

MAGAZINE FOR SOCIETYECONOMIC DEVELOPMENT

# eVal

EVALUATION SOCIETY IN BOSNIA AND HERZEGOVINA

politics · econmics · eurometer  
rural water supply · interview  
doing business · evaluations  
· results based monitoring  
public administration capacity  
· projects

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# Water is the Origin of Life

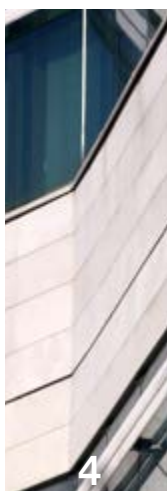
FREE EDITION

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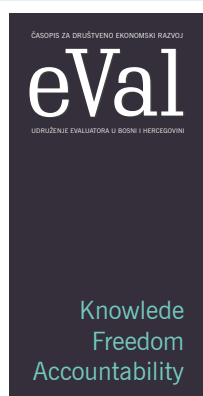
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By eVAL Editorial

## Welcome to eVAL first issue!

The eVal publication is a designated space for publishing texts that will contribute to socioeconomic development. It aims to present results of original research and evaluations, conference proceedings, and overviews of successful projects. Our intention is to capture diverse scholarly interests of academic and expert community and other sources of knowledge and information relevant to socioeconomic development and EU integration process.

Knowledge is sometimes hidden under the layers of the World Wide Web, the eVAL contributes to knowledge dissemination with the purpose to empower wider community of citizens and policy makers in the quest for accountability and informed policy making. It has been felt that even the most important decisions are made with not sufficient evidence base, and without engagement of the wider public and eVAL will connect development issues, lessons learned from different projects in Bosnia and other countries on the one hand, and evaluations and policy relevant research on the other.

The eVAL also serves as knowledge depository, where recommendations, methods and experts will be promoted.

Every issue will have a short overview on previous month of economic and political developments. An introduction text within the Eurometar section will give us an insight into the current state of the EU integration process, we shall present monitoring tool that will in a simple and practical framework provide regional comparison in EU integration process. In every issue we will present a certain topic in more details, with applied research and an interview with an eminent expert in such an area. The special report section presents a topic that is important from socioeconomic development perspectives. In future issues, we shall through PresR present results of research, evaluations or projects that are important to be disseminated and understood by wider public and decision makers. The eVAL will also be home for regional exchange of policy relevant research and good practices and each issue will present a number of selected indicators, and lot more.

This content demonstrates how complex is the issue of socioeconomic development and just how wide-ranging and diverse the interests of the development community are.

The eVAL is funded on the philosophy of “sharing”. By sharing, our knowledge is not going to decrease, on the contrary, it will grow and improve. Only knowledge on things can secure meaning to the freedom of choice and accountability in decisions making.

This inaugural issue owes much to many people and organizations. Thanks are due first to the BHEVAL founding members, where the idea originated, for supporting it so wholeheartedly and for their unfailing support. Thanks are also due to the authors that dedicated their time, experience and expertise as well as their enthusiasm for sharing. Thanks are due to International Organization for Cooperation in Evaluation- IOCE, which recognized and supported the publication of two issues and development of our website and IT solutions without which dissemination would be impossible.

Enjoy your reading!





## Politics

Joseph Daul: "I am mostly concerned by a distance between political elites and the citizens. And that distance has been growing in recent years".

The topics of the meeting between the Prime Minister of Serbia Ms. Brnabić and the Ambassador of Turkey to Serbia Mr. Bilgic, were the infrastructure projects in which the Turkish side is interested, such as the Kraljevo airport, highway connecting Tutin, Novi Pazar and Sjenica, and the Belgrade – Sarajevo highway.

Milorad Dodik: "We now have a concrete document determining that Republika Srpska does not give its consent regarding the NATO integration and we will follow the position of Serbia."

The Official Opening Ceremony of the exercise "Quick Response 2017" in the EUFOR Main Command at the Butmir base in Sarajevo. The showcase during the ceremony was attended by the members of the EUFOR reserve forces from the United Kingdom, the Reserve tactical battalion of the NATO forces in Kosovo and the units from the EUFOR Multi-national Battalion consisting of Hungarian and Turkish soldiers. The soldiers were joined by members of the SIPA and the Border Police, including their official dogs, the EUFOR reported.



Eldin H.

Dragan Čović, Chairman of the Presidency of BiH, met with the Archbishop of the Vrhbosna Archdiocese, Cardinal Vinko Puljić, with whom he discussed the position of Croats-Catholics in Bosnia and Herzegovina, both on the pastoral - religious and the political level.

The Minister of Foreign Affairs of Bosnia and Herzegovina Mr. Igor Crnadak paid an official visit to the Vatican where he emphasized that the strategic goal of Bosnia and Herzegovina was its membership in the European Union and called the Holy Chair to support, with its influence, the path of BiH to full membership in the European Union.

"Long live the Turkish-Serbian friendship, long live Serbia," Vučić said in a joint address to the citizens with the President of the Republic of Turkey, *Recep Tayyip Erdogan*, in Novi Pazar. Vučić told the gathered citizens that in the coming months he would start developing the design documentation for the road the Corridor 11 of the Požega-Boljare highway, which passes through the Pešter Plateau, in order to connect this region with Belgrade, Sarajevo and Podgorica.

Croatian President Kolinda Grabar-Kitarović will travel next week for an official visit to Russia and meet with President Vladimir Putin. One of the issues to be discussed, among many other, will certainly be the one of Agrokor, in which the Russian banks, Sberbank and VTB, have invested huge amount of money and are expecting a debt repayment. The situation in Bosnia and Herzegovina will be one of the issues to be discussed.

On Friday, October 13<sup>th</sup>, a meeting of the HDZ 1990 Presidency was held in Kupres, at which the guidelines for the HDZ 1990 political campaign for the 2018 General Elections were discussed. A special accent was put on the communion of the Croatian people, taking responsibility and fighting wrong policies in BiH.

In his address to the press after the meeting held yesterday in Banja Luka upon his initiative, which was attended by representatives of ruling coalition (SNSD, DNS and SP), as well as by the Deputy Prime Minister of the National Assembly of RS Nenad Stevandić, along with members of the organizations that emerged from the past war and representatives of the Serbian Orthodox Church (SPC), Dodik said that what was noted in the meeting was the fact that the withdrawal of judges and prosecutors from the Court of BiH and the Prosecutor's Office of BiH would be the most effective solution in this situation.

The Council of the European Union (EU) in the conclusions on Bosnia and Herzegovina today concluded that: "Bearing in mind that in the Constitution of Bosnia and Herzegovina, Bosniaks, Croats and Serbs are listed as constituent peoples, together with others, the Council reiterated that the principles of equality of all citizens and non-discrimination must be fully guaranteed. They stressed that no legislative or political step should be taken to make it difficult to implement the Sejdić and Finci judgment and other related judgments.

The Chairman of the Presidency of BiH Dragan Čović said on Monday in Belgrade that he hoped that a trilateral meeting of Serbia, Croatia and B&H would soon be agreed, and that he expected the expert team of Belgrade to offer a solution on the issue of the disputed borders between Serbia and BiH. As for the Declaration on the Survival of Serbian People he said: "I think that such a decision is most welcome, by virtue of which we will resolve many issues in the long run, both when it comes to the Serbian people, and all the three people in BiH ".

President of Serbia Aleksandar Vučić said today that Serbia was ready to hold a trilateral meeting of representatives of Serbia, Croatia and BiH.



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## Economics

The growth of foreign investments in BiH in the second quarter reached the amount of KM 386.7 million (FIPA BiH)

Russian company “Zarubežnjeft” and Croatian gas distributor “Plinarco” agreed to sign a contract on construction of a gas pipeline. The BH Gas Company reacted sharply, arguing that such interstate connections may not be built without interstate agreements.

The value of Agrokor-owned companies in retail, agriculture and food is negative for the amount of KN 13.4 billion compared to the capital, i.e. the value of the property is considerably lower than what the former administration of Agrokor presented.

A new operation unit of the Alumina Company was put into operation. The total value of this investment after the completion of the third phase will be KM 8 million, and there will be employed 70 employees.

Mostar has become a new destination for the low-cost German company Eurowings owing to the votes collected in the online survey, and in the coming summer season it will receive a direct line for Cologne.

The Council of Ministers of BiH announced that the indebtedness of the Republika Srpska in 2016 was 57.5 percent of the Entity's GDP, while the debt of the Federation of BiH in the last year amounted to 35.4 percent of GDP of this Entity, what was among other things stated in the Information of the Directorate for Economic Planning.

The UCC of RS (University of Clinical Center of RS) has announced a tender for the purchase of lending services in the amount of KM 55 million. These funds will be directed to refinancing of existing debts.

The International Monetary Fund (IMF) has downgraded the GDP growth forecast for BiH for this year from 3 percent to 2.5 percent, as predicted in April, according to the latest edition of World Economic Outlook (WEO).

MOSTAR - In less than half a year after the fire, the Bingo shopping center was reopened.

SKOPLJE, October 14<sup>th</sup> (FENA) – At the VI Regional Summit 100 that took place from October 16<sup>th</sup> to October 18<sup>th</sup> in Skoplje, more than 150 business and political leaders from Southeast Europe and regional businessmen said that, in order to improve business of any kind, it was necessary to remove obstacles for better traffic and other connections, as well as to attract foreign investment in the region. The Member of the Presidency of BiH Mladen Ivanić participated in this summit.

Stability of sales and slight growth! Information on the situation on the market of milk and dairy products from 2012 to 2016. The export of milk and dairy products grew by 11 percent in 2016 compared to the year-earlier period. Except for milk, many types of cheese are also sold, but the products that record an increasing demand are yoghurt and sour cream from BiH.



# Bosnia and Herzegovina - steps towards full EU membership

Zara Halilovic

## Criteria and steps for EU membership

The Treaty on the European Union (Article 49) stipulates that any European state that respects common values of the member states and is committed to further improving them, may apply for membership in the Union.

The basic accession criteria for EU membership established in Copenhagen in 1993 are as follows: **political** (stability of institutions that ensure democracy, rule of law, respect for human rights and protection of minorities), **economical** (existence of a functioning market economy and ability to cope with competitive pressure and EU market) and **legal** (ability to undertake obligations arising from membership, including the objectives of political, economic and monetary union, and the adoption of common rules, standards and policies that form the base of the EU law, i.e. legal acquis). An additional, **administrative criterion** from Madrid, established in 1995, refers to adapting administrative, governing and judicial structures to EU norms so that the EU legislative framework could be effectively applied.

In addition to membership criteria or accession criteria, the EU establishes and develops specific and general criteria for individual countries or for a group of countries.

The EU has also defined the country's special steps on its path to full membership. In sports jargon, to become a member of the EU team, the prequalification process must be completed, after which the qualification process starts. For Bosnia and Herzegovina, as well as other Western Balkan countries, the prequalification process relates to the stabilization and accession process, and the process of qualification for the EU team includes the process of joining the EU.

## Prequalification: Bosnia and Herzegovina and process of stabilization and accession

The European Union established a special strategic policy for the Western Balkan countries in 1999 called the Stabilization and Association Process to establish a full and lasting stabilization of individual states and the region as a whole, promoting regional cooperation, moving to a market economy and perspectives of accession of the countries within this region to the EU. In 2000, the European Council concluded that all countries involved in this process were potential candidates for the EU membership. The process was based on bilateral contractual relations, that is, on the Stabilization and Association Agreements.



**M.Sc. Zara Halilović** M.Sc. Zara Halilović. Assistant director, Directorate for European Integration BiH, She did her master's degree in 2005 in the area of European studies at the University of Sarajevo and Bologna. Within process of preparation of answers on EU Questionnaire she organizes and prepare proposal for answers connected to EU funds. Since 2006 she published more works about EU integration process and use of EU funds.

The Stabilization and Association Agreement between the European Community and its Member States and Bosnia and Herzegovina was signed on June 16<sup>th</sup> 2008, and entered into force on June 1<sup>st</sup> 2015. By signing the Agreement, Bosnia and Herzegovina achieved the first contractual relationship with the European Union, which confirmed the status of potential candidate for the EU membership. Thus, Bosnia and Herzegovina entered the first phase of the Stabilization and Association Process, bearing a number of obligations.



Thereby, Bosnia and Herzegovina, like other Western Balkan countries, went through special previous stages, i.e. establishing dialogue with the EU in order to improve the readiness to negotiate the conclusion of the Agreement, and through the negotiation process itself. At these stages, Bosnia and Herzegovina more or less kept pace with other Western Balkan countries. This sort of pace ceased to exist in the period that followed the signing of the Agreement.

Thus, from the signing until the entry into force of the Agreement, about seven years have passed, which is the longest waiting period in relation to other Western Balkan countries. Within these seven years, more than five years have elapsed since the end of the last ratification process of the Member State (France) in 2011 and the date of entry into force of the Agreement. This significant delay is related to resolving the issue of the implementation of the judgment of the European Court of Human Rights in Strasbourg in the case of Sejdić-Finci, which was adopted at the end of December 2009. The judgment was rendered on the basis of the European Convention on Human Rights, which referred to in Article 2 of the Agreement, and the failure to comply with the judgment was brought in respect of compliance with the Agreement.

In addition, the European Union sought to resolve the issue of establishing an effective coordination mechanism between the various levels of government for the harmonization, implementation and enforcement of EU regulations. Such a mechanism is needed so that the country could effectively communicate with the EU.

Finally, the Stabilization and Association Agreement entered into force on June 1<sup>st</sup> 2015, after the Presidency of Bosnia and Herzegovina and both Houses of the Parliamentary Assembly of Bosnia and Herzegovina confirmed and adopted the Declaration on the Commitment of the Institutions of Bosnia and Herzegovina to Implement the Necessary Reforms in the EU Accession Process, in accordance with the conclusions of the EU Council of Foreign Affairs of 15 December 2014.

The table below gives an overview of the progress of signing process and entry into force of the Stabilization and Association Agreement (SAA) for certain Western Balkan countries (information taken from [https://sh.wikipedia.org/wiki/Sporazum\\_o\\_stabilizaciji\\_i\\_pridru%C5%BEivanju](https://sh.wikipedia.org/wiki/Sporazum_o_stabilizaciji_i_pridru%C5%BEivanju) )

The Agreement includes political, economic and trade relations and regional cooperation, provisions relating to the establishment of free trade areas, industry, customs, taxation, agriculture and fisheries, economic and financial issues and statistics, justice, freedom and security, innovations, information society and social policy, transport, environment and regional development, and the ability to use EU assistance.

The provisions of Article 70 of the Agreement prescribe the obligation to harmonize the existing and future legislation of Bosnia and Herzegovina with the legal acquis, as well as its proper application and implementation until the end of the transitional period on 1 July 2021.



The Agreement establishes an institutional structure for monitoring its implementation, and consists of the Stabilization and Association Council, Stabilization and Association Committee along with the Subcommittees and the Parliamentary Stabilization and Association Committee.

Event	Croatia	Macedonia	Albania	Montenegro <sup>1</sup>	Serbia <sup>2</sup>	B&H	Kosovo* <sup>3</sup>
Start of negotiation for ASA	24.11.2000.	5.4.2000.	31.1.2003.	10.10.2005.	10.10.2005.	25.11.2005.	28.10.2013.
Agreement initiated	14.5.2001	24.11.2000	28.2.2006.	15.3.2007.	7.11.2007.	4.12.2007.	25.7.2014.
Agreement signed	29.10.2001.	9.4.2001.	12.06.2006.	15.10.2007.	29.4.2008.	16.6.2008.	27.10.2015.
Agreement came into force:	1.2.2005.	1.4.2004.	1.4.2009.	1.5.2010.	1.9.2013.	1.6.2015.	1.4.2016.

### Qualification: Bosnia and Herzegovina through process of stabilization and association towards process of EU accession

The stabilization and association process for the Western Balkan countries is a preparatory phase for starting their accession process in the EU. Also, in this stabilization and association process, depending on its progress, the state begins its EU accession process by submitting a formal application for EU membership. In addition to complying with the obligations of the Agreement, the state also works on the obligations associated with the accession process itself.

After more than 8 months from the date of the entry into force of the Stabilization and Association Agreement, Bosnia and Herzegovina took a new step towards the EU membership with the original objective of changing the current status of a potential candidate country in the candidate country. Bosnia and Herzegovina applied for the EU membership on February 15<sup>th</sup> 2016 during the Dutch Presidency of the Council of the EU, in accordance with Article 49 of the Treaty on European Union, thus beginning its accession process to the EU. After this, the EU activated its mechanism for the process of accession of the applicant state.

The Council of the European Union invited the European Commission on September 20<sup>th</sup> 2016, to prepare an opinion on Bosnia and Herzegovina's EU membership application, and the European Commission submitted the Questionnaire to Bosnia and Herzegovina on December 9<sup>th</sup> 2016. So, the ball has been kicked into the field of Bosnia and Herzegovina through the process of preparing the answers with the current plan of their delivery to the European Commission by the end of 2017.

In the next issue of the accession process, we will inform on types and order of steps to be taken, including the comparison of the progress of Bosnia and Herzegovina with the progress of other Western Balkan countries.

<sup>1</sup> Negotiations began in November 2005 with Montenegro while still in union with Serbia. Special negotiations were conducted with members of the state union of Serbia and Montenegro on issues within the competence of the member states. The mandate for direct negotiations with Montenegro was adopted in July 2006, and direct negotiations started on September 26<sup>th</sup> 2006 and were concluded on December 1<sup>st</sup> 2006.

<sup>2</sup> Negotiations began in November 2005 with Serbia while still in union with Montenegro. Special negotiations were conducted with members of the state union of Serbia and Montenegro on issues within the competence of the member states.

<sup>3</sup> SAA negotiations began in 2013. The agreement with Kosovo \* has not been ratified in each EU member state.

# Water Supply in Rural Areas of Bosnia and Herzegovina

Snežana Mišić Mihajlović

*A considerable part of the BiH population uses drinking water from the small rural water supply systems, which most often do not have adequate systems for operational management and quality control of the delivered water.*

Right to water encompasses availability of water in accordance with drinking water standards, affordable water services, equal access for all citizens, as well as organization of the water supply service in the way acceptable for a particular culture. In Bosnia and Herzegovina (BiH), considerations over quality of water supply services usually intensify only when problems arise, either caused by the water shortage or occurrence of water-borne diseases. Discussions then focus on the work of public water utilities and quality of water supply services in urban areas, while problems faced by rural population get neglected.

According to the survey from 2016<sup>1</sup> more than one third of BiH citizens is not connected to the public water supply systems: 28% of citizens use water from the rural water supply systems, 6% of citizens rely on individual water sources (usually wells), while the remaining 66% of citizens use drinking water from the public water supply systems (Table 1).



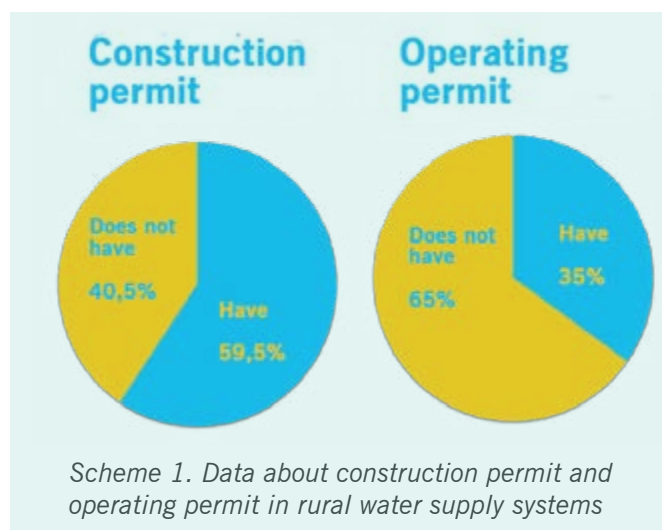
*M.Sc. Snežana Mišić Mihajlović accomplished the MSc program in Environmental Sciences and Policy from the Central European University in Budapest and the Research Fellows Program in Social Science Research and Program Evaluation with the Evaluators' Institute, the George Washington University. She is an expert for environmental governance, decentralization policies and civil society strengthening. She is also profoundly engaged in application of methods for strategic planning and evaluation of projects and policies.*

Source of information	Entity/ State	% of population connected to the public urban water systems	% of population connected to the rural water systems	% of population that uses individual sources of drinking water
Survey conducted in 2016, in the project „Right to safe and affordable drinking water for all“.  (survey included information from 48 municipalities/ cities and 119 rural water systems)	BiH	66%	28%	6%
BiH Census 2013.	BiH	65%	20%	15%
Entity water management strategies	FBiH	60%	-	-
	RS	48%	12%	40%

Table 1. Data on population coverage with water supply services in BiH

<sup>1</sup> Survey conducted in the project „Right to safe and affordable drinking water for all“ financed by EU

Thus, a considerable part of the BiH population uses drinking water from the small rural water supply systems, which most often do not have adequate systems for operational management and quality control of the delivered water. About 30% of local self-governance units state that they do not have any data about rural water supply systems. None of the public institutions has a formal competence to collect data on rural water supply and no institution collects such data. However, significant financial means are being invested in construction of the rural water systems. For example, in 2015, the total amount of funds invested in rural water supply and sanitation in the 20 analysed cities/ municipalities was 3.4 million BAM.



Two thirds of the rural water systems function in informal ways, without the required documentation and permits (Scheme 1), which is an obstacle for resolving legal issues and adequate financial management. In 40% of the rural water systems, the operators manage the systems without contractual relationship with the systems' owners, which means that they do not have a set of defined obligations to adhere to (e.g. obligations related to reporting, water quality testing, operational planning or transparency of tariff-setting).

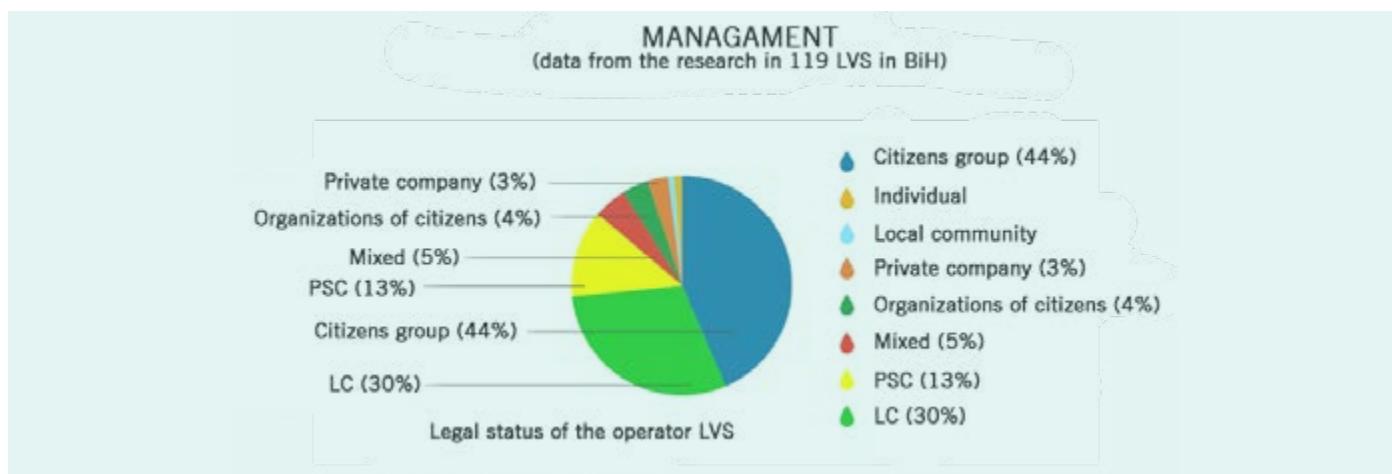
Besides the fact that the legal competence for water supply service is with the local self-governance units, in 84% of cases, the construction of water systems in villages was initiated by citizen groups or local community structures. Users and operators of rural water systems and even the local administrative employees are not sufficiently acquainted with the valid regulations for ownership and management of the water systems, or they interpret the regulations in different ways. Representatives of 16 out of 20 analysed local administrations stressed that the biggest obstacles for improved rural water supply are either unclear legal framework or unsolved legal issues in rural water systems.

The role of an operator in rural water systems is commonly performed by the following structures (Scheme 2):

Local communities and citizen groups manage 78% of rural water systems. The biggest problem with this type of operator is the non-transparent reporting and irregular water quality testing.

Public water utilities manage 13% of rural water systems. These utilities have a solid capacity for service provision in the domain of planning and water quality control, but their response-time in case of the systems' failures is longest out of all analysed operators.

Private companies manage relatively small number of systems (3%). The companies report regularly, are quick at fixing breakages and they regularly test water, but they set high price for water connection and water tariff.



Scheme 2. Data about legal status of rural water systems' operators

## Recommendations

For more intensive development and improvement of the water supply service in rural areas, it is necessary to create a more conducive legal framework at all levels of authority in BiH.

In the Laws on Water in both BiH Entities and cantons in the Federation of BiH, the principles from the EU Directives – cost recovery, user pays and polluter pays should be elaborated in more details in order to create the legal basis for water tariff setting.

Laws on Communal Affairs at entity level in the Republika Srpska, in Brčko District and at cantonal level in the Federation of BiH should be harmonized with the Laws on Water. Water supply modalities should be elaborated in more detail, particularly the articles that define who can be the owner and operator of the water system. Laws on Communal Affairs should also define the obligatory content of the municipal/city decision about operation of rural water supply systems.

### **Relevant ministries and agencies at entity and cantonal level should:**

Establish the function of advisory and technical support to local administrations and operators of the water systems;

Set the proportion of funds (e.g. from the water fee fund) that should be allocated for water supply projects prioritized in strategic documents;

Appoint bodies that will define and monitor a set of standard indicators about rural water systems operation;

Establish systems for regular communication among institutions so to ensure joint learning

about effective approaches to improvement of the rural water supply;

Organize advisory and training sessions for representatives of institutions at all levels for interpretation of relevant laws.

### **Local self-governance units should appoint persons and administrative units with the following competencies:**

Regular maintenance of the database on water supply systems;

Realistic planning of funds from the local budget or other sources, that are needed for implementation of water supply projects, in accordance with priorities defined in local strategies;

Organize training and expert support for operators of the rural water systems with aim to interpret legislation and resolve any problem;

Organize education about water systems management for citizens concerned;

Inform citizens about possible ways for their participation in decision-making, preparation of strategies and operational plans, so that they can put forward their priority projects. Owners of rural water systems should decide about the best way for management and maintenance of the systems. If local communities, citizen associations or groups, in the position of the owner, decide to delegate these jobs to a legal person, they should opt for the operator that has sufficient capacities to deliver communal services. Owners and operators should conclude contracts for service provision that will thoroughly define the standards and conditions for the service (e.g. rules for new connections, tariff setting methodology, etc.).



## Water is the Origin of Life



Eldin H.

In this issue we talk with Professor Tarik Kupusovic, who is an expert in the water sector developments in the world, region and Bosnia and Herzegovina.

**Dear Professor, we are here on behalf of the eVAL magazine and we thank you for your time. The purpose of this interview is to highlight the importance of water resources as a potential and as a necessity for both development and everyday life of citizens. On the website of the Institute of Hydrotechnics you are a director and chief researcher, a professor elected at the Sarajevo University, and an expert in several areas related to water management, including water potentials. Apparently, a lot of effort and love have been invested in your scientific research career, which area would you identify as special?**

Yes, waters have been my love since my early childhood - waters that run freely, or the tamed ones to be used by humans, or immense - infinite as seas and oceans, or unfathomable, mysterious as underground, thermal and mineral ones; waters simply as an irreplaceable and indispensable part of life. The first civilizations were created with large watercourses - they were used, developed and protected from their occasional harmful effects. And then, there comes civil engineering - construction and hydro-engineering so that they could understand nature, think, calculate, design, build, manage and monitor the functioning of infrastructure systems in order to enable and continually improve the comfort of life of people and communities.

However, with the development and growth of civilization, there is a need for waters to be protected because people pollute waters by using them, so, waters could become useless, dangerous to health, or they can even completely disappear.

So, all areas of water management are vital, and so important to me, so that I would not single out any particular area - the key is in the integral management of water resources, and also with the active involvement of all professions and interest groups, including all citizens.

## Will we have enough water for drinking and economic development in 20 years?

We should, we will, but it can also happen that we will not have water; everything is up to us - how we will manage waters. When we need it most, water is the least, and when it's too much, it can flood us and make other damages. Waters are a very sensitive resource, characterized primarily by quantity and quality, spatial and temporal distribution, including proportions through which we observe everything. The world is changing rapidly today, facing many problems and global challenges as never before: dramatic climate change; explosion and concentration of the population in large cities; rapid growth of the economies of the most populous countries, often by virtue of the untimely exploitation of natural resources and habitats; shortage of water, food and energy. All these topics lead to a crucial issue of how to ensure the long-term sustainability of civilization values.

Although it is not the answer to the question asked, it is clear that one cannot continue working the same (as before), on the same (planet)! And the most developed are the most responsible: They slowly realize that in ever-increasing global interdependencies they gradually lose the benefits of the past centuries, they offer solutions to the underdeveloped according to their own taste, but it is up to the intellectual elites of the others how and what they will or will not accept, how they will devise their own development - their own escape from poverty and misery, hopelessness.

Solutions to these global problems will not come from politicians, generals or managers, nor from philosophers, poets or artists (with due respect to each of these honorable professions). Solutions will come from engineers and scientists-technologists, because they are the ones who find solutions and make things possible and accessible to people.

It is up to us in Bosnia and Herzegovina and the region to follow all this and actively participate in it, for the benefit of our communities and citizens, or the entire region - from Slovenia to Albania.

**Drinking water is a problem and estimates are that about 40% of people on the planet Earth do not have adequate access to drinking water. Economically powerful countries often have a large and expensive infrastructure for purification, several purification projects have been launched in the FBiH, these are very expensive and demanding projects, especially for local communities, which maintenance would often account for a quarter of the total budget.**



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 structures and Utis”  
 Senior Hydraulic Engineering  
 Expert with more than 35 years  
 of experience. Key qualifications:  
 integrated water management;  
 environmental engineering;  
 management and development  
 policy; hydrodynamic aspects of  
 environmental problems of water  
 resources; use, management and  
 protection of water resources in  
 karst; experimental and numeric  
 modeling of hydraulic structures,  
 open water courses, reservoirs  
 and seas; rational and applicable  
 hydro mechanics; fluid mechanics  
 and hydraulics; hydraulic research  
 and dimensioning of hydraulic  
 structures; hydraulic numerical  
 and physical modelling, hydraulic  
 of deposits and river hydro-  
 engineering.*

**Since we are a relatively poor country, how to behave more responsibly towards nature, with (no) large allocations in terms of percentage?**

In nature, water is self-purifying, but when people exaggerate with pollution, nature cannot do it quickly. Instead of building expensive high-tech purifiers like in developed countries, there are much cheaper and simpler engineering solutions, where natural processes are imitated, thus helping “nature” to overcome pollution. True, we need here much more space, but it is still much cheaper here than, for example, in Germany or the Netherlands.

**Are there any European principles or standards when it comes to the institutional and legal framework in water management? According to your judgment, how much effort do we have to invest in the water management system to meet these standards?**

The principles are clear: every basic infrastructure service must be affordable to all citizens. Life is today, with several other conveniences, unimaginable without drinking water in the apartment or home, running hot water, safe disposal and disposal of wastewaters, less risk of flooding, landslides and the like, and a pleasant environment of living in a green and blue environment. All communities of all levels in our country, that is, their leaders, need to work diligently and systematically on this matter, and “ordinary” people recognize what their life priorities are and gradually reach the standards of the developed.

**Why do some watercourses disappear, even younger citizens remember that sometimes creeks or small rivers have once flowed; the feeling is that we are losing watercourses? Why is this happening? Can the lack of water jeopardize social and economic development?**

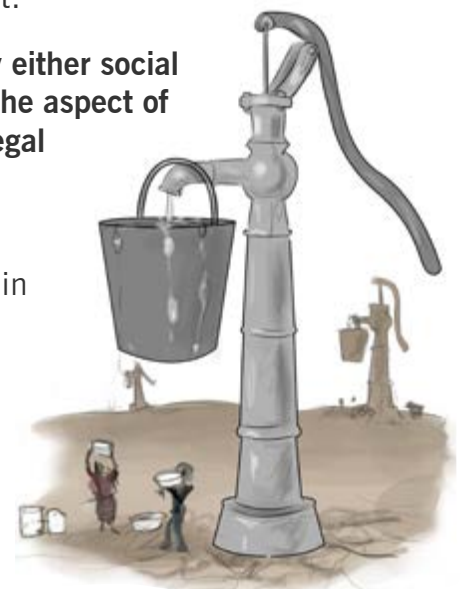
*“... waters that run freely, or tamed ones to be used by humans, or immense - infinite as seas and oceans, or unfathomable, mysterious as underground, thermal and mineral ones; waters simply as an irreplaceable and indispensable part of life.*”

Yes, some watercourses do disappear - we are really losing some creeks or small rivers; some of them occasionally, and some of them permanently. The point is in changing the way of land use, urbanization and construction of transport infrastructure, and above all in climate change. Even here, there has been a significant reduction in the duration and thickness of the snow cover, as well as the accumulation of water, prolongation of the summer and dry periods, and other changes in the flow regime, which are already seen both with naked eyes and as a fact. There are some solutions and engineers can offer them, as they already do, for example, in Slovenia, Austria or Switzerland. The lack of water is certainly jeopardizing socio-economic development, but water is at the same time a possible “engine” of development – the one who has water has a safe potential for sustainable, balanced development.

**Do you have the impression that local government units often buy either social peace or elections, for the price of water that is insufficient from the aspect of system sustainability? What can be done through improving the legal and institutional framework?**

The price of water services and the economic viability of water systems is a very specific, especially important topic, especially in a country like BiH, where several transitions are underway.

I think that the most painful thing is the mental and actual transition - transition from socialism and non-alignment in a society of liberal market economy, as part of the world and European community, which is inevitable for us. Hence the constant stories, promises and pressures from outside for reform, which go awfully slowly. However, the entire election



Damir B.

process and the democratic elections per se, especially in local governments (municipalities, where almost everyone knows everyone) are for now, in my opinion, the only way to speed up these reforms. A significant number of our municipalities in BiH have already come out of the underdevelopment and poverty on a local level, thanks to the dynamics and capabilities of local elites, so that there is no need to buy social peace!

### **How much is the water sector connected to other segments of the environment, forests, air? How to perform jointly?**

It is undoubtedly connected, but not only to other environmental segments, but to the whole economy - from agriculture and food, industry, energy and tourism, to urban planning and spatial planning, traffic... There is no doubt that the most important resources today are as follows:

Knowledge;

People;

Social system (which allows people to work and create); and then

Money, that is capital, and in the end

Material resources (that is, natural resources (except for some time for the country that is abundant in oil), and most importantly - already created infrastructure by human work - in the developed countries).

I think that our chance is in connecting the energy, agriculture and water production. This is a big challenge, but energy engineer and agronomists, along with economists, can solve this, with only a slightly more favorable political and legal ambience! So, there is knowledge, natural resources and people in BiH, and when it comes to good ventures, money is the least problem today!

### **What do you see as the most important policy in the field for the next 30 years? And how to monitor the situation in the area, what are the key status indicators of water resources in a country?**

Key indicators are calculated and monitored by relevant international organizations, whereby our statistical agencies only need to slightly improve the credibility of their calculations, that is, the first data collected. The most important thing for us in BiH is the relations with our neighbors and the region, and beyond ... without any loftiness (we are the smartest) or victimizing ourselves (we deserve something more than others, because we are the greatest victims of the last war). The past is important, and things need to be gradually cleared, but it is in the present that we are working for the future ... so, God willing, we are about to see what will happen in the next 15 or 30 years.



# Impact of Simplification of Procedures and Issue of Employment Permits in Municipalities of Bosnia and Herzegovina

*Jasmin Halebić, Rijad Kovač*

Simplification of procedures and issue of permits has a positive impact on employment growth in local communities. A research conducted in 2015 on the project of the International Finance Corporation in Bosnia and Herzegovina (IFC) provides an empirical confirmation that a simpler and more efficient municipal administration brings new jobs.

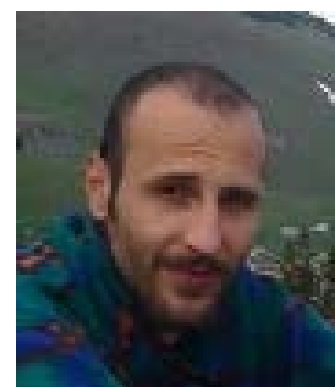
On the index lists that measure the climate for business and competitiveness, the position of Bosnia and Herzegovina is very bad, in other words, it is with the lowest score in the region, (Doing business, ranking of BiH is 81st). Unemployment is surely the most acute problem of our society with about 25.4% of the unemployed in 2016 (on average 521.35 thousand of the unemployed have been registered). The employment rate of young people (15-24 years), according to the labor force survey, is lowest compared to the EU28 and amounts to only 13.8%.

At the same time, from the media and professional circles, we often hear the statement that it is necessary to simplify and reduce procedures for starting a company, shorten the time for issuing permits related to building construction, etc. Knowing that procedures and permits mean revenue to the local community budget, local governments are often slow when it comes to accelerating and cheapening the start of business. Sometimes, simplifying of business is performed by virtue of initiatives or specially designed projects. The question is whether truly business simplification contributes to the development of local communities and society as a whole. In this respect, in 2015, an analysis of the impact of business simplification on employment was undertaken. The analysis was performed through a project supported by the IFC.

The method used to analyze the impact of regulatory reform on real economic variables, such as employment, is the double difference or difference-in-differences (DD) method, which allows a comparison of average rates of employment growth of municipalities that have reduced procedures and those that have not. If the equality of trends is assumed between municipalities that have simplified business operation and those that have not, then the municipalities where the development intervention was implemented, recorded a higher growth rate of the number of employees by 6.41 percentage points. Therefore, with the respect of standard assumptions, the effect of the implemented



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*Rijad Kovač, Assistant Director at the Federal Development Planning Institute. One of the founders of Evaluation Society in Bosnia and PhD candidate at School of Economics and Business of University of Sarajevo.*

project may be evaluated as positive. This type of analysis is used to evaluate, validate and quantify the impact of developmental intervention or project.

Unfortunately, the analysis has not been upgraded with the so-called cost effectiveness, which would further show the ratio of the intervention cost, ie the project and the reduction of budget revenues, per capita of additional employee, and the increase in budget revenues generated from additional taxes.

Table: Employment rate in treated and control municipalities

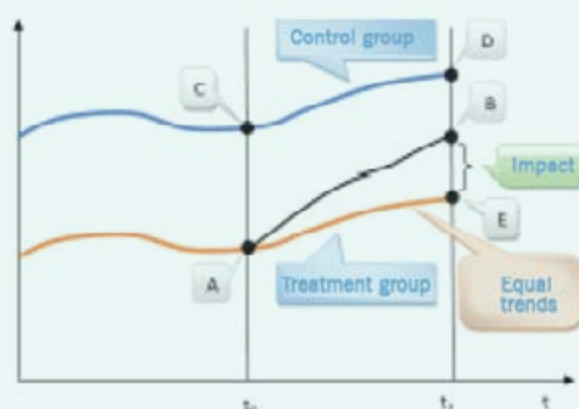
	Employment rate	After	Before	Difference
1	Treatment	2.76	1.83	0.94
2	Control	-0.54	4.94	-5.47
3	Difference	3.30	-3.11	6.41

Source: Authors

In the end, the findings and conclusions of this paper imply the need for decision-makers in the field of policy development to take measures that will simplify the institutional structure for business entities in BiH and make them effective in order to achieve desired effects on the reduction of extremely high unemployment in the labor market, by increasing the employment rate. Furthermore, the assessment of the impact of development interventions must be present within the project and sectoral approach in the planning and programming of both budgetary and donor funds.

**Methodology:** by using the difference-in-differences (DD) methodology, it is possible to measure counterfactual change, in other words, to measure what would happen in variables if intervention was not undertaken or the project was not implemented. In this paper, the simplest scenario is applied where the outcome of the two groups is monitored for two periods. One group of municipalities was observed in two periods and was not part of the project, while the second group was part of the project and was subjected to project intervention in the second period. This method compares outcomes as changes in average values over time (i.e. before and after implementation) at the level of two groups, the first one consisting of project beneficiaries, and the second one serving for the purpose of control. In order to apply the DD method, it is necessary to ensure the existence of data before the beginning of the implementation of the intervention or project. The two differentials on which the DD method rests are the differences between average values of outcomes that are marked by points A and C before ( $t_0$ ) and points B and D after ( $t_1$ ), both for the treated and the control group; assuming that both groups were exposed to the effects of other factors that do not change in time.

Figure 1: graphical representation of the DD method



Source: Gertler et al. 2011. Adapted by author

# Public administration capacity for monitoring and evaluation

Nijaz Avdukić

*In Bosnia and Herzegovina in general, and in the public administration of the Federation of Bosnia and Herzegovina, the capacities for the absorption of EU funds and the implementation of monitoring and evaluation (impact evaluation or assessment) of projects/laws/policies are extremely low.*

Bosnia and Herzegovina is currently withdrawing European pre-accession funds ranging up to EUR 500 million in a seven-year period, with a percentage of absorption of over 90%, which points us to the conclusion that BiH has good absorption capacities. However, these pre-accession funds are implemented by a centralized system, where the European Commission is in charge of all procurements, announcements and approvals of projects, and eventually, for carrying out evaluations of these projects. However, practice has shown that in all Eastern European countries, including Bosnia and Herzegovina, there are generally such problems that are related to absorption capacities

for European funds, as well as capacities for conducting monitoring and evaluation of the projects financed by European funds. For the implementation of European funds, all countries are obliged to develop a monitoring system, including the system of evaluation in one part (strategic documents, programs and projects), which is one of the key elements of the implementation of the pre-accession, and later on, structural and cohesion funds of the European Union.

Research on this area was carried out at the end of 2016 in federal and cantonal institutions and is part of a wider research aimed at analysing the absorption capacities for EU funds in BiH and FBiH. Since the construction of these capacities have been lasting relatively long, we wanted to check the current monitoring and evaluation capacities in the Federation of Bosnia and Herzegovina (federal institutions and cantonal governments) in order to strengthen and be timely prepared for a larger absorption.

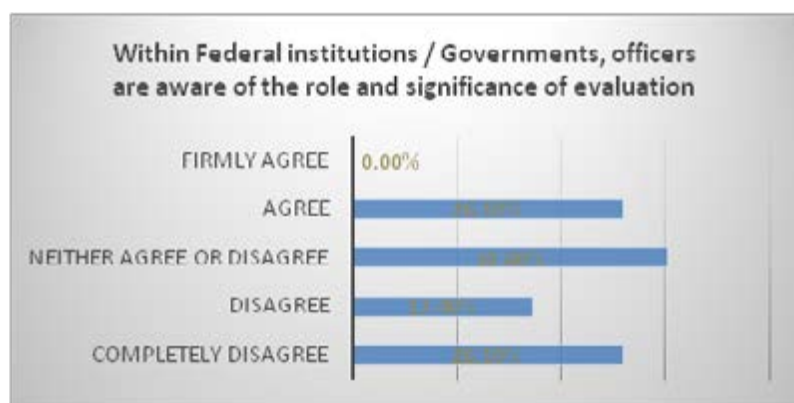
In general, in the public administration of the Federation of BiH, there is insufficient understanding of the concept of evaluation (and monitoring) and key elements of the evaluation. Conducting evaluations within public services in the Federation of Bosnia and Herzegovina is insufficient and sporadic. One of the reasons for poor understanding is that only 17.4% of all respondents stated that in the last three years they participated in some of the training in the field of monitoring or evaluation. This suggests that insufficient attention is paid to these areas within the public administration, as well as that there is no sufficiently clear obligation in terms of implementing such evaluation within the public administration system of Bosnia and Herzegovina.



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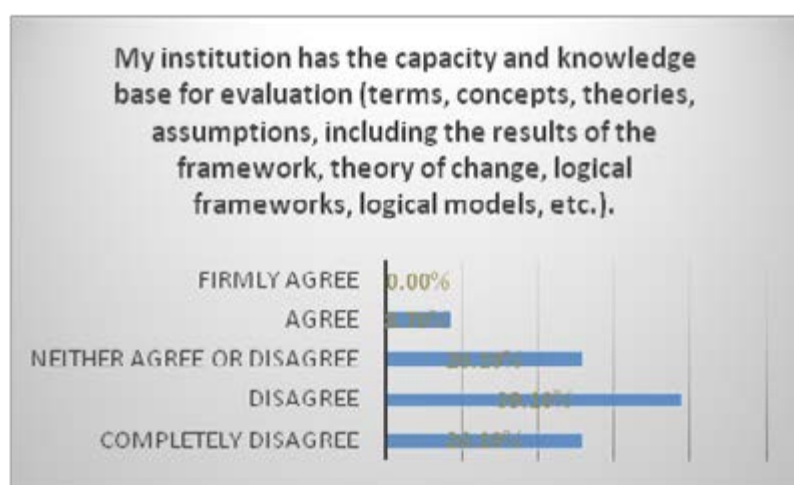
Almost 61% of the interviewed representatives of the federal and cantonal institutions generally consider that the Federation of Bosnia and Herzegovina has no material or human capacities for monitoring practice, that is, monitoring the state of affairs in the areas of competence, despite the fact that, according to 74% of the respondents, their institutions have adequate databases that can be used for monitoring. Furthermore, more than two thirds of the respondents believe that our statistical system does not have adequate indicators for monitoring needs, i.e. monitoring of the situation in certain areas.

When it comes to the knowledge of evaluation in the Federation of Bosnia and Herzegovina in general, there is a poor knowledge and understanding of the significance of evaluation, as only 26% of the respondents answered that the civil servants within the public administration were aware of the purpose and importance of evaluating or assessing impacts of a project / law / policy.



Only 8.7% of respondents agree with the assertion that their institutions have the capacity and knowledge base to assess impact /evaluation (terms, concepts, theories, assumptions, including the results of the framework, theory of change, logical frameworks, logical models, etc.).

Source: Author



In addition to insufficient capacities for understanding and conducting monitoring and/or assessing impact of certain solutions (evaluation) within the public administration of Bosnia and Herzegovina, only 17.4% of respondents consider that there are adequate capacities (universities, institutes, private consulting houses, etc.) for providing services in implementing external evaluation.

Source: Author

In the end, the results undoubtedly show low capacity of public administration and academic community in understanding the significance and implementation of evaluations, what certainly points to the need to further strengthen these capacities through the introduction of a legal framework for evaluations, specially designed training for public administration in the field of evaluation, strengthening of capacities of academic community, promotion of the importance of conducting evaluations from the aspect of responsibility, as well as acquiring knowledge in spending public funds.



## Indikit, an On-line Guide on Use of Indicators



People in Need (PIN) recently finalized [www.indikit.net](http://www.indikit.net), an on-line guide on the effective use of hundreds of indicators across different sectors, including nutrition, food security, WASH, education, DRR, and many others. With two or three clicks, anyone can access useful, step-by-step guidance, based on actual field experience. Its content is in line with the existing standards and was reviewed by a range of INGO, UN, academic and freelance experts. Similarly to Wikipedia, any relief and development practitioner can propose new content and improve the existing guidance.

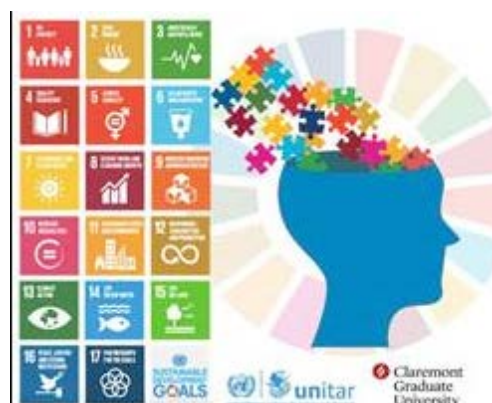
Since IndiKit provides lots of useful support, it would be great if it reaches as many organizations and their staff as possible. Click [here](#) to share IndiKit on LinkedIn, Twitter or Facebook. (EvalPartners Newsletter #42 Sep 2017)

## Executive Leadership Programme in Evaluation and SDGs

UNITAR, together with the Claremont Graduate University and the Claremont Evaluation Centre – New York, are launching an Executive Leadership Programme in Evaluation and the Sustainable Development Goals (ELPE). The ELPE's overarching objective is to build evaluation leadership capacity to support the

voluntary national review and follow-up process of the SDGs, as well as to contribute to the implementation of resolution 69/237 on building national evaluation capacities and EvalPartners' EvalAgenda 2020.

Consisting of some 100 learning hours, the Programme stands out from many other initiatives by its focus on leadership through a blended approach, which combines a series of online learning modules on the 2030 Agenda with face-to-face skills development workshops and a month of individualized follow-up coaching and mentoring by the Programme's diverse and highly regarded faculty. The ELPE is aimed at participants with varying levels of expertise in evaluation from government; intergovernmental organizations, including the UN; and the nonprofit and private sectors. While this target audience is broad, CGU and UNITAR are undertaking much effort to ensure good representation from countries in special situations, such as the LDCs, LLDCs and SIDS, in accordance with the 2030 Agenda's principle of reaching the furthest behind first. Further information on the Programme click [here](https://www.unitar.org/event/full-catalog/executive-leadership-programme-evaluation-and-sustainable-development-goals). ( <https://www.unitar.org/event/full-catalog/executive-leadership-programme-evaluation-and-sustainable-development-goals> )



# Evaluation of National Strategy for Promotion of Development of Non-Governmental Sector in Republic of Croatia 2012-2016

Marijana Sumpor, Irena Đokić, Ivana Rašić Bakarić

*A strong civil society is an important component of a democratic system that contributes to better implementation of public policies*

At the end of 2016, an evaluation of the National Strategy for the Promotion of the Development of the Non-Governmental Sector in the Republic of Croatia 2012-2016 was conducted (Strategy). The evaluation was conducted based on standard evaluation criteria and was based on the survey of representatives of civil society organizations at the state level, interviews with stakeholders and document analysis and recommendations were made for the development of a new strategy by 2021.

A strong civil society is an important component of a democratic system that contributes to better implementation of public policies. Civil society organizations (CSOs) play an active role in the public sphere, and are involved in initiatives that strengthen participatory democracy. Bežovan and Zrinščak (2007: 20) define civil society as "the space between the family, the state and the market in which individuals work together to promote common interests." The results of the study (TACSO, 2013) point to the importance of the role of civil society, which confirmed that in the example of Croatia CSOs played a significant role in Croatia's accession to the European Union (EU). The development of civil society in Croatia has been taking place within the framework of a public policy aimed at strengthening CSOs and their role in improving various aspects of people's lives. There have been briefly presented the results and recommendations derived from the external evaluation process, i.e. evaluation of the National strategy for creating a stimulating environment for civil society development 2012-2016 (Strategy).

In order to develop the best quality strategy for the period 2017 - 2021, an evaluation of the implementation of the Strategy 2012-2016 was conducted at the end of 2016. On the basis of the evaluation questions and criteria, an evaluation methodology has been adopted which included cabinet research, review of institutional and legislative framework, survey, stakeholders consultations in



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Dr Ivana Rašić Bakarić works as a Senior Research Assistant at the Institute of Economics, Zagreb in the Department for Regional Development since 2001. She gained her PhD at the Faculty of Economics and Business in Zagreb and defended her thesis on „Statistical and methodological basis for definition of spatial-economic entities of the Republic Croatia“ in 2010. She is active as a researcher, consultant and lecturer.

cooperation with contracting authority - Office for NGOs of the Government of the Republic of Croatia (UZUVRH).

The evaluation of the Strategy was focused on verifying the relevance of defined objectives, measures and activities, implementation challenges and direct effects. In terms of the timetable, given that the Strategy was evaluated at the end of the implementation period, it was not possible to assess the implementation of activities for which no monitoring reports were delivered. UZUVRH has established a monitoring system in the form of an internet platform that enables transparent monitoring of the implementation of all activities. The assessment of the implementation of the activities was carried out based on the analysis of the information from the monitoring system, and they were compared with the information and data collected from the survey, analysis of other documentation and interviews.

During the process, the following evaluation criteria were used: relevance, coherence and consistency, efficiency, effectiveness, sustainability and involvement. According to Morra-Imas and Rist (2009), the evaluation process should be designed and implemented in accordance with the needs of the primary user who is responsible for implementing changes based on evaluation findings. According to the CSO sustainability Index carried out by USAID (2016) on world level, the development of Croatian civil society has been on the level of 3.2 since 2011 and is among more developed ones compared to the countries in the region.

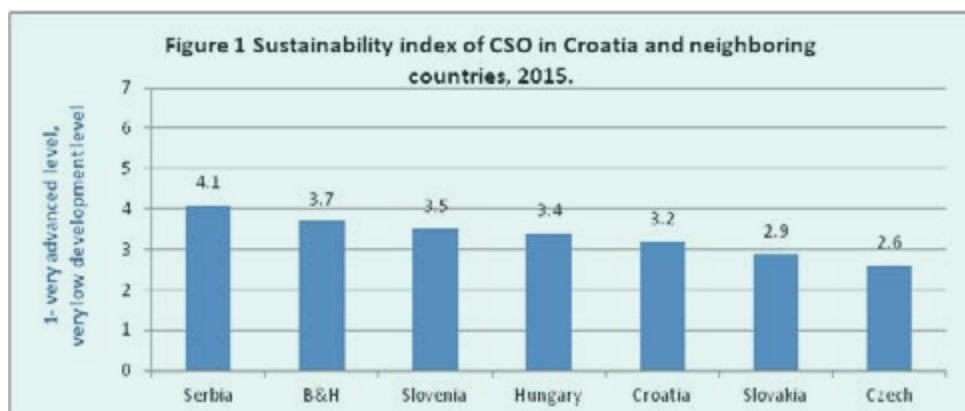
The results of the evaluation showed that the development and implementation of the document had positive effects on the development of CSOs, especially according to the criteria of participation. Based on the available information and assessment of realization of individual implementation indicators, it can be concluded that 92% of planned activities have been implemented or partially implemented. A very small number of activities have not been started (7).

However, there are also shortcomings, primarily related to the criteria of coherence and consistency of the Strategy, and they are related to a complete understanding of the logic of strategic planning and the establishment of a clear hierarchy within the strategic framework. A clearly formulated interventional logic is missing; the one that links vision - goals - priorities - measures - activities.

Directly related to the efficiency and effectiveness criteria, there was a lack of a system of indicators at the level above indicators related to measurement of direct results (output). The monitoring system proved to be defective in that part, which, to some extent limited, the process of evaluating outcomes and impacts. In the context of implementation efficiency, financial means were a stable source of



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Source: USAID, 2016.

funding support for civil society organizations. Only during the first half of 2016 there was a change in political priorities related to the distribution of sources of funding, which caused significant difficulties in the realization of the started programs and projects of CSOs. Sustainability is not specifically addressed or described in the existing Strategy, although certain activities aimed to build a long-term sustainable civil society development system (laws, regulations, institutions, structures).

The Evaluation Report contains a series of findings and recommendations on how to improve the new strategy and provide credible information for the implementation of future evaluations. Some of the key recommendations were, for example, related to the great effort that should be invested in building trust in the institutional system. Then, in addition to striving to stabilize funding sources, further alternative ways of financing CSOs should be encouraged. The future strategy should better regulate the structure of objectives, measures and activities, and build a coherent and clear indicator system that is not defined only at the level of activity, but also at the level of measures in the form of outcome indicators, and at the level of “strategic objectives” in the form of performance indicators, with respect of structure and intervention logic of the strategy. In the context of measuring the progress of civil society, it would be very useful to consider defining the index of sustainability of civil society development in Croatia that would be adapted to the needs of monitoring the National Strategy in the future period. Elements of the composite index could be defined as indicators at the level of strategic areas or objectives.

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and chapter for Croatia <http://www.ceraneo.hr/wp-content/uploads/2016/10/Croatia.pdf>



# Development of the Result Based Monitoring System

## Step 1 Readiness Assessment

By eVAL

Responsible organizations and governments around the world seek to improve their work. In order to know how to improve work, we must be able to monitor performance through the achievement of activity results. Only tracking of activities or implementing activities is not enough as only the activities that produce results are deemed successful activities. Monitoring the implementation of activities and achieving results is a powerful management tool in every organization as well as in government structures. One of the key reasons for better performance of private organizations in relation to public ones is that private organizations have much better developed monitoring mechanisms of implementation and monitoring of activity outcomes. For this reason, there is a need for the presentation and development of a result measurement system. This is particularly important for measuring the success of projects and policies for the development of organizations and government activities. Bearing in mind the EU pathway of Bosnia and Herzegovina and other countries in the region where sectoral policy and monitoring of sectoral development, or activities and results achieved within the sector, are very important, we decided to dedicate one part of the publication to this matter. In this and following articles, we will present the steps for the development of such a system through the review of the establishment of the system as presented by top experts in this area, such as Jody Zall Kusek and Ray C. Rist in their famous book "Ten Steps to a Results-Based Monitoring and Evaluation System: A Handbook for Development practitioners."



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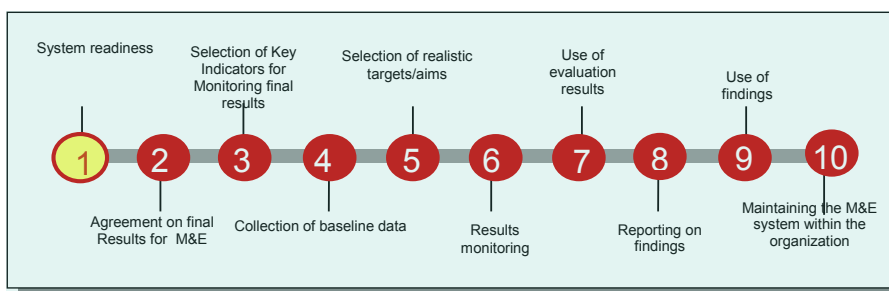
*"Good government is not a luxury—it is a vital necessity for development."*  
(World Bank)

The first step in the development of the system is to check the readiness of the system to establish an organized and systematic monitoring of result achievement. Some systems or parts of the system do not want to have a systematically organized result monitoring because monitoring results presents the first step in assessing or evaluating certain activities, and perhaps the work of the system itself or organization itself. Owners of private organizations are very interested in establishing such a system and they have a strong motivation and a way to provide the readiness of the system for an efficient and effective monitoring system.

For public organizations or organizations involved in development assistance, such a system is more difficult to establish because sometimes there is no readiness of the system to systematically monitor the results of its activities. In such a way, we often have monitoring of activities in public institutions, monitoring of working hours, but very rarely we have monitoring of the work results. For example, it is not sufficient to pass and adopt a law with certain legal solutions in the specific

*Monitoring is a continuous function that uses the systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds OECD 2002*

field, which is often considered a measure of work success of a ministry. It is necessary to monitor results, i.e. the effects that this law has caused, it is necessary to see changes in behaviour of those to which this law applies, as well as the changes in those variables that we wanted to change with the adoption of such a legal solution. This can only be done by systematic monitoring of results. However, the establishment and maintenance of a result monitoring system requires the complexity of voter body to ask for results, political readiness to monitor results, as well as continuous engagement and resources. The establishment of the system requires the establishment followed by maintenance, which is often a bigger challenge than the establishment itself.



Step 1 Readiness assessment

Analysis with an aim to assess the capacity and will of an organization or government to build the M&E system based on results.

The Analysis focuses on the overview of establishment incentives, including the types of roles and responsibilities, organizational capacity, presence of key persons related to the system, and barriers to the establishment. In this context, it is very important to answer the following questions:

- Why is there a need to establish a system?
- Who will or will not benefit from the establishment of the system?
- The role of central government bodies and line ministries?
- Legal basis?
- Who is producing and who is using data and availability of data?

At the same time, an assessment of the capacity of the organization/ministry is performed according to:

- Technical skills
- Management skills
- Existing data systems and its quality
- Available hardware and software
- Available budget
- Institutional experience
- Finally, it is necessary to consider the barriers to the establishment of the system:

- Lack of finance
- Lack of political will
- Lack of staff that will carry the system
- Lack of target orientated strategy or experience
- Lack of clear mandate
- Existence of successful practice

Conclusions of the implementation of the system readiness analysis provide us with an opportunity to summarize all the aforementioned, and to take advantage of chances for establishing the system. We can build the system out of one pilot institution and spread it towards others with experience. There must be a clear mandate and responsibility for the system expansion and clear leadership that is willing to use results in decision making.

## Parliamentarians Engaged in Panels at the Evaluation Conclave

With support from EvalGender+ network and in collaboration of UN Women, EvalPartners and IOCE, three panels were held at the Evaluation Conclave in Bhutan with participation of parliamentarians. EvalGender+ Network supported parliamentarians to attend the panels. The panel on “Are Parliamentarians Successful Advocates for Evaluation” was held on 8th June

chaired by Hon. Kabir Hashim, Minister of Public Enterprise Development – Sri Lanka. Also Hon. M. Thilkarajah, Member of Parliament – Sri Lanka, Dr. Akram H. Chowdhury, Former Member of Parliament – Bangladesh, Prof. R. S. Goyal, India and Hon. Jigmi Rinzin, Member of Parliament – Bhutan joined as panelists.



Parliamentarians also joined the panels on Equity Focused and Gender Responsive National Evaluation Policies; and Evaluating SDGs with a “no one left behind lens”. All three panels promoted engaging parliamentarians and highlighted the “no one left behind” principle. (EvalPartners Newsletter #38 May 2017)

## Zenica-Doboj Canton: best practice example - the EU funded projects

Department for Development and International Projects of Zenica-Doboj Canton regularly follows the public calls within different EU programmes, informs all cantonal bodies (ministries, departments, directorates, etc.) on open public calls and coordinates and supports them in analysing the public calls, as well as identifies the programmes and calls for which Zenica-Doboj Canton is eligible project partner, and then intensively works on preparation of the project applications, project documentation and creation of the project partnerships.

Department for Development and International Projects of Zenica-Doboj Canton has 13 years of experience and has successfully implemented 12 projects intended to different sectors, funded by EU in the programme period 2007-2014 within the following Programmes:

- Programme INTERREG CARDS PHARE: projects implemented „AdriaNet“, „FareAdri“, „Reces Modiquis“ and „WoodArt“ (4 projects implemented);
- SEE Programme: projects implemented „Governmental Social Responsibility Model: An Innovative Approach of Quality in Governmental Operations and Outcomes (GSR model)“ and „RECOLTIVATUR“ (2 projects implemented);
- MED Programme: project implemented „Mediterranean Eco Industrial Development (MEID)“ (1 project implemented);
- Interact Programme: projects implemented „React“ and „Eurotool“ (2 projects implemented);
- Adriatic IPA CBC Programme: projects implemented „Platform for the Information Technology aimed at Getting Opportunities to reduce ICT gap in the Adriatic area (PITAGORA)“, „Statistical networks in the Tourism sector of Adriatic Regions (STAR)“ and „ADRIAMUSE“ (3 projects implemented);

Currently, in the new EU programming phase (2014-2020) within so called IPA II, Department for Development and International Projects of Zenica-Doboj Canton is implementing 5 approved projects under the 3 EU programmes as follows:

Implementation of the projects approved under INTERREG Mediterranean Programme 2014-2020 (INTERREG MED)

Project GRASPINNO - “Transnational model, strategies and decision support for innovative clusters and business networks towards green growth, focusing on green e-procurement in EE/RES for energy refurbishment of public buildings” – GRASPINNO, is project whose goal is to ensure the innovative solutions in public procurements for the purpose of energy savings and efficiency in the renovation of public buildings within smart cities and communities. Project belongs to the Priority



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axis 1 of Programme MED, referring to the promotion of the Mediterranean innovative capacities to develop smart and sustainable growth.

Project Lead partner: University of Patras, Greece.

Total project value (€): 3,204,787.00

Project TEESCHOOLS - “Transferring Energy Efficiency in Mediterranean SCHOOLS” – TEESCHOOLS, is project whose goal is ensuring the new solutions for local authorities in technical and financial sense in order to better implement activities related to the energy norms in renovating the school buildings. Project falls under the Priority axis 2 of Programme MED, related to fostering low-carbon strategies and energy efficiency in specific MED territories.



Eldin H.

Project Lead partner: National Agency for New Technologies, Energy and Sustainable Economic Development, Italy.

Total project value (€): 2,840,000.00

2. Implementation of the projects approved under INTERREG Danube Transnational Programme (INTERREG DTP)

Project EDU-LAB - „New Danubian Governance in Labour market Relevance of Higher Education” - EDU-LAB, with a goal to strengthen institutional capacities for the purpose of high education relevance of real labour market needs in order to keep young generations in country while focusing on adjustment of training to the real needs of the labour market. Project belongs to the Priority 4 of DTP Programme referring to the well governed Danube region.

Project Lead partner: European Foundation for Education, Germany

Total project value (€): 2,528,088.90

Project NETWORLD - “Networking in Preserving the First World War Multicultural Heritage in the Danube Countries”– NETWORLD, is a project with a goal to apply the systematic approach towards management and usage of the resources and cultural heritage from World War One in the area of Danubian countries, by combining of the heritage with sustainable cultural tourism, creation of cultural and touristic strategies, tools, touristic tours and services. Project belongs to the Priority 2 of DTP Programme referring to the environment and culture responsible Danube region.

Project Lead partner: Soca Valley Development Centre, Slovenia.

Total project value (€): 1.869.398,00

Implementation of the projects approved under INTERREG Adriatic-Ionian Programme 2014 – 2020 (INTERREG ADRION)

Project FOST INNO - “Fostering tourism innovation system in Adriatic-Ionian Region”, is a project of the knowledge networking with the goal to develop unique (common) methodology enabling the creation of the new touristic products (of high level of recognisability and authenticity for Adriatic-Ionian region) with the emphasized creativity and innovation. Project belongs to the Priority axis 1 of ADRION Programme – Innovative and smart region, Specific goal 1.1 – Support the development of a regional innovation system for the Adriatic-Ionian area.

Project Lead partner: Faculty of Tourism and Hospitality Management, University of Rijeka, Croatia

Total project value (€): 1.317.531,52



One may conclude that it is not easy to be successful in the specific public calls of EU programmes. An argument in line to that conclusion is the percentage of approved projects in the previous programming period (2007-2013) which was approximately 3.5% to maximum 4% out of all project submitted for entire area of South-East Europe. However, the percentage of the approved projects under the new public calls within the programmes that EU established in the frame of the new programming period (2014-2020) is higher, mainly due to the experience gained and lessons learned, thus the Department already has 5 project approved which is 10% of the total number of submitted project applications in the period 2014-2017.



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