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Sida Decentralised Evaluation

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Evaluation of the Governance Accountability Project, phase II, (GAP2), Bosnia and Herzegovina (BiH)

Final Report

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**Final Report
December 2014**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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Contents

Our offer	6
The TOR	7
Our response to the ToR	11
What we do	16
Our centres of expertise	18
Our approach	21
Our tools	24
Who we are	33
Contact details of some key clients	36
Our Team	37
Portfolio	42
Clients	43
Projects and publications cited here	44
Brief list of other proMENTE projects by year	45
Selected publications - proMENTE and staff	52

Our offer

The TOR

Project background

The Governance Accountability Project, Phase II (GAP2) was a \$30 million, five-year program co-financed by the U.S. Agency for International Development (USAID), the Swedish International Development Cooperation Agency (Sida), and the Embassy of the Kingdom of the Netherlands (EKN). GAP2 was implemented by Chemonics International and its partners, the Urban Institute, VNG International, SIPU International, and the Civil Society Promotion Centre (CSPC).

The purpose of the program was to provide technical assistance to strengthen democratic local governance in Bosnia and Herzegovina by improving the ability of municipalities to serve their citizens and to support a policy and fiscal framework which is conducive to accountable, democratic governance.

To achieve these objectives the project is comprised of two major components: Local Interventions and Policy Interventions. The Local Interventions component provides technical and material assistance to 41 legacy and 31 new municipalities to improve municipal service delivery, municipal administration, and budgeting and financial management, and to improve municipal capacity to plan for and administer capital improvement projects. A February 2011 SOW modification added activities in select pilot municipalities for improving municipal management of communal service provision, preparing for the introduction of municipal treasury operations in the FBiH, improving spatial and urban planning, helping implement youth engagement strategies, and ensuring successful implementation of the Law on Gender Equality.

The Policy Interventions component worked primarily through the two associations of cities and municipalities to provide technical assistance to parliamentary bodies and ministries at the state, entity, and cantonal levels of government. This component aimed at strengthening communication, promote responsible fiscal and functional decentralization, and improve municipal advocacy. A performance-based Monitoring and Evaluation system, including periodic surveying of citizen attitudes and analysis of municipal capacities, was designed to measure progress towards objectives.

Stakeholders

The final beneficiaries of the support are the citizens in the participating municipalities. The main stakeholders were the politicians and staff in the same locations and the staff of the Associations of Municipalities and Cities who are tasked to serve their member municipalities. The partners in the implementation was the consultancy consortium and the co-funding development agencies of US and Netherlands.

Evaluation purpose

The evaluation is intended to be used:

- i) for learning purposes within the local government system in BiH
- ii) as a basis for identifying new interventions in the area of local development financed by Sweden and other possible partners
- iii) information to the Swedish public and the Swedish development community on the result of the intervention
- iv) learning within Sida on local development (particularly within the governance and sustainable services networks).

The External Evaluation shall assess the set-up, activities and outcomes of the project with regard to relevance, effectiveness, impact and efficiency. It should also give insight into achievement or shortcomings of the chosen approaches, the methods and assess the capacities and performance of the involved partner organization/institutions. It shall define options and potentials on one side and possible limitations on the other side for the further extension of the project.

Evaluation scope

This evaluation is done on behalf of Sida with the focus on following up on impacts and changes in procedures, perceptions and capacities with the stakeholders. A number of efficiency reviews have been done of the implementing consortium which is therefore not the focus of this evaluation. The main focus shall be on identifying gaps and shortcomings that would serve as a basis for identifying future interventions in the area of municipal development.

Scope of work

The evaluator is requested to address the following questions, but is not limited to those listed below:

Local interventions – organizational development

What is the general level of satisfaction of end-beneficiaries (population) and of stakeholders (municipal representatives) with the project? What effects to overall local governance operations has the project had? Has the assistance provided to the local governments improved their institutional capacity and staff competence? Are there improvements in the local government service delivery (numbers of services, improved efficiency, public relations)? What is the level of sustainability of the invested efforts (organizationally and financially)? Do municipalities demonstrate ownership of reforms?

Local interventions – capital projects

Are procedures and planning models being scaled-up and integrated in local investment planning? Are investments done sustained economically and maintained?

Policy interventions

Is there evidence of LGs' commitment to implement the potential additional reforms? Is there a sufficient financial commitment from the BiH government(s) to support further activities? What are the funding trends in general and specifically in the municipalities? Is the policy framework in both entities improved? Are the mayors important part of the policy making process What



are the key areas that further programming should focus on in implementation of the local self-governance law. Are there specific activities that have not been implemented but might further strengthen the local governments?

Client's specific requests

- The evaluation should specifically highlight recommendations related to;
- Gaps in policy changes that would be required for further improvement the performances of local authorities and who to address them.
- Important policy processes that were not implemented by GAP2 that could be a natural part of AMC's responsibility and service offer to municipalities.
- To what extent the support has alleviated ethnic discrimination in service delivery and staffing policies.
- To what extent GAP municipalities have become more gender sensitive, and promoters of youth employment. Municipal budgeting, result oriented management and systems.

Evaluation outputs

Deliverables

proMENTE will deliverable Draft Evaluation Report 14 calendar days following completion of fieldwork. Before finalizing the assignment, the evaluator will debrief Sida on the preliminary findings and recommendations. Final Evaluation Report shall be delivered not more than 7 calendar days after receipt of Sida's comments on the draft evaluation report.

A format for Sida Evaluation reports will be as proposed in Annex 2 of ToR:

- **Executive summary**

Summary of the evaluation, with particular emphasis on main findings, conclusions, lessons learned and recommendations.

- **Introduction**

Presentation of the evaluation's purpose, questions and main findings.

- **The evaluation intervention**

Description of the evaluated intervention, and its purpose, logic, history, organisation and stakeholders.

- **Findings**

Factual evidence, data and observations that are relevant to the specific questions asked by the evaluation.

- **Conclusions**

Assessment of the intervention and its results against given evaluation criteria, standards of performance and policy issues.

- **Lessons learned**



General conclusions that are likely to have a potential for wider application and use.

- **Recommendations**

Actionable proposals to the evaluation's users for improved intervention cycle management and policy.

- **Annexes**

Terms of reference, methodology for data gathering and analysis, references, etc.

Evaluator is expected to compile a report presenting the results of an evaluation in accordance with the TOR.

The Final evaluation report will be submitted to Mario Vignjevic, Program Officer responsible for Public Administration Reform and Local Governance Reform in electronic format within 5 business days after receiving Sida's final written comments and/or questions. The report shall be in English and local language.

Additionally, proMENTE will make a presentation of the main findings of the evaluation and present it as agreed with the client. After the final report has been submitted a work-shop shall be conducted in Sarajevo with Sida, USAID, EKN and AMC representatives

Additional deliverables depend on the Modules which the client selects, see below.



Our response to the ToR

Proposed evaluation design

Data sources

As indicated in **desk work** will be covered with existing documentation:

- Scope of Work for Governance Accountability Project (GAP)
- GAP's Completion Report
- Entity Laws on Local –Self Governance
- BiH Constitution (available at <http://www.mpr.gov.ba/hr/index.html>)
- Entities' Constitutions (available at <http://www.ohr.int/ohr-dept/legal/other-legist/doc/fbih-constitution.doc> and at [http://www.venice.coe.int/docs/2002/CDL\(2002\)095-e.asp](http://www.venice.coe.int/docs/2002/CDL(2002)095-e.asp))

Interviews and/or Group discussion will be conducted with local governance /municipal representatives and key AMC representatives from 10 GAP municipalities from 16 proposed: Široki Brijeg Municipality, Jablanica Municipality, City of Mostar, Vitez, Municipality Ilijas, Municipality Travnik, Municipality Novo Sarajevo, Rogatica Municipality, Foča Municipality, Čitluk Municipality, City of Banja Luka, Mrkonjić Grad Municipality, Šipovo Municipality, Kladanj Municipality, Municipality of Tuzla and Lopare Municipality.

Selection of Municipalities will be finally defined in agreement with the Client.

Interviews and/or group discussion will be held with: Local governance /municipal representatives, Key AMC representatives, Ministries and Associations and Donors.

Focus groups will be held with Citizens in the participating municipalities/beneficiaries.

Questionnaires survey will be conducted with Local governance /municipal representatives and beneficiaries.

Selected evaluation participants and sample size will be finally defined in agreement with the Client.

In addition to the basic module, clients are given the opportunity to provide you with additional modules and other dimensions of evaluation, as presented in the section to the annual additional modules.

Selected methods for data collection

The evaluation process will use participatory qualitative approach to triangulate data from a number of sources.

proMENTE staff does field work in pairs. This means that the main and field researcher are available for group interviews and when conducting individual interviews a research pair can perform simultaneously two interviews. It also means that researchers can continuously perform reflection on the experiences and findings in the breaks between interviews.

Below you can find our suggestion how to meet your evaluation needs.

The table below shows which evaluation methods will be used with different stakeholders in order to assess the set-up, activities and outcomes of the project with regard to relevance, effectiveness, impact and efficiency.

Evaluation participants / Methods	Interview	Group discussion	Focus Groups	Questionnaire
Local governance /municipal representatives	20/or	20	-	yes
Key AMC representatives	5/or	5	-	-
Ministries and Associations	8/or	8	-	-
Donors	3/or	3	-	-
Citizens in the participating municipalities/beneficiaries	-	-	5	yes

In addition to the basic module, clients are given the opportunity to provide you with additional modules and other dimensions of evaluation, as presented in the section to the annual additional modules.

Criterion

Local interventions - organizational development



Activities	Relevance	Effectiveness
What is the general level of satisfaction of end-beneficiaries (population) and of stakeholders (municipal representatives) with the project?	Very satisfied Somewhat satisfied Neither satisfied nor dissatisfied Somewhat dissatisfied Very dissatisfied	
What effects to overall local governance operations has the project had?		fully met the expected effect partially met the expected results generally not achieved the planned effects did not realized the planned effects
Has the assistance provided to the local governments improved their institutional capacity and staff competence?	Totally improved Somewhat improved Unimproved	
Are there improvements in the local government service delivery (numbers of services, improved efficiency, public relations)?	Totally improved Somewhat improved Unimproved	
What is the level of sustainability of the invested efforts (organizationally and financially)?		high level moderate level low level
Do municipalities demonstrate ownership of reforms?	Yes, at all Partially Not at all	
What is the general level of satisfaction of end-beneficiaries (population) and of stakeholders (municipal representatives) with the project?		Very satisfied Somewhat satisfied Neither satisfied nor dissatisfied Somewhat dissatisfied Very dissatisfied
What effects to overall local governance operations has the project had?		fully met the expected results partially met the expected results generally not achieved the planned results did not realized the planned results
Has the assistance provided to the local governments improved their institutional capacity and staff competence?	Yes, at all Partially Not at all	
Are there improvements in the local government service delivery (numbers of services, improved efficiency, public relations)?	Yes, at all Partially Not at all	
What is the level of sustainability of the invested efforts (organizationally and financially)?	High level Moderate level Low level	



Activities	Relevance
Do municipalities demonstrate ownership of reforms?	Yes, at all Partially Not at all
Are procedures and planning models being scaled-up and integrated in local investment planning?	Yes, at all Partially Not at all

Policy interventions

Activities	Relevance
Are investments done sustained economically and maintained?	Yes, at all Partially Not at all
Is there evidence of LGs' commitment to implement the potential additional reforms?	Yes, at all Partially Not at all
Is there a sufficient financial commitment from the BiH government(s) to support further activities? What are the funding trends in general and specifically in the municipalities?	Yes, at all Partially Not at all
s the policy framework in both entities improved?	Yes, at all Partially Not at all
Are the mayors important part of the policy making process	Very important Important Not important nor unimportant Unimportant Unimportant at all
What are the key areas that further programming should focus on in implementation of the local self-governance law.	
Are there specific activities that have not been implemented but might further strengthen the local governments?	Yes, at all Partially Not at all

This evaluation is required to explicitly assess to what extent the project has integrated gender as a cross-cutting theme: Gender Exploitative, Gender Accommodating and Gender Transformative.

Timeplan

Please find below table with a time plan of evaluation activities which has to ensure meeting of evaluation outcomes and the final deadline of evaluation process in October 31, 2013. As indicated, desk work will be covered with existing documentation.



Activity	Time
Desk study on existing documents /Desk review Preparation phase for Fieldwork (Tools design)	2 days: July 2013
Field visits/collecting data	10 days: September, 2013
Data analyses and preliminary draft of the final report (transcripts of material, qualitative and quantitative data analysis, report writing)	5 days: First week in October 2013
Reporting (final report according comments)	3 days:Third week in October 2012
Presentation of findings to the main stakeholders	half a day: Last week of October 2013

Table 0.1: Timeline

Financial offer

According to proposed methodology above, please find below an outline budget (expressed in EUR) for the basic module which includes total days required, daily fees, logistical support and report translation.

Activity	Total cost for 3 researchers
Desk research	1460
Fieldwork preparation (tools design, fieldwork plan)	900
Field visits /collecting data	4600
Transcription of interviews/group discussion (qualitative data)	500
Data Analyses	2400
Reporting	2100
Reimbursable costs (mobile phone according to itemized bill, mileage allowance for travel, hotel bills and meals)	2500
Translation of report	350
Presentation of findings to the main stakeholders	bonus
TOTAL	14810

Total price for proposed evaluation methodology is 14810 EUR which is the basic module and includes 10 project municipalities.

This proposed budget can be further negotiated with the Client.

Financial offer does not include:

- Refreshment for participants
- Travel costs for participants
- VAT, because proMENTE is not in the VAT system.



What we do

Examples of recent work

Every product is custom designed for the needs of each client. Here are recent examples from over 130 projects over the last ten years:

- Helping dozens of NGOs assess the effectiveness of their projects e.g. with baseline and endline assessments.
- Assisting a Federal institution to find out training needs of its employees using web questionnaires .
- Training workshops on planning and conducting qualitative research .
- Writing a manual on monitoring and evaluation for youth leaders .
- Mapping teachers' competences for inclusive and intercultural education in BiH .

Our centres of expertise



We know about civil society in the Balkans from the inside as well as from the outside

proMENTE offers expertise in a wide range of social issues: poverty and employment, volunteering, child protection, social inclusion, and in the field of education, evaluation and training.

Plus, we are involved in action as well as research, having implemented our own projects in the area of educational policy, active measures against unemployment, and careers advice.

Our experience on these topics is drawn together into the following Centres of Expertise:

- The Education Policy Centre
- Centre for Sustainable Development
- Centre for Evaluation Methods
- Centre for Voluntarism and Civil Society
- Centre for Lifelong Career Management
- Centre for Human Resources Management

Centre for Evaluation Methods

Our Centres are hubs of expertise which we draw on when we implement projects or conduct research or training for others



We have conducted over 70 evaluations of local, national and international projects for a variety of donors.

proMENTE specialises in multi-source, multi-method evaluation. This means that a number of quite different methods, from checklists and questionnaires to internet surveys, focus groups and interviews, are conducted and also analysed by different personnel. For example, our evaluation clients have found that strongly qualitative techniques such as Most Significant Change methodology are essential to finding out what a project is really achieving through the eyes of beneficiaries and other stakeholders, which is often distinctively different from the project plan; at the same time we use a wide range of both standard and innovative quantitative techniques to help clients actually measure changes in attitudes, beliefs and behaviour, which are often central to project goals but rarely systematically measured.

Each of these methods and sources makes its own contribution to the accuracy, relevance and objectivity of the final report, which is written as an explicit synthesis of these different sources. We also encourage stakeholders, especially higher-level project management, to read the final draft and make comments. A synthesis of these comments is then also included as part of the final report.

Centre for Sustainable Development

proMENTE is proud to promote sustainable development in Bosnia & Herzegovina. Recently we have been involved in:

- research on elements of sustainable development in elementary school curricula
- assessment of local sustainable development strategic planning processes and practices in schools and municipalities in the Drina Basin
- questionnaire research on citizens' views on sustainable development in their municipalities

Centre for Voluntarism and Civil Society

proMENTE is itself a Civil Society Organisation and is active in the promotion of civil society values and volunteering. We welcome volunteers in our office. Recently we have been involved in:

- a major review of empirical evidence of the impact of voluntary service in Europe which was presented in the European Parliament
- quasi-experimental research on the impact of short-term work-camps on youth in South-East Europe
- assessments of volunteer-involving organisations
- a review of the impact of volunteering on the MDGs in the States of CIS and SEE

proMENTE also supports volunteering by opening it's office to those who want to work and be in the process "learning by doing". proMENTE has a volunteer base with around 30 volunteers who can be engaged in project activities according to the proMENTE needs and to their preferences.

Centre for Lifelong Career Management

proMENTE has been active in promoting career management in Bosnia & Herzegovina since 2002. We received an EU CARDS grant to promote the first careers advice website in B&H, www.mojakarijera.com, which is still under active development. The website has been used as a model in other countries in the Region. Recently we have been involved in a successful project to enhance careers advice in the existing curricula.

Centre for Human Resources Management Consulting

proMENTE provides evidence-based HRM consulting to business, government and non-profits. We produced the first guide to HRM in the country. Besides HRM consulting we are also offering consulting services

In addition to providing HRM trainings and team building activities, proMENTE also provide for clients consulting services in the field of education. Please find below some of our recent activities which demonstrate a variety of services in this field:

- training and consulting in order to increase skills and knowledge of key players in partner schools to use methodology for planning education for sustainable development.
- teacher leadership support program for strengthening teacher's capacities to lead changes in everyday work and in professional knowledge



- needs assessment survey for governmental institution for creation of the program for professional training [1],
- teambuilding activities for more effective teamwork, increased trust and strengthened individuals in decision-making [2],
- coaching activities for the development of six CSO strategic advocacy plans [3].

The Education Policy Centre

Providing fresh evidence for the dialogue on education in Bosnia & Herzegovina

Why EPC? Because there are so many questions waiting for answers:

- How can the quality of education be improved?
- Do our children develop critical ways of thinking in their schools?
- Do schools contribute to social inclusion?
- How can children with special needs best be included in schools?
- How do parents participate in the education of their children and school-level decision-making?

The proMENTE Education Policy Center team offers expertise in research in the area of education and enhancing existing educational policies.

The aim of the Education Policy Center at proMENTE social research is to promote flexible, participatory, evidence-based and transparent education policies which foster the values of an open society.

The proMENTE Education Policy Center is part of the international Network of Education Policy Centers (NEPC) consisting of over 20 members in countries from Poland and Latvia to Mongolia and Kazakhstan. The vision of the Network of Education Policy Centers (NEPC) is to develop into a strong formally established network of leading education policy centers, a global actor with local and regional expertise in education policy that promotes the values of an open, democratic, multicultural, and pluralistic society. At present we are taking part as national research agency in an international NEPC policy study on Private Tutoring in education.

NEPC members carried out a study on monitoring school drop-outs 2003-2006. Participating countries were Albania, Kazakhstan, Latvia, Mongolia, Slovakia, Tajikistan.

We are now one of the most active institutional members of the network; our President and Deputy President have served on the Regional Advisory Boards of NEPC research projects and we are in contact with the NEPC centres and experts.



Our approach

Client-centred

We place a special emphasis on developing wherever possible a cordial and relaxed relationship with our clients and work together to design research and evaluations which meet their real needs.



Methodological

proMENTE has experience with a wide range of research and evaluation approaches, combining qualitative and quantitative methods.

Appropriate

Our researchers spend a lot of time on the road and know how to talk to street children as well as to Ministers. Often our task is to build bridges between world views, for example between the worlds of donors and their potential beneficiaries.

Ethical

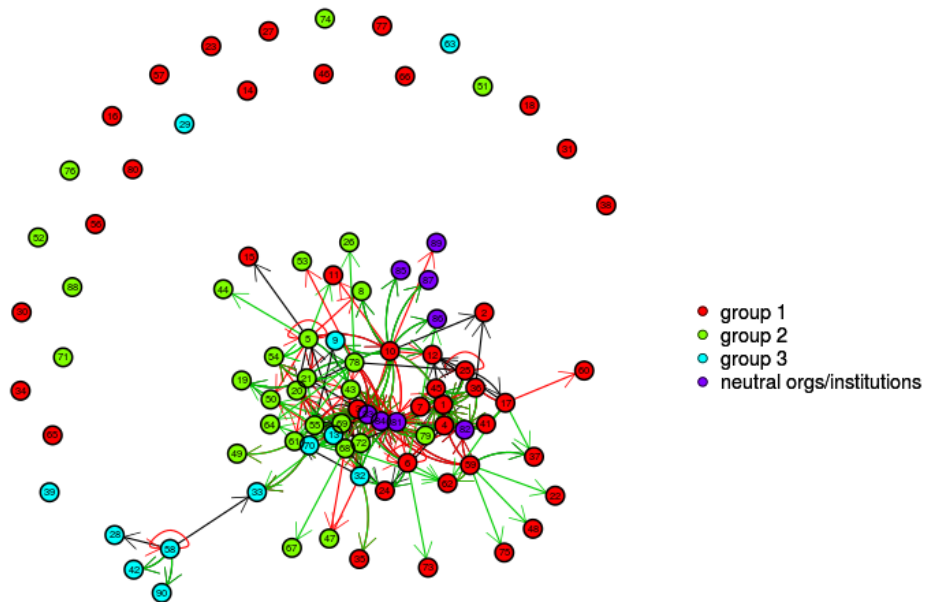
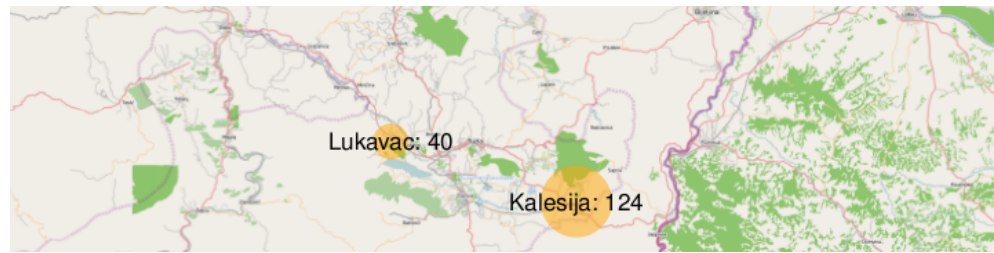
Ethical concerns always come first. In particular, we take data protection and child protection very seriously.

Innovative

We are proud to employ innovative approaches in our work. As far as we know, we are the first organisation in the Balkans to implement Outcome Mapping and Most Significant Changes methodology. For many of our projects we develop websites to improve interaction with stakeholders and have long experience in employing web-based questionnaires. Most of our statistical analyses are conducted in R (www.r-project.org), the software of choice for most modern statisticians.

We have been using web-based research methods since 2002 (for example at www.mojakarijera.com and www.qimpl.com) which we usually implement on our own. We use four different systems for web opinion research from which we chose the one most appropriate for our clients. Most of our research and evaluation projects include web modules.

Above all, we believe that the key to a successful project is to understand what the client really wants and needs to find out and to carefully negotiate the details of the Terms of Reference in order to make sure these results are delivered.



Social Network Analysis is much in vogue at the moment, and with good reason. Many of our clients' projects are delivered through networks or aim to strengthen networks. We have some simple and useful tools to help understand network data.

Reproducible

Nearly all our statistical reports follow the principles of reproducible research. This means that the final pdf file is automatically generated by computer from the original raw data following instructions written by us in a computer script.

So there is neither any cutting-and-pasting or editing of data in the data files and nor is there, for example, any manual editing of data or graphics. This makes mistakes much less likely; the original data is untouched; our clients or other researchers can check exactly how we arrived at these results. Given the same database, software and script they could also produce the same report with one click. And the software is free and open-source.

Reproducible research is transparent, verifiable and less prone to error.

Participatory

We include stakeholders in our research, evaluation and training wherever possible and try to engage interviewed stakeholders in active debate about how to improve people's lives.



Valid

Reliability and validity of information and conclusions drawn from it are of the highest importance. The validity of information is in its relevance and appropriateness to defined research question and the directness and strength of its association with the concepts which are subject of the evaluation process. proMENTE use best available information in evaluation process whose validity sometimes may be weak. In those cases, we use wider range of measures to reduce dependance on anyone and solve the problematic data validity.



Our tools

General evaluation criteria

proMENTE is unusual in being equally strong in both quantitative and qualitative evaluation approaches. We believe that the best evaluations come from the synergy of these two traditions. So for example if the Client is looking for answers to a question "how effective was this program?" we can provide a range of complementary methods.

When evaluating programmes and projects it is useful to consider the following criteria. The following further explains the criteria which we propose to be used in the evaluation process of your programme.

In addition, appropriate methods which can provide data for certain criteria are selected. In Margin besides recommended methods we explain how selected method can answer the specific question from client's TOR.

Answering the evaluation questions can begin from the following definitions:

Effectiveness and Impact

The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.

Analysis of effectiveness includes highlighting which project areas were most and least successful, in which geographical regions, with which participant groups, etc.

The choice of data collection methods would obviously depend on the indicators, i.e. on how program success is to be defined.

Retrospective assessment (experts)

Experts retrospectively assess whether outcomes have been accomplished.

Retrospective assessment (beneficiaries)

Directly asking respondents what they think about program effectiveness, are agreed goals being reached and what contribution they see the program as having made. Again, this kind of question can be answered using various data collection methods.

Comparison group

The value of this approach can also be improved by including a comparison group. These can be similar organisations or branches of organisations which have not been included in the program, or can be other individuals not involved in the program, ideally matched with those included in the program.

Impact: special questions

Making sure to ask about positive and negative effects produced by intervention, directly or indirectly, intended or unintended. What has happened as a result of the project and what real difference has it made to how many beneficiaries are the questions for evaluation of the project impact.

Efficiency

A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.

This can be covered by

- asking respondents' opinions on value-for-money of program components (from interview with beneficiaries and other stakeholders)
- asking respondents if they saw evidence of waste or inefficiency (from interview with beneficiaries and other stakeholders)

Relevance

Relevance is the extent to which the objectives of a project are continuously consistent with recipients' needs, mandate and overarching strategies and policies.

This can be covered by

- Goals/beneficiaries: comparing program *goals* with beneficiary needs (from interview with beneficiaries and other stakeholders)
- Goals/standards: comparing program *goals* with other documents and programs (deskwork)
- Methods/beneficiaries: comparing program *methods* with beneficiary needs (from interview with beneficiaries and other stakeholders)
- Methods/standards: comparing program *methods* with other documents and programs (deskwork)

Sustainability

The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

This can be covered by

- examining existing evidence for continuation of results after project inputs have ceased, especially with early project components.
- assessing similarity of project design and implementation to documented good and bad practices.



Lessons learned

Empirically-based insights from the program which can be easily and practically applied to similar interventions in the future in order to maximise impact and avoid pitfalls.

This can be covered by

- asking directly what respondents would do differently or the same in a future, similar intervention (from interview with beneficiaries and other stakeholders)
- reflection on the other evaluation findings (deskwork)

Coherence, coordination & complementarity

How do the program a) design and b) implementation relate to the plans and activities of other actors, in particular local and national governmental and non-governmental organisations? Do they at least take other plans and activities into account? Are mutual roles and responsibilities clearly defined? Are priorities identified rationally? Does the organisation share information with other organisations in order to coordinate plans as well as responses to threats, opportunities and changes in circumstances?

Data collection

Focus groups

A focus group interview is an inexpensive, rapid appraisal technique that can provide managers with a wealth of qualitative information on performance of development activities, services, and products, or other issues. A facilitator guides 7 to 12 people in a discussion of their experiences, feelings, and preferences about a topic.

In public opinion research, groups are carefully constructed according to specified demographic criteria with the purpose of being able to make certain generalisations to the population as a whole.

In evaluation research, they can be used either for pre-post comparison, or retrospectively asking participants how they think the different program components affected them.

Focus groups are usually audio recorded and video recordings can be made if desired using a static camera. One-way screens are not available.

Interviews

Interviews collect narrative information on a theme from persons relevant to a project or program through a more or less structured discussion led by the interviewer. They are not usually used to provide data for a logframe or Performance Monitoring Plan, but they are very useful for formative M&E purposes.

Respondents are selected for their first-hand knowledge about a topic of interest. These persons may be for example community leaders, party officials at local or national level, external experts such as academics or journalists, representatives of government, of international NGOs, and similar.



Group discussions

Group discussion are somewhere between focus groups and individual interviews. They lack the focus on a particular key question which is characteristic for focus groups. As opposed to focus groups, they sometimes include people who are part of a natural group and may well know one another.

Questionnaires

A questionnaire survey presents written questions in different formats to the whole population of people relevant to the project, or a sample of them.

Questionnaires can be designed to measure outcome variables like satisfaction with a project, intermediate variables like exposure to a project, and background variables like age and sex. We can combine closed and open questions - open questions can be coded into closed categories afterwards but we often enliven our reports with quotes from the original words which respondents used.

We take special care to ensure that our questionnaires are easy to understand and complete. In some cases we will give respondents individual support to complete the questionnaires.

Our dual-language questionnaire analysis system r3d ensures that questions are not wasted, analysing all questions for millions of different possible significant findings and highlighting the most unusual and important.

proMENTE has been using online questionnaires in B&H since 2002 and they now feature in most of our work because they are a very economical way of reaching a relatively wide population.

We suggest you to choose web questionnaire for collecting quantitative data due to accessibility of computers and Internet use in institutions where your beneficiaries are employed.

Web Questionnaires

A questionnaire survey presents written questions in different formats to the whole population of people relevant to the project, or a sample of them. We include web questionnaires in most of our work because they are an economical way of reaching a relatively wide population.

Questionnaires are specially designed to measure the outcome variables. We can target questionnaires either at a specific group of people defined by the client or from the general web population, e.g. via Facebook advertising.

Web Analytics

proMENTE uses a wide range of different on-site and off-site web analytics tools, such as Google Web Analytics, KISSmetrics, Facebook Insight, Twitalyzer, in order to obtain more comprehensive and useful data. Web analytics is the measurement, collection, analysis and reporting of Internet data for the purpose of understanding and optimizing web usage. Using web analytics methods we can analyze following data: where are users (visitors) coming from, what they are doing on web site, when and where do they leave, how long do they stay on web site, how often do they come back to the web site etc. Combining web analytics methods with qualitative methods can help to better interpret web statistics, to better focus on user (qualitative) research and to get better certainty of findings. In campaign evaluation, web analytics



can help to measure or to better understand the effectiveness of campaign's concept, identification of target audience and their behavior on web and to verify user feedback.

Outcome Mapping

Outcome Mapping ¹ is a new approach to project planning, monitoring and evaluation which has been developed at the International Development Research Centre www.idrc.ca as designed by IDRC in consultation with Dr Barry Kibel of the Pacific Institute for Research and Evaluation as an adaptation of the Outcome Engineering approach. It can be used at the project, program or organisational levels.

Although OM is a complex method which has many similarities and differences with conventional methods, there are three elements which most clearly distinguish it.

1. OM focusses on a limited number of "boundary partners" with whom a program or project has direct contact rather than on a larger number of final beneficiaries. Boundary partners are defined as "those individuals, groups, & organizations with whom a program interacts directly to effect change & with whom the program can anticipate some opportunities for influence" ². Each boundary partner is associated with an "outcome challenge" which can be understood as that part of the vision for the whole project which belongs to that boundary partner.
2. There is a narrower emphasis on outcomes, conceived primarily as changes in boundary partner behaviour and relationships, rather than on impact. OM does not try to force implementing organisations to try to demonstrate that they caused numerically large impacts, especially not in areas "where their influence ... is low and decreasing relative to that of other actors" ³. The focus is on the development/change of key partners; quality, not quantity; and on contribution (what did they do, what worked?) rather than on attribution (did they really cause the change?) which is sometimes impossible to prove.
3. OM introduces the concept of progress markers as a graduated ladder of specific changes in boundary partner behaviour and relationships which define and describe progress towards each outcome challenge. It should be stressed that OM does not conceive of progress markers as really being arranged in a linear fashion. Progress towards the outcome challenge will rarely occur in an ordered, step-by-step fashion. However ladder metaphor proved very useful during the evaluation useful to introduce the concept and did not find that partners understood it in a too literal fashion. These kinds of change have traditionally been seen as difficult to capture, particularly because it is more difficult to formulate them ways enabling them to be objectively measured ⁴. And yet OM stresses that just these kinds of change in fact often represent the heart of development work. The concept of progress marker ladders is an attempt to define and document these kinds of change systematically. The progress markers for each outcome challenge are grouped into "expect to see", "like to see" and "love to see", with the first set describing concrete boundary partner behaviour which the project assumes will happen and the final set describing behaviour so desirable as to more or less form part of the vision.

¹(Carden, Smutylo, & Earl, 2002)

²(ibid, p.1)

³(ibid, p.5)

⁴(Mikkelsen, 2005, p. 164)



Milestone Interview

This is an interview which asks stakeholders, usually the client's boundary partners, about key achievements or "Milestones" which the client would like them to implement. Partners are interviewed to ask them about their actions in relation to such a milestone, like working towards it or delaying its implementation. The interview also includes questions on partners' reasons for those actions and the client's inputs and other inputs which contributed to the partners having those reasons. A Milestone Interview can be used before or after a Milestone to ask our partners what is still necessary to achieve it or what led to the achievement of a Milestone, respectively. So correspondingly there are two slightly different versions of the interview, called the "before" version and the "after" version. The "after" variant of Milestone Interviews can be used for similar successes which were not actually planned as well as for those that were. In a project Results Framework or RF, Milestones may often be "Intermediate Results" aka "Anticipated Results" or possibly Outcomes, but they do not necessarily feature in any plan.

A Milestone Interview is not intended to be included as part of a Performance Monitoring Plan or PMP but may be used at any time to complement other PM&E methods because: It takes place in between pre-planned cross-sectional measurements, asking what just happened and what is going to happen now? It asks about the important factor which stands in between program activities and program results, namely partners' own view of their situations and their reasons for working or not working towards a particular goal.

Most Significant Changes

Most Significant Change (MSC) is a participatory monitoring technique based on stories rather than indicators. MSC stories are about important or significant changes - they give a rich picture of the impact of development work and provide the basis for dialogue over key objectives and values of development programmes.

Instead of introducing new professional skills, MSC takes advantage of everyday communication practices: every language has an expression for 'What's new?'".

MSC doesn't replace other methods of monitoring and evaluation – in fact it works well in conjunction with methods like content analysis and quantitative analysis – but it comes into its own where outcomes are unexpected and meanings are disputed. Indicators just don't help us to see what has changed in these situations.

Mystery Shopping

Mystery Shopping is a method where persons who are trained in a role of users/customers perceive and then evaluate the quality of services of the service provider and / or its competitors according to predefined criteria. The goal is to comprehend the quality of service, which allows you to identify those elements/aspects of the services that need to be improved. It is designed for those who want to provide first-class service to its users/customers, because it allows direct insight into the true quality of service, and effectively helps to resolve dissatisfaction ratings.



Evaluation 360°

Work evaluation named 360° is a mechanism used for work evaluation, based on feedback from all those with whom assessed person is in contact - supervisors, coworkers, partners, subordinates and others in general. This method of gathering opinions for the purpose of evaluation is a great source of motivation for employees because it offers a good estimate of how his work is observed from various perspectives. In traditional estimates, supervisor meets with the employee on a one-on-one to discuss his work. Contrary, the evaluation 360° method is using confidential information from people who can give some data about how an employee does his job. After that, the employee and supervisor meet to discuss collected data about his work.

Sampling

How is the sample to be selected for the above methods? Sampling is a procedure which selects some smaller number out of a larger population (such as all citizens of a country or all elected mayors in one region) in such a way that the units, persons, geographical areas etc. selected are sufficiently typical of or representative for the larger population. Sampling involves deciding how many units to include in the sample and how to select them. Details of how the samples would be constructed would be discussed with the client. The key strength of focus groups is to allow opinions and responses to develop which are typical for a particular group. This means it is usually desirable that the groups are homogeneous with respect to socio-demographic variables, i.e. there is little variation within the groups. So with focus groups, sample construction is a question of ensuring that the groups themselves, rather than the individuals within them, are as representative as possible of the desired population.

In many cases, a simple random sample is not possible or desirable and so more sophisticated sampling techniques such as stratified sampling or cluster sampling are used. We use specialised software to prepare and analyse these kinds of samples.

Oversampling

Often the client is particularly interested in minority sectors of the desired population, for example Roma householders or female mayors. In this case, such sub-groups can be oversampled, i.e. the proportion of them included in the sample is greater than in the population. Where statistical comparisons are made, special techniques have to be applied to correct for this oversampling.

Data analysis

The results are usually written up in a comprehensive report as a synthesis of the different methods employed.

Analysis of interviews, focus groups, etc.

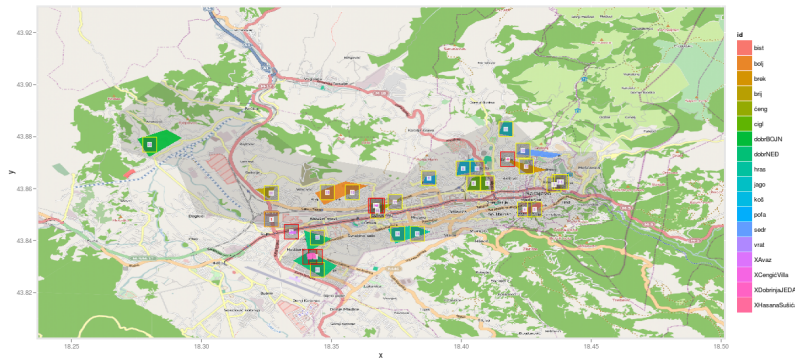
First of all, an overall "question-by-question" report for each respondent or respondent group is written. These reports can be provided from written notes and audio recordings without making full transcriptions.



Individual reports can be provided for each focus group and/or for each sub-group of the population e.g. municipality. An overall report can also be provided.

The additional transcription option enables direct, typical quotes from respondents to be included in the final report and also provides a more objective record of respondent views and allows researchers to systematically monitor their own biases.

GIS (geographical) analysis of data



If your data is spread across an area - for instance if you deal with different municipalities, school, regions, etc., our software put it on a map for you to re-tell your story from a geographical point of view.

Statistical Analysis of Questionnaires

The use of questionnaires enables quantitative data analysis of the web questionnaires only to be carried out, which has the following advantages:

- provide a more objective baseline for examining future progress
- background-variable differences are highlighted (e.g. differences between women and men, different stakeholders etc)

A special strength of proMENTE is our dual-language automated system *r3d* for automatically producing thorough statistical analysis of survey data with attractive graphics and full explanation. Please see p. for the benefits of this *reproducible research* approach.

In-depth Content Analysis of interviews

Content Analysis is a sophisticated social science technique which uses specialised software to support the process of extracting hidden meanings in the mass of information collected from interviews with respondents. For example, we used it very successfully in a previous project with Sida to identify the relationship between gender and poverty through the eyes of beneficiaries[?]. It necessitates full transcripts of the interviews.

Provision of direct interview quotations in reports

Readers of the report often find direct quotations the best part of the report; they bring life into the findings .

Direct interview quotations are included in the price shown in the financial offer.



Participatory workshop on draft version of report

The final report can be improved by including the opinions of stakeholders, which usually improves the report and includes their feeling of ownership towards the program.



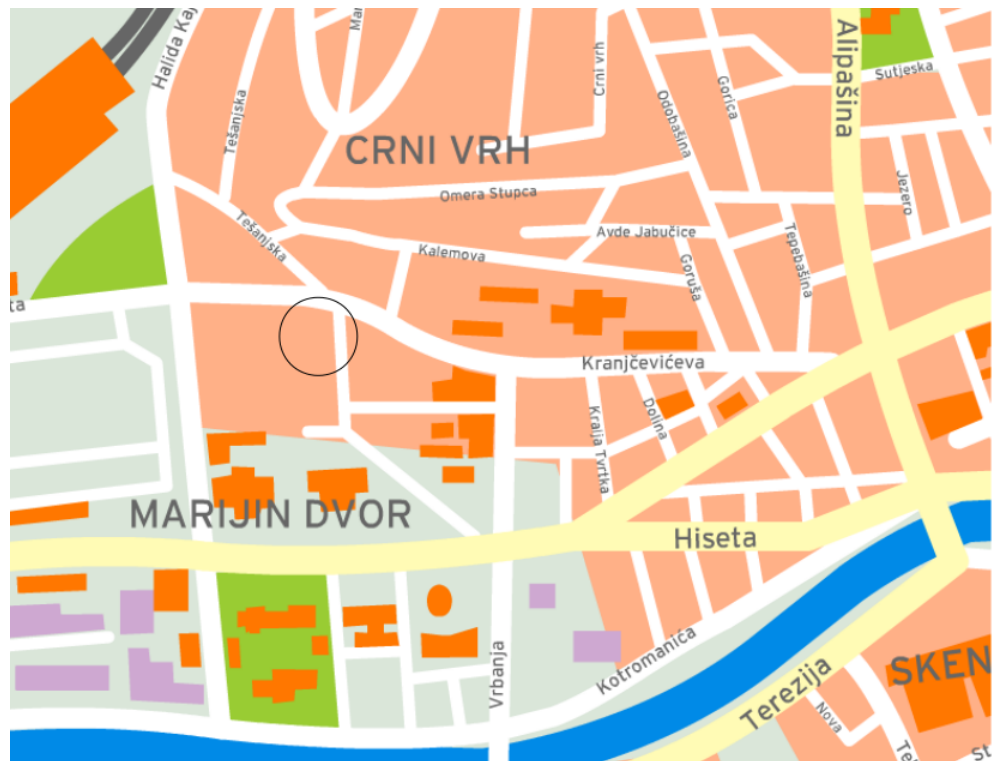
Who we are

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About us



Everything we do - training, project evaluation, field research - is based on the social sciences.

proMENTE provides social research solutions to both businesses and non-profits. proMENTE operates internationally and is based in Sarajevo. The organisation was registered as an association with the Federation of Bosnia-Herzegovina in October 2002 by three social scientists.

Most income is from contracts to conduct research, evaluation and training projects for other organisations in accordance with our Statute. proMENTE has also designed and implemented its own projects in the areas of youth employment and careers advice and assistance to SMBs on Human Resources Management, financed by donors. proMENTE has also frequently been national partner in international research programs.

We have conducted over 130 research projects since 2002 including 60 project evaluations which makes us one of the leading evaluation agencies in the region. Most of our work has been multi-method, with qualitative and quantitative data combined. We have mastery of a wide range of different tools, from standard tools like Key Sources Interviews and Literature Reviews to more innovative techniques; we led the first systematic applications of Outcome Mapping and Most Significant Changes techniques in the Balkans and have presented the results at international conferences and as a Sida publication [4]. In particular, most of our projects have involved conducting focus groups with a wide variety of participants on a wide variety of themes. Applications have ranged from general public opinion research to gathering the views of specific groups such as school principals.



We have substantial experience in survey design and statistical analysis in different areas described below.

proMENTE monitor events in different areas of expertise, development of new programs and policies in NGO's world and access to it is provided by several memberships: *Network of Education Policy Centres*, *Sporazum Plus*, *BiH NGO Council* and *Koalicija za pravično obrazovanje*

Mission

To assist individuals and organisations to achieve their full potential – by providing research and evaluation services as well as evidence-based advice and training.

Vision

We are inspired by the vision of a future in which

- We remain a small team of social scientists working in BiH and also internationally.
- We remain one of the premier agencies for ad-hoc general social research on the Balkans.
- We continue to learn and apply new methods in research, evaluation and training.
- We are respected as experts who can help individuals and organisations to reach their potential.
- We contribute to a society in which human rights are respected and differences drive growth rather than conflict.



Contact details of some key clients

Joakim Molander, former First Secretary of Sida in Bosnia and Herzegovina,
from July 2008 Head of Evaluation Secretariat at Sida, Stockholm:
joakim.molander@gmail.com

Dženana Trbić, OSF BiH, dzenana@soros.org.ba

Adam Boys, Chief Operating Officer and Director of Finance of the International Commission on Missing Persons, Adam.Boys@ic-mp.org

Our Team

Currently proMENTE has seven permanent staff of whom six are researcher/trainers. Formally, the NGO is run by an Assembly of three members who are all Senior Researchers, two of whom are also employees. All proMENTE researcher/trainers are at least Diploma/Bachelor's level social scientists; the three Senior Researchers are PhD. or Masters level social scientists with between eight and fourteen years' experience in planning and conducting field research and evaluations in the West Balkans.

Steve Powell, PhD.



President and senior researcher.

- PhD by Public Works at University of Middlesex.
- Dipl.-Psych. in psychology, University of Munich. BA in Philosophy, University of Manchester.
- Substantial experience in quantitative social research as well as training and consulting around participatory monitoring and evaluation approaches. Research and evaluation fields have included education, social protection, voluntarism, local government, child protection, trafficking in persons, youth and Roma issues, PTSD, missing persons and conflict resolution.
- Recent work outside proMENTE includes:
 - Developing an Evaluation Framework for the 1.2 Billion CHF Earthquake Recovery Program the International Federation of the Red Cross Red Crescent includes
 - Conducted meta-evaluation of psychosocial programming in the 500 million USD ARC Tsunami Recovery Program.
 - Led fieldwork in Nepal to establish a baseline for a USAID-funded governance & democracy program.
 - Wrote manual for global use at the National Democratic Institute on evaluating their support to political parties.
 - Lead Researcher of ESP international research project on parental inclusion in school decision-making which included representative samples of 11.000 parents in 10 countries.
 - Author of regional report on impact of volunteerism on Millennium Development Goals in CIS and SEE countries.

- Ten publications in peer-reviewed social science journals on post-conflict psychosocial adaptation.
- Research presentations in the European Parliament, the World Bank Washington, ARC HQ Washington and the Parliament of B&H.
- Advanced skills in multivariate statistics and database programming.
- Extensive experience across South-East and Central Europe; also conducted evaluations in Sierra Leone, Haiti, Thailand, Nepal, Indonesia, Sri Lanka and India.

Projects and publications: <http://promente.org/p/?q=Powell>

Anamaria Golemac, MSc.

Master in State Management and Humanitarian Affairs.

Senior consultant-analysis of an overall impact and success of the GAP project at mid-point of project implementation. Assessment of current donor assistance to the local governments, municipal associations, and ministries. Assessment of results in implementation of recommendations of the Local Self-Governance Development Strategy regarding fiscal issues.

Analysis of objectives and criteria under which municipalities take longer-term loans to finance development of infrastructure. Analysis of fiscal decentralization process promoted by GAP2 to enhance and to achieve increases in the shares of direct and indirect tax revenues accruing to municipalities in both entities. Review of legislation and technical solutions to allow for sharing of vital records across municipalities.

Consultant for a cross-border cooperation initiative supported by the World Bank in developing Poverty Reduction Strategy Papers (B&H, Serbia and Albania and Kosovo/a Development Strategy) 2002-3. Facilitator of policy initiatives together with government (at Council of Ministers level) and non government actors in both B&H Entities on issues of social protection, health and labour and employment 1999-2006. Advisor on development of a regional constituency within the Save the Children Alliance for Child Rights and Social Protection Advocacy 2006-7. Advised on and managed implementation of labour market panel studies in B&H 2003-6. Promotion of a model of private-public sector partnership for social development in pilot municipalities/regions in B&H 2002-6. Contributor to a regional study on Social Inclusion in the Western Balkans 2006-7. Supported drafting of the Mid Term Development Strategy for B&H.



Ivona Čelebić, MSc.



General Director of proMENTE.

Master in human sciences, researcher and trainer in proMENTE social research since 2004. Conducted over 50 training courses and research and evaluation projects. My opinion is that we have to be constantly looking for new strategies to promote changes in education and promote education policies. My friends and colleagues say that I am a fantastic team player!

Master in human sciences, researcher and trainer in proMENTE social research since 2004. Certified trainer in Public relations by London School of Public Relations. Completed many training courses on human resource management, time management, active job search and methodology of research. Conducted over 50 training courses and research and evaluation projects. Directly involved in program coordination; designing qualitative and quantitative research, development of research instruments (focus group guidelines, interview questions, questionnaires), fieldwork implementor and supervisor. She is particularly skilled at using Outcome Mapping (OM) and Most Significant Changes.

She led the field work for a wide range of projects, ranging from three months in the field doing interviews with street children and victims of trafficking to community development and cross-border cooperation.

Recent projects include: *Programme for development of Roma communities* - the analysis of project needs in Zenica and Zavidovici, conducting baseline studies and a final evaluation by the method of Outcome Mapping, client was the Association LEDA. She led the field work for a wide range of projects, ranging from three months in the field doing interviews with street children and victims of trafficking to community development and cross-border cooperation. The main researcher in the field and author of the report of external evaluation of the project *Mainstreaming Inclusiveness for Disabled Workers and Youth MIDWAY*. Evaluation of *Cross-border Cooperation and Reconciliation CRS* Project: Examined broader signs of program impact, especially at the strategic objectives level, using face-to-face and telephone interviews with independent sources as well as program staff; Independent evaluation of the project: *Cooperation between different cultures in education - road to Europe*: Conceived and implemented project evaluation in South Serbia; *Advancing Educational Inclusion and Quality In South East Europe*: School /community based action research: Conceive 3 month action plan to implement school/community based initiatives for enhancing education quality and inclusion through stakeholders participation; Evaluation of the *Community Building / Good Governance* Project in Bosnia-Herzegovina: Design and implementation of project evaluation in Srebrenica and Bratunac, with focus on peacebuilding and good governance



outcomes, utilizing elements of Outcome Mapping and proMENTE's *Stakeholder Motivation Analysis*.

Projects and publications: <http://promente.org/p/?q=Celebicić>

Sidik Lepić



Sidik Lepić, a graduate pedagogue, member of proMENTE team since 2008, where he works as a researcher, evaluator and web developer. The focus of his work activity is educational inclusion, education for sustainable development, professional orientation and development of career management skills. Particular area of his interest is technology and its application in research and education. He believes that the work he does is like climbing a mountain: each new step toward the top reveals a new view of the world that surrounds him.

Implementing qualitative and quantitative research and evaluation for international and national clients especially in the area of education (professional orientation of students, active job search skills, inclusive education, education policies, curricula development, education for sustainable development...) data collection and analysis, developing and maintenance informal and educational websites and web based questionnaires and surveys, maintenance of office hardware and software and servers.

External lecturer of Statistics in Education, Instructional designer - Providing lectures in Statistics in Education, developing and maintaining web based e-learning platforms at the Faculty of Philosophy of University of Sarajevo, Department for Pedagogy

Recent projects include:

- Research about policies and practices of inclusive education in secondary educational system in Bosnia and Herzegovina
- Online adaptation of questionnaires, data collection, data analysis and interpretation for Mid-term evaluation of Tempus IV programme
- Final evaluation of project “Enhancing Local Capacities to Stop Trafficking V.”
- Evaluation of “Small Grants Programs: Realizing potential of B&H citizens and civil society organizations for the change“ implemented by Civil Society Promotion Center
- Evaluation of UN WOMEN 16 Days of Activism to End Gender Based Violence Campaign 2011: Youth Say No to Violence!
- External evaluation of the Mozaik Foundation project “Build a Better Future Together - Youth Bank BiH2010/2012”
- Education for Sustainable Development Partnership Initiative (ESdPI). Uncovering the content of the national curricula of the participating countries



with regards to education for sustainable development (ESD) & recommend appropriate content for the curricula, developing educational modules, writing policy briefs and advocacy activities • Qualitative and quantitative research for the project “The kind of school I like.” • Assessment of the funding needs of Youth NGOs in Western Balkans. Conducted online survey in which NGOs from Western Balkans are dealing with children and youth issues took place • Mid-term evaluation of project “Enhancing Local Capacities to Stop Trafficking V.” • Evaluation of project “Prevention of violence involving children and promotion of respect for differences in B&H through the education system.” • Youth Employment Project in B&H. Qualitative research on the needs of students and employers; Develop a concept for a school-based training programme on life-long careers management (cooperation); Develop school programme and teaching material; Develop website “mojakarijera.com”

Projects and publications: <http://promente.org/p/?q=Lepic>



Portfolio

Clients

We have worked for most major agencies and donors in the region (Caritas, CRS, gtz/giz, Helsinki Committee, ICRC, IFRC, Kvinna till Kvinna, Olof Palme Foundation, Sida, UNICEF, UNDP, UNV, UNWomen, USAID, World Vision) as well as small local NGOs.

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Evaluation of the Governance Accountability Project, phase II, (GAP2), Bosnia and Herzegovina (BiH)

The Governance Accountability Project, Phase II (GAP2), was a \$30 million, five-year (2007-2012) program co-financed by the U.S. Agency for International Development (USAID), the Swedish International Development Cooperation Agency (Sida), and the Embassy of the Kingdom of the Netherlands (EKN). GAP2 was implemented by Chemonics International and its partners: the Urban Institute, VNG International, SIPU International, and the Civil Society Promotion Centre (CSPC). Building on the first Governance Accountability Project (GAP1), implemented between 2004 and 2008, the objective of GAP2 was to improve the capacity of 72 municipalities in Bosnia-Herzegovina (BiH) to provide better services to citizens, increase transparency and responsible decision-making, effectively manage human and capital resources, and support a policy and fiscal framework conducive to accountable local government. The GAP2 programme is perceived by all stakeholders as a model project addressing capacity strengthening at the local level, utilizing a coherent approach in conceptualization and implementation, and seen as the only way forward in future programming in this sector. The consensus among the partners and the stakeholders is that the integrated approach to addressing the issue of strengthening local governance, with a combination of technical assistance, capacity building, policy interventions, and direct capital investment translated into immediate practical results. Furthermore, the joint donor approach, characterized by a single multilateral approach as opposed to a number of unilateral interventions, minimized the burden on municipal administration, thus translating a streamlined response into simplified work with more realistic, effective results, reflecting the needs of population. The data collected during the field interviews pointed to the overwhelming sense of GAP2 initiatives having had a positive impact on improved access to services at the local level as well as on enhancing capacities for governance accountability at the local level and greater participation of citizens in decision making processes.

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