
- publication Respect Equality - positive practice,
- campaigns in local communities presented in DVD.

Folder 2. Procedures and legal issues

Second folder contains legal requirements and procedures for project implementation:

- interim report and quarterly reports (typing error in the heading re. project dates, in section 5 is missing radio station Glas Drine) - copies also in folder 1,
- financial report partnership Agreement signed by VESTA and PRIRODA on October 18, 2006,
- procedure for project finance management for partner (submitting monthly financial report)
- full project proposal in English and local language,
- Request for Amendment (dated 28.5.07) and approval for 1 month project extension,
- job description for all project staff, focused on task division by project activities, without specifying the level of responsibility, required qualification, working time, reporting, etc. (assuming that this job description is project oriented and intent to clarify duties and responsibilities within group of five project activities),
- correspondence with partner, EC, suppliers and project beneficiaries,

- procurement documentation.

Folder 3. Analyses of beneficiaries

Folder contains details relevant for direct project beneficiaries, relevant for project activity A:

- documents divided per municipality: Lopare, Bratunac, Čelić, Sapna,
- list and contact of beneficiaries,
- formal decision of Final Choice of beneficiaries,
- capacity assessment of beneficiaries - local communities,
- capacity assessment of civil society organizations,
- list of training participants (three training, on each training total 44 participants),
- determination of needs in local communities,
- determination of needs in local radio stations,
- additional supporting documents: Strategic Plan of Koraj local community, Socio-economic assessment in Koraj community.

Folder 4. Training

Project design considers several sets of training carried out by VESTA and PRIRODA staff and external experts from **Vaša Prava** (experts from local NGO with offices in Zvornik, Bijeljina and Tuzla). Folder contains details related to training and campaigns relevant for project activity A:

- training report,
- training evaluations filled by participants,
- summarised training evaluations,
- template for project proposal,
- letter of cooperation, signed by VESTA and training participants from four municipalities,
- letter of cooperation, signed by VESTA and four local radio stations - project beneficiaries,
- training material (handbook, trainer's manual),
- analyses of training success.

Folder 5. Campaigns

Folder contains details relevant for project proposals and campaigns performed by target local communities. Folder contains information related to project activity B:

- templates and documentation for campaign implementation (invitation for local communities for preparing campaigns, memorandum of understanding, participation statement, criteria for campaigns, financial aspects of campaign, monitoring, procedure for data collection, capacity estimation forms, final report forms for local communities, guidelines for using EC funds),
- project proposal in well designed template,
- evaluations of project proposals,
- tendering documentation (request for offers, offers, selection committee conclusions, receipts, evidence of payment),
- approval by EC for purchasing goods for local communities,
- meeting minutes re. results of campaigns selection (meeting hold in Tuzla November 11, 2007) and follow up,

- additional documents: Tax release for Rastošnica community for street lights (July 9, 2007), agreement for land donation to Baljkovica community in Sapna for play ground, decision of waste dump location in Koraj community, Lopare municipality, Request to Bratunac municipality for financial support, approval for financial contribution (500,00 KM) of municipality Bratunac for NGO Jadar in Konjević Polje for their campaign,
- photo and video documentation (in electronic and some in hard copy version).

Folder 6. Consultative meetings and cooperation with radio stations

Folder contains information relevant for project activities C, D and E (consultative meetings in local communities - C, education of local radio stations - D and program production in local radio stations - E).

- consultative meetings in local communities contain documentation for preparation of consultative meetings, implementation and follow up activities: invitations for meetings, three meeting reports in each of four municipalities, lists of participants, correspondence with municipalities.
- education of local radio stations contains assessment of local radio stations, selection of radio stations, preparation and implementation three training sessions in each of four radio stations, evaluation and follow up activities, three training sessions in each of four radio stations,
- dissemination of information and assistance in radio production contains signed memorandum of cooperation with 4 local radio stations, instructions for human rights, codex of TV and radio programs, radio stations statement for implementing the project activities (programs), delivery 4 MD recorders, procedure for data gathering, and evaluations of program impact and program production quality.

Filing system is well designed and organized, understandable and accessible. Good practice to put at the top content of the folder, and also, summary overview of content of all folders. No need to change the organization of filling system.

2.2 Project management

Project is successfully managed and implemented. Clear task division contributed in project success.

Project coordinator successfully performs duties in relation to the VESTA project staff, staff in partner organization, final beneficiaries and donor. Project coordinator was:

- involved in crucial project elements (task delegation, meetings, field visits, reports, tendering procedure, promotion material preparation, project promotion, selection of campaigns, selection of external educators, budget control, project visibility), and
- participated in implementation of activities (coordination meetings, campaign visits, radio station visits, preparation of training material, training delivery).

Field assistants were directly involved in the project activities. Their work is well documented and successfully recognized by the final beneficiaries. They received clear instructions, successfully completed duties, created positive relationships with communities, municipal authorities, people from local radio stations and other in some way involved in project activities. In principle, field assistants were involved in:

- data gathering (identification of beneficiaries, field assessment, effects of the campaigns, training evaluation results),
- monitoring processes (monitoring the implementation of initiatives and campaigns in local communities and radio stations, monitoring use of funds, distribution of promotion material, participating on meetings, monitoring training carried out by external experts, reporting),
- implementing activities (logistics for training, delivery training, producing publications and documentary move).

Tasks related to the field visits were divided into the two groups, on territorial principle. VESTA field assistants worked in municipalities of Sapna, Čelić and Lopare, while PRIRODA field assistant worked in Bratunac municipality (and rarely in Lopare municipality). This principle enabled effective project implementation, easier communication with beneficiaries, effective use of NGO resources, money and time saving.

High standards of project managed resulted in successful implementation of complex, sensible and inter-related project activities. Project coordinator successfully delegated tasks to the project staff and monitored the process. Improvements could be made in more visits final beneficiaries by project coordinator. .

2.3 Partnerships development

VESTA Tuzla, the project holder, signed a Partnership Agreement with PRIRODA Bratunac soon after project approval (on October 18, 2006). Agreement specified general conditions, project timeframe, technical and financial conditions, methods of payment, required documentation, reporting, financial checks and fund liquidation, communication principles, annexes related to the EC Special Conditions and signatures of directors: Željana Pjevalica (PRIRODA) and Amra Selesković (VESTA). Agreement does not contain the scope of work for partners in the terms of geographical division of tasks. According to the project budget and actual situation, three VESTA staff and one staff from PRIRODA were paid by the project RESPECT EQUALITY financed by EC.

Project was prepared on partnerships principle where PRIRODA provided inputs related to Bratunac municipality, recommended local communities and provided participation of local radio station Radio Bratunac, while VESTA prepared the same type of inputs for other three municipalities. After project is approved by EC and signing the Partnership Agreement, partners communicated the division of tasks and started implementation the project activities. Initially, PRIRODA's assignment was related to Bratunac municipality and Lopare municipality. Due to long geographical distance between Bratunac and Lopare i.e. Čelić community (more than 2,5 hours drive by car), partners agreed that VESTA will handle over Lopare municipality. This transfer is not documented. In such situation, VESTA was loaded by 80% of works related to all segment of project implementation. Disproportion of task load (three municipalities covered by two VESTA staff, one municipality covered by one PRIRODA staff) could be one of the reasons for permanent delay of planned activities and required project extension for one month.

Partnership Agreement was fully respected and project was closed by the successful partnerships of two NGOs. Partnership development could be improved by better partnership balance during project implementation. This could be specified in Partnership Agreement or in an annex (detailed task division).

2.4 Staffing and logistics

Considering the partnership with the PRIRODA, as well as capacities for implementation of project activities in both organisations, the team for project implementation consists of the following position and time engagement:

VESTA staff

1. Project coordinator, 100%, 12 months
2. Field assistant, 100 %, 12 months
3. Senior trainer/consultant, 100%, 12 months
4. Administrative assistant, 100 %, 12 months
5. Designer, 25%, 12 months

PRIRODA staff

1. Field assistant, 100%, 10 months

Positions in project are based on the principle that project staff are fully dedicated to one project only. This is a reasonable approach confirmed by successful implementation of planned project activities. Position *Senior trainer/ consultant* was cancelled after approving project Addendum. This change came up after realizing that the rest of project can be implemented without this position, so the change did not have impact on project quality.

Logistics was organized in a professional way. Besides logistics issues related to the project, project staff were involved in tendering procedure and procurements required for running campaigns.

The finding is that project staff has job description related strictly to the project activities. Missing parts of other job description elements: reporting chain, working time, compensation, self-assessment instrument. If other elements are stated in the employment contract, then Project job description should refer to the employment contract.

2.5 Project beneficiaries' understanding of project purpose

Project considers a number of beneficiary groups. By reviewing the project documentation and during the interviews with the beneficiaries, beneficiaries' understanding of the project purpose was clearly identified. Results of the campaigns and initiatives on the local level are sufficient evident of proper understanding the project purpose. In addition, implementation methods in the project include basic principles of participatory planning and building skills of local community, seen through:

- Consultations in the decision making process and planning – consultative meetings.
- Training.
- Practical project proposal writing.
- Public advocacy campaigns and initiatives.
- The share of experiences.

Beneficiary fully understood the project purpose, showed gratitude for the project contribution in minority return communities, extend campaigns towards new local initiatives and accepted principles of fund raising from municipalities and business sector.

3. EVALUATION FINDINGS - Project Development

Project idea relies on five inter-related sets of activities. Each key project activity is divided in four phases: Preparatory phase, implementation, evaluation and follow up. Formal Decision of Final Choice of Beneficiaries in Project was based on four-month process of analyzing of capacities and needs of target municipalities Bratunac, Lopare, Čelić and Sapna. Final identification of project beneficiaries includes 12 communities and the following groups:

Municipality Bratunac:

- Local communities (5): Konjević Polje; Glogova, Voljevica, Zalužje-Biljaca, Repovac
- CSO "Jadar" Konjević Polje
- Local radio station "Bratunac" Bratunac

Municipality Lopare:

- Local communities (1): Koraj
- CSO "Behar" Koraj
- Local radio station "Skala" Ugljevik (station in Ugljevik municipality, no radio station in Lopare municipality). In project proposal BN radio was an option for Lopare municipality.

Municipality Čelić:

- Local communities (1): Šibošnica
- Civic groups (3): community Nahvioci, community Donji Humci, community Gornji Humci
- Local radio station "Avaz" Čelić

Municipality Sapna:

- Local communities (1): Baljkovica
- Civic groups (2): community Skakovica, community Rastošnica
- CSO "Red Cross" Sapna
- Local radio station "Radio Glas Drine"

3.1 Activity A.

Delivery of training in the field of institutional strengthening of local communities, public advocacy and project preparation with minority returnees

Delivery of training started after presenting the project to the stakeholders in the field. Analysis of the situation in local communities guided VESTA to prepare training packages and other training material for local communities. The following step was design of selection criteria for training participants and logistical preparation of the training.

Implementation phase started with delivery of three training topics (total 16 training):

- institutional strengthening of local communities
- project proposal writing
- public advocacy

Activity was implemented in all four target municipalities:

MUNICIPALITY	Institutional strengthening	Project proposal writing	Public Advocacy
Bratunac	13	13	13
Lopare	8	8	8
Čelić	12	12	12
Sapna	12	12	12
TOTAL participants	44	44	44

Training sessions "Institutional strengthening of local communities" were completed on the 3. April 2007 in Čelić municipality, on the 4. April 2007 in Sapna municipality (Rastošnica and Skakovica), on the 5. April 2007 in Bratunac municipality and on the 6. April 2007 in Lopare municipality (Koraj). Training sessions attended participants from local communities, civic groups, CSO "Behar" and CSO "Jadar". Each training was led by senior trainer, project coordinator and project assistant.

"Project proposal writing" trainings were delivered on the 18. April, 2007, the training held in Sapna municipality (Rastošnica in local community office). There were present 7 participants. On the 19. April, 2007, training in Bratunac municipality was held in OSCE premises. Trainings attended representatives from local communities Konjević Polje, Glogova, Repovac, Zalužje-Biljača and from civic organization of minority returnees "Jadar". There were 14 participants.

At the end of project proposal writing training, participants got assignments to prepare a project proposal related to the defined issue to be solved during project implementation.

Training "Public Advocacy" was organized in Lopare on 14.5.2007, Sapna 15.5.2007, Čelić 29.5.2007. and Bratunac on 30.5.2007.

In addition, participants received training:

Trainings "Social and Health Care Rights of Minority Returnees", were carried out in cooperation with NGO „Vaša Prava“ experts from Tuzla, Bijeljina and Zvornik. Trainings were carried out in Koraj on 17. September 2007, in Bratunac on 18. September 2007, in Čelić 21. September 2007 and in Rastošnica 26. September 2007. Training attended 12 to 15 participants.

Activity A is successfully accomplished in all planned aspects. Training delivered qualified trainers, while participants received training material for further references. Applied training methodology is well chosen, creating a solid base for submitting good project proposal to potential donors. Training related to advocacy resulted in successfully accomplished campaign in this project and in new initiatives given by training participants. Two months delay of training delivery did not impact on project quality and dynamic of implementation.

3.2 Activity B.

Support in preparation and implementation and monitoring and evaluation of individual and joint initiatives of local communities and civic groups, aiming for improvement of communication with the municipality and strengthening of reintegration and sustainable return processes.

Preparation of activity B included production of documents for support local initiatives of minority returnees. Training participants were introduced with documents and received a set of criteria and instructions how to prepare a project proposal for local initiative support. Project partners issued an official invitation for submission of independently prepared initiatives. After selection of public advocacy initiatives, a commission, structured by the representatives of VESTA and PRIRODA staff, selected total 12 applications to support. The application from community Humci was rejected due to applicant incompatibility with criteria for project implementation (applicants were not ready to take joint action and actually contribute reintegration process in local community Humci, Čelić municipality).

After formal project proposal approvals, campaigns started in target communities. Transparent bidding process enabled easy handling of funds where VESTA paid to the accounts of bid winners, companies that supplies goods and services. In one case only, in Čelić, some project costs are paid in cash.

Total twelve initiatives were initiated and implemented in target municipalities, as follows:

Bratunac municipality, five initiatives:

1. Equipping of local community office and tidying up of school yard in Konjević Polje.
2. Systematic and regular garbage collection in Repovac.
3. Equipping local community office in Glogova.
4. Building of the school sports field in Voljevica.
5. Equipping local community office in Konjević Polje.

Čelić municipality, two initiatives:

6. Development of sports and cultural life of the youth from Šibošnica, Drijenća, Miladići, Visori, Nahvioci, Humci and Piper local communities;
7. Directing of the youth from Nahvioci local community into sports and cultural activities by organizing of trainings and tournaments.

Sapna municipality, three initiatives:

8. Installing electrical power and street lights in Rastošnica.
9. Putting notice board for timely informing citizens of Rastošnica and Skakovica and purchasing a copier machine for Rastošnica community office.
10. Rebuilding and equipping of football field in Baljkovica.

Lopare municipality, two initiatives:

11. The campaign for continuous trash carrying in Koraj.

12. Developing and maintaining a database of agriculture capacities in Koraj.

Besides project funds, initiatives were supported by local communities, people that live abroad and local authorities.

Project staff monitored, evaluated and reported initiatives and assisted in problem solving where required. Initiatives were documented using digital video-camera and those materials served for production of documentary movie, showed on the project closing ceremony.

Applied methodology of work with direct beneficiaries has been founded on principles of active adult learning and participative decision-making process. Project staff were facilitators in the process of strengthening local communities with minority return, in order advocate for respect of their socio-economic rights and to fight against discrimination and xenophobia using those methods. Considering the method of education adult people, it is chosen the method of experiential cycles of learning as the optimal option. According to this method, the participants pass four phases:

- **Experience:** an activity, exercise, event, or participatory presentation in which useful information is elicited for discussion and learning
- **Reflection:** time in which learners ponder and analyse new information and develop their ideas and feelings about a topic or experience
- **Generalization:** allow learners to draw broader conclusions and lessons about the new information or experience
- **Application:** enables learner to apply their generalizations to a new situation or think about how they might apply their new skills and knowledge in the future

Activity B can be considered as the most successful part of the project. This set of activities have had the strongest impact, practically contributed in achieving project goal and objectives and showed solid potentials for sustainability of implemented campaigns and initiatives. VESTA and PRIRODA field staff applied optimal working methodology, played an active role in monitoring the initiatives, helping where needed. Small projects proved to be significant achievement in return communities, and proved to be a spark for further development of local communities. Media coverage also contributed in activity success, disseminating information about local initiatives and opening rooms for other communities to take initiatives in order to secure sustainable return.

3.3 Activity C.

Initiation and logistical support in organisation of consultancy meetings of municipality representatives with representatives of local communities with minority returnees and majority population and groups of citizens and monitoring of implementation of these meetings

Preparation of the activity C started by written communication with the representatives of local administration in Bratunac, Čelić, Lopare and Sapna municipalities. Communication resulted in defining themes, dates and places for consultative meetings. Implementation of consultative meetings was carried out in accordance to agreed agenda, and all meetings were covered by media – local radio stations and documented by video-camera. Reports from the meetings were

produced after each meeting, and forwarded to all participants. Project partners monitored the consultative meetings and evaluated the manner in which minority returnees present their problems related to discrimination, socio-economic rights and xenophobic environment, as well as the way in which the municipality representatives hear their statements. In addition, project carried out evaluation of impact of consultative meetings to sustainable return in target municipalities and evaluation of quality in media reporting. After the consultative meetings, VESTA and PRIRODA staff held meetings with representatives of municipalities and media, in order to evaluate the significance and impact of consultative meetings. In four municipalities, total 12 consultative meetings were hold and recorded.

Activity C can be considered as the most successful part of the project. This set of activities have had the strongest impact, practically contributed in achieving project goal and objectives and showed solid potentials for sustainability of implemented campaigns and initiatives. VESTA and PRIRODA field staff played an active role in monitoring the initiatives, helping where needed. Small projects proved to be significant achievement in return communities, and proved to be a spark for further development of local communities. Media coverage also contributed in activity success, disseminating information about local initiatives and opening rooms for other communities to take initiatives in order to secure sustainable return.

3.4 Activity D.

Education of local radio stations and support in establishment of continued exchange of information on local level

Preparation process included visit to four radio stations and evaluation of their capacities. In addition, VESTA prepared memorandum of cooperation with local radio stations and training material for radio stations.

Staff of local radio stations attended three in-house trainings in each of four municipalities. Trainings were delivered to Radio Sapna, Radio Avaz, Radio Bratunac and Radio Skala and training topics were:

- The Role of Media in Development of Local Communities
- The Role of Media in Overcoming of Discrimination and Xenophobia
- Media and Human Rights

Training sessions were supported by publication "The Social Responsibility of Media" developed by VESTA. Trainings were documented by digital video-camera in order to produce material of best practice. During the project implementation, 20 radio programs were produced and broadcasted by four local radio stations. Three radio stations completed project activities with good results, while AVAZ did not show particular interest for participation in project. Project activities were covered by Federal TV in Čelić and RTRS in Repovac, Bratunac.

As follow-up activity, project staffs evaluate the level and quality of engagement of media in promotion of sustainable return and reintegration in target municipalities.

Activity D was implemented according to the project plan. Four local radio stations gained new skills essential for disseminating information of interest for minority returnees. Skills were built on the training sessions, meetings and introducing the

publication "The Social Responsibility of Media". Activities achieved expected results and left impact in the community in the terms of supporting minority rights and sustainable return. Due to financial difficulties, radio stations were interest primary in getting funds.

3.5 Activity E.

Dissemination of information and assistance in production of radio broadcasts on sustainable return, process of reintegration and ways of cooperation of local communities with respective municipalities

This set of activities included preparation, printing and distribution of promotional material (total 11.000 leaflets and 500 copies of publication "BEST Practices"). Promotional material was prepared for each municipality in specific. Implementation of this activity resulted in:

- printed and distributed promotional material on the project: 1000 copies of promotional leaflet on the project, in full colour, in A4 format.
- printed and distributed promotional material to local communities: 500 copies of information leaflets, printed in full colour and in A4 format.
- printed and distributed promotional material on municipalities: 1000 copies of informational leaflets, printed in colour, in A4 format.

Besides producing promotion material, activity considered permanent collection of information on local communities and municipalities to be used for project publication. Personnel of NGOs VESTA and PRIRODA designed WEB page (<http://www.vesta.ba/respect>) of the project where information on project implementation was provided. Project partners prepared and signed memorandum of understanding with four local radio stations. These memorandums obliged local radio stations to continue producing programs related to sustainable return in minority return communities. At the end o project, beneficiaries received certificates for participation in project, activity not planned in project proposal.

Finally, best practices were documented on DVD as documentary move. Move is fully produced by VESTA staff. This move was promoted on the project closing ceremony on November 5, 2007, just one day before official end of project. Ceremony attended 37 participants mainly from local communities where project activities were implemented.

Activity E was implemented in accordance to the project plan. Set of activities showed the valuable capacities and skills of VESTA staff to promote project, communities, municipalities, media, activities, campaigns, own organization and project impact in a best possible way. Producing move is an innovative approach in projects dedicated to the minority return and human right protection, giving additional value to the achieved results of the project in general. Showing documentary move to the public is real essence of transparent project management.

4. EVALUATION CONCLUSIONS

4.1 Key findings

The project is fully completed in accordance to the project proposal

All five key project activities (A to E) were fully completed within the project timeframe. One month project extension helped in completing the activities ensuring quality of project outputs.

Project objectives, purpose and expected results are completely achieved in accordance to the Logical framework

Project logical framework specifies overall objectives, project purpose, expected results and activities, and, accordingly, related objectively verifiable indicators, means of verification and assumptions. Elements given in the logical framework show that project goal and objectives are completely achieved. Expected results and activities are also fully achieved. Two indicators (quantity of information and increased number of meetings) are expressed in percentage, so these are hardly measurable.

Sustainable return increased for about 15% during project implementation

Comparing the situation in 2005/2006 regarding sustainable return in target minority return communities and situation at the end of 2007, i.e. during RESPECT project implementation, sustainable return increased for about 15% (estimation based on the field interviews). No national conflicts were registered during project implementation in communities. This is an evidence that RESPECT project contributed in sustainable return improvement in four municipalities where minority return has positive trends.

Project implementation in partnership needs improvements

Project is implemented in partnerships of two NGOs. Division of responsibilities in implementing project activities was not properly documented. Task division between partners is done in accordance to the partners' preferences and capacities. During project implementation, VESTA agreed to take more project responsibilities and ended project with about 80% project load. Change happened due to large geographic distance between Bratunac and Lopare (where PRIRODA suppose to bear responsibility). The distance issue was know during project preparation, and this issue should be considered accordingly. Capable and skilled VESTA staff enabled completion of all project activities, so, ultimately, disproportion of project load did not impact on the project results.

By mistake, logo of NGO PRIRODA was not displayed in the publication "Best Practices".

Project implementation approach and methodology are relevant

Applied project approach and methodology showed to be fully relevant for target groups. Methodology resulted in achieving all project objectives and new, valuable actions expressed by additional initiatives taken by local communities.

Applied methodology resulted in acceptance of 12 project proposals i.e. campaigns, all successfully completed within project implementation period.

Project impact is well documented and showed through practical examples presented in a unique way by producing a documentary movie.

4.2 Recommendations

- a. The structure of project staff should not be changed.

Project was implemented by the adequate staff structure. Task division for field related works is well chosen option. Staff need to have job description describing general duties and project related duties. Regular staff meetings should be continued as the positive practice in order to ensure dedication to the organization and to the project.

- b. Project partnerships should be specified in the phase of preparing project proposal.

If project is designed to be implemented in any partnerships (as it is desirable), the role of each partner needs to be specified before project proposal submission. Task division need to be documented and serve as a referral point for project implementation.

- c. Methodology of developing small campaigns in local communities should be common practice in the places of minority return.

Applied methodology where training participants build skills in a practical way (writing project proposals) and later implement the project idea (through campaign), produce positive impact in the rural communities. Organization of meetings with local or municipal authorities results in better understanding the local issues, citizens may express their needs and decision makers are forced to act in a transparent and non-discriminatory manner.

- d. Providing small funds for local initiative shows to be effective method for sustainable return

Supporting initiatives with small funds (up to 2.000 EURO) is easy for project management and is reasonable for initiating additional fund raising action on local level. Funds could be expected from local community, government, business and population living in abroad. Actions should not consider large infrastructure projects (building roads or bridges, building schools) but small infrastructure projects (repairing a section of the road or bridge, arranging parks or school yards, building toilets) and non-infrastructure projects (testing water quality, land surveying, land slides monitoring) could be implemented. Currently, UNDP, USAID and EC through a number of projects supply local community offices with equipment and infrastructure, so these needs could be solved through available funding sources in B&H.

- e. Methodology of building skills of local radio stations is good model for replication in small radio stations.

Besides education, building skills and promoting local media, it is advisable to support local media by practical - technical assets. Local radio stations in small communities have very limited funds and usually have out of date equipment. By providing technical support, local radio stations will communicate their needs and seek for funding. In such situation, VESTA could open new market i.e. provide education for use of modern technologies and new production designs by organizing training or consultations for local radio stations.

f. Practical results are best possible evidence of value for money principle.

VESTA successfully uses media (radio, leaflets, posters) as the powerful mean for campaigns and programme promotion. Presenting practical project results (case studies) through video production is a reasonable method of information share where is fully visible how project money is spent and what impact invested money have on development in rural communities. Principle has echo effect, so the citizens in other communities will intent to replicate the model of improving environment in local communities and contribute to sustainable return.

4.3 Final word

Project R(reintegration), E(education), S(sustainability), P(promotion), E(empowerment), C(continuity), T(toward) EQUALITY - RESPECT EQUALITY, implemented by VESTA, in partnership with PRIRODA, was successfully implemented, fully in accordance to the planned project objectives and project activities.

The project has an innovative approach where applied methodology and project concept showed to be an effective model for development of local communities in the places of minority return.

Annexe 1: List of interviews

VESTA staff

Amra Selesković, Project coordinator (Executive director)
Miranda Jurić, Field assistant
Alem Sinanović, Field assistant

Partner

Dragana Živković
Jasna Banduka

Community representatives

Redžo Sinanović, Glogova, Bratunac
Goran Nikolić, Repovac, Bratunac
Bahrudin Salihović, Voljevica, Bratunac
Teodor Tasovac, Rastošnica, Sapna
Savka Savić, Rastošnica, Sapna
Ilija Petrović, Rastošnica, Sapna
Hajrudin Čosić, Koraj, Lopare
Nermin Okanović, Šibošnica and Nahvioci, Čelić

Civil society organization

Alija Halilović, BEHAR (member of CSO), Koraj, Lopare

Media

Slobodan Petrović, Radio Bratunac, Bratunac

Annexe 2: List of documents used in the evaluation

- Project application documents
- Contracts
- Various project documentation
- Job descriptions
- Activities reports
- Meeting minutes
- Media files
- Interim Narrative Report
- Internal project activity planning matrix
- Communication documents
- Advocacy campaign material
- Project promotion material (hard copies, electronic and DVD)
- Training material.