MIDTERM PERFORMANCE EVALUATION OF USAID'S LOCAL WORKS ACTIVITIES IN BOSNIA AND HERZEGOVINA

REPORT

August 2024

.

MONITORING AND EVALUATION SUPPORT ACTIVITY II (MEASURE II)

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ABSTRACT

The United States Agency for International Development (USAID) Local Works (LW) program in Bosnia and Herzegovina (BiH) is a $9.95 million program comprised of six Activities and implemented by five local organizations: Improving the Legal Framework for Philanthropy, implemented by the Mozaik Foundation; Capacity Development Activity, implemented by the Institute for Youth Development KULT; Network Development Activity, implemented by the Network for Building Peace; Together for Local Development, implemented by the Center for Civic Cooperation Livno; Our Community is Our Responsibility, implemented by Tuzla Community Foundation; and Local Resource Organization Assistance Activity in BiH, implemented by the Network for Building Peace. USAID/BiH's Monitoring and Evaluation Support Activity conducted the midterm performance evaluation to review LW's progress in strengthening and enhancing the capacities of local organizations, enhancing collaboration among LW partners and other actors, increasing philanthropic activity and fundraising, and resolving local issues by supporting locally led initiatives. The midterm performance evaluation also assessed local organizations' and communities' current and future priorities for programming. The findings showed that more than one-third of the assisted participants improved their performance. LW Activities improved the cooperation of different actors, especially that of the Local Resource Organization Assistance Activity; however, fewer than the Activities planned. LW set the ground for improving the legal framework for philanthropy and the culture of giving. LW saw the grant mechanism to be successful in resolving minor local issues in targeted communities. Lastly, it was identified that different stakeholders have differing local development priorities, often emphasizing the importance of infrastructure, environmental concerns, unemployment and emigration, and women's issues. Recommendations include enhancing local organization capacity-building through tiered training and mentorship, improving collaboration among USAID partners, supporting community development and philanthropy, engaging diverse local actors, and addressing unemployment and vulnerable groups' priorities.

ACKNOWLEDGMENTS

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ACRONYMS

AIR	American Institutes for Research
AOR	Agreement Officer's Representative
AQ	Assessment Question
BiH	Bosnia and Herzegovina
CCC Livno	Center for Civic Cooperation Livno
CDCS	Country Development Cooperation Strategy
CLA	Collaborating, Learning, and Adapting
COR	Contracting Officer's Representative
CSO	Civil Society Organization
EQ	Evaluation Question
ET	Evaluation Team
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
FG	Focus Group
FY	Fiscal Year
IP	Implementing Partner
IR	Intermediate Result
KI	Key Informant
KII	Key Informant Interview
LC	Local Community (Mjesna zajednica)
LCDG	Local Community Development Group
LGAA	Local Governance Assistance Activity
LGU	Local Government Unit
LRO	Local Resource Organization
LW	Local Works
CDA	Local Works Capacity Development Activity
ILFP	Local Works Improving the Legal Framework for Philanthropy
LRO	Local Works Local Resource Organization Assistance Activity
NDA	Local Works Network Development Activity
OCOR	Local Works Activity Our Community is Our Responsibility
TLD	Local Works Together for Local Development Activity
MEASURE II	Monitoring and Evaluation Support Activity in Bosnia and Herzegovina II

MEL	Monitoring, Evaluation, and Learning
NAC	Network of Active Communities
NBP	Association Network for Building Peace
NGO	Non-governmental Organization
NSCP-BiH	National Survey of Citizens' Perceptions in BiH
PO	Philanthropic Organization
RS	Republika Srpska
TCF	Tuzla Community Foundation
USAID	United States Agency for International Development
USAID/BiH	United States Agency for International Development Mission in BiH
VAT	Value-Added Tax
WP	Work Plan

EXECUTIVE SUMMARY

INTRODUCTION AND BACKGROUND

The United States Agency for International Development Mission in Bosnia and Herzegovina (USAID/BiH) commissioned the USAID/BiH's Monitoring and Evaluation Support Activity (MEASURE II) to conduct a performance evaluation of the USAID/BiH Local Works (LW) program. LW is a $9.95 million program consisting of six Activities implemented by five local organizations: Improving the Legal Framework for Philanthropy (ILFP), implemented by the Mozaik Foundation; Capacity Development Activity (CDA), implemented by the Institute for Youth Development KULT; Network Development Activity (NDA), implemented by the Network for Building Peace; Together for Local Development (TLD), implemented by the Center for Civic Cooperation (CGS) Livno; Our Community is Our Responsibility (OCOR), implemented by Tuzla Community Foundation; and LW Local Resource Organization Assistance Activity in BiH, implemented by the Network for Building Peace.

The performance evaluation examined LW's progress in strengthening and improving the capacities of local organizations, improving collaboration among LW partners and other actors, increasing philanthropic activity and fundraising, and resolving local issues by supporting locally led initiatives. In addition to evaluating the Activities' progress toward their objectives, this research also assessed the local organizations and communities' future priorities for programming. The Mission and the implementing partners (IPs) can use the evaluation and assessment results to make adaptations to the ongoing LW Activities and inform the design of new Activities under the program.

METHODS

The midterm performance evaluation of the LW program took place between January and May 2024. The evaluation design included a desk review of Activity documents and secondary data sources, a total of 42 key informant interviews (KIIs), outcome descriptions for five Activities, and an online survey of LW partners and participants. The survey sample size was 163 and the response rate was 29 percent. The evaluation team interviewed individuals from USAID, the LW IPs, LW partners from the public and private sectors, and LW participants during data collection. The evaluation team triangulated data across sources to identify the findings, conclusions, and recommendations.

FINDINGS AND CONCLUSION

EVALUATION QUESTION 1. To what extent have the LW Activities improved the capacities of local resource organizations (LROs) and other assisted organizations to lead local development? Which capacity development approaches helped organizations improve their performance?

The LW IPs provided capacity-building assistance to 185 organizations during the first three years of implementation and improved the performance of 59 local organizations, exceeding their cumulative performance improvement target of 49 organizations for this period. Specifically, the LW program enhanced LRO project proposals' quality, fundraising efficiency, and visibility. Assisted organizations increased their membership and number of volunteers, proposed initiatives to local government units (LGUs), and became mentors for other organizations. Long-term capacity-building activities such as mentoring were viewed as most useful. However, most participants saw mentoring as too demanding.

Short-term training was also considered effective, especially for topics like project proposal writing, public relations, and financial management. This training was especially useful for civil society organization (CSO) staff that lack experience and basic skills. Most participants felt the job shadowing program was very beneficial but believe it should be more focused on their fields of expertise/positions and organizations' performance gaps. There are indications that organizations absorbing multiple types of capacity-building assistance (training, mentoring, and job shadowing) benefited from substantial program improvements. Although envisioned in their cooperative agreement, KULT did not deliver any training for local CSOs in constituency trust-building. Most CSOs, KULT's participants and partners, do not think their organizations need to build stronger connections with their constituencies, while the public perception data indicate that citizens' trust in CSOs is low and deteriorating.

EVALUATION QUESTION 2. How and to what extent have LW Activities improved collaboration, learning, and adaptation among stakeholders including, but not limited to, local government units (LGUs), businesses, civil society, implementing partners (IPs), and citizens?

During LW implementation, LW IP LROs enhanced collaboration with local actors. The LW program also fostered stronger cooperation among LW IPs in organizing joint events, policy drafting and promotion of their activities, capacity-building, and problem-solving. LW design envisioned engagement in collaborative approaches such as networking and partnering. The program created several networks for local development projects, more precisely, ten municipal networks in Canton 10 and West Herzegovina by CCC Livno, 23 Local Community Development Groups (LCDGs) by NAC, and the Philanthropy Forum. Additionally, the NBP established an online database to connect actors open to collaboration. The database was used by nearly 40 percent of surveyed local actors, and 80 percent of users described it as generally useful. The NBP organized listening tours to connect those needing assistance with those who could help. Occasionally, collaboration emerged as an unintended effect of training, capacity-building, and grant agreement ceremonies. CSOs showed the most willingness to collaborate, while local governments were the least collaborative. Universities and public institutions have shown increased interest in collaborating with the CSO sector.

EVALUATION QUESTION 3: To what extent and how have the LW Activities improved the philanthropic activity and fundraising from local actors (e.g., LGUs, businesses, CSOs, citizens)?

LW Activities laid the foundation for strengthening philanthropy in BiH by improving the legal framework and the culture of giving. The ILFP achieved the most visible results in policy change and public awareness with its campaign "Niko gladan, niko sam," which attracted much public attention. The campaign focused on amending the BiH Law on VAT and encouraging food donations for public kitchens among businesses. The results of these activities in terms of implementation are not fully visible because implementation recently started. Mozaik established the Philanthropy Forum within the ILFP Activity, which is fully functional and promoting giving in BiH LW Activities secured a larger amount of funds than expected and helped its IPs raise funds. Most LW participants raised funds by establishing direct contact with donors, including international donors, local governments, businesses, and individuals. TCF used creative approaches like crowdfunding on doniraj.ba and promoting through social media and influencers, and for diverse purposes, resulting in stronger effects in terms of number of donors, individual donations, and funds raised. Individuals were most willing to donate compared to other community actors. There is space for increasing the giving among businesses and the diaspora.

Traditional bank transfers are preferred by most local donors, while online donations are underutilized. Many local organizations want to develop online donation platforms; however, banks have halted this practice because of concerns about money laundering risks.

EVALUATION QUESTION 4. To what extent and how have LW Activities contributed to resolving local issues in targeted communities?

Grants were the main mechanism LW employed to support local actors in solving local issues and bolster locally led development. Grants successfully addressed small, local issues, such as securing heating for a local school, as well as raising awareness of larger issues, such as environmental challenges. LW implementation shows that local priorities seem to differ depending on where key actors get information. LW IPs generally consulted local communities, CSOs, and businesses. While local governments are considered most willing to support local initiatives either through funding or co-funding or by providing use of municipal spaces, businesses, men, youth, the unemployed, and the diaspora could be more involved in supporting these initiatives. Social entrepreneurship is an attractive concept to many CSOs, but FBiH has no laws regulating social enterprises. Developing such a policy and advocating for its adoption and implementation might further support locally led development.

ASSESSMENT QUESTION 1. What are the biggest priorities for local organizations and communities, looking forward?

Local communities have diverse development priorities, but key informants (KIs) identified several areas of focus: infrastructure, environmental concerns, unemployment and emigration, and women's issues (e.g., femicide, economic inclusion). Regarding infrastructure, priorities vary from water and sewage system reconstruction, local road maintenance, and public hygiene to playground construction and repairs on public buildings. While environmental challenges vary by community, those with shared issues should collaborate, leveraging citizens' interests and engagement. Unemployment and emigration are intertwined issues affecting various communities in BiH, with perceptions of government inaction exacerbating workforce shortages and hindering economic progress. Women's issues are often cited as a priority, as CSOs cite deep concern over rising femicide cases highlighting broad gender inequality and human rights violations. Vulnerable groups, including women, persons with disabilities (PWDs), and the elderly, require greater attention. LGUs should be more active in addressing local issues, reducing their reliance on CSOs. CSOs face financial instability due to decreasing international donor support and limited core funding, leading to challenges in human resources. Misalignment between LGU priorities and CSO agendas further strains available funding, hindering collaboration on common concerns. Additionally, CSOs reported fear of upcoming challenges because of the upcoming "foreign agents law" in Republika Srpska. On the other hand, BiH's recent progress in the EU integration process could offer new opportunities for community and organizational development.

RECOMMENDATIONS

The evaluation offers several key recommendations for consideration.

- To support LW capacity-building efforts, enhance local organization capacity-building with tiered training, expanded mentorship and job shadowing, regular needs assessments, accessibility for diverse and remote communities, and media promotion of successes.

- To facilitate collaboration among the local actors, support community development networks, conduct listening tours, promote the snagalokalnog database as a tool for finding local partners, and facilitate networking at events. Use lessons from LW to enhance collaboration and information exchange among all USAID partners.

- Continue fostering philanthropic activities and culture of giving by improving the legal framework for philanthropy, promoting positive stories about philanthropists, supporting and expanding the Philanthropy Forum, and encouraging creative and diverse fundraising strategies and platforms for greater engagement and success.

- To provide support and foster a good environment for resolving local issues, consult diverse local actors to determine community priorities, support local development initiatives through collaborative grants, promote corporate volunteering, and support social entrepreneurship policy and capacity-building.

- In the future, support local development by supporting smaller infrastructure and environmental projects and activities that address unemployment, emigration, corruption, and issues prioritized by vulnerable groups (primarily women, the elderly, and PWDs).

- In terms of future support to CSOs, consider supporting them by promoting income diversification, strengthening human resources, improving the connections with their constituencies, and dealing with political pressures and the continuously expanding body of EU requirements.

INTRODUCTION

In 2015, the United States Agency for International Development (USAID) initiated a global Local Works (LW) program as a response to new legislation by the United States Congress requiring integration of locally led development into Agency operations. USAID in Bosnia and Herzegovina (USAID/BiH) joined the LW program in 2017. Since then, USAID/BiH has designed six Activities to strengthen locally led development in the country. The LW approach was built into USAID/BiH's 2020–2025 Country Development Cooperation Strategy (CDCS), which envisions that LW Activities will contribute to reinforced social cohesion, enhance civil society organization (CSO)-constituency connections, and address community development challenges.

The first USAID/BiH LW Activity began in 2019 (fiscal year 2020). Four Activities were awarded in 2020 (FY 2021), and the last one was awarded in 2022 (FY 2023). To assess progress toward results, identify lessons learned from LW Activities in BiH, and expand the Mission's knowledge base to further support locally led development, USAID/BiH requested its Monitoring and Evaluation Support Activity in Bosnia and Herzegovina II (MEASURE II) to conduct a midterm performance evaluation of the LW program in BiH. The evaluation encompassed all LW Activities: Improving the Legal Framework for Philanthropy (ILFP), Capacity Development Activity (CDA), Network Development Activity (NDA), Together for Local Development Activity (TLD), Local Resource Organization Assistance Activity in Bosnia and Herzegovina, and Activity Our Community is Our Responsibility (OCOR). The evaluation focused on identifying lessons learned and determining achievements of the capacity-building efforts, collaboration activities, philanthropic support, and local development initiatives implemented under LW. The midterm performance evaluation was complemented by a brief assessment of local priority areas for future investment.

BACKGROUND

USAID's global LW program aims to help assisted economies address their development priorities by mobilizing local actors and resources to identify and resolve local issues. LW principles center around listening to local actors, understanding local systems, and supporting local leadership. Additionally, LW approaches prioritize experimentation and learning, embracing diversity, and long-term thinking about locally led systemic changes. Employing this approach, USAID hopes to ensure local ownership over the development processes, advance its localization agenda, and achieve sustainable development results.

In BiH, the LW program aims to facilitate and increase civic engagement and empower local actors to take the lead in resolving their community development challenges. The Activities build the capacity of local resource organizations (LROs), facilitate partnerships and networking among local actors, mobilize local resources to resolve community issues, and work to strengthen the culture of giving. The Activities primarily contribute to the CDCS Development Objective 2: Socio-economic Conditions Improved, specifically to Intermediate Result (IR) 2.1: Social cohesion strengthened, and Sub-IR 2.1.3: Broad-based Participation in community development strengthened. The Activities also contribute to Sub-IR 1.1.1: CSO-constituency connections enhanced, Sub-IR 1.1.3: Political and civic leadership increased, and to Sub-IR 1.2.2: Adoption of key reforms and implementation supported. In BiH, LW Activities are implemented by five local partner organizations. Exhibit 1 presents the details of the LW Activities that are the subject of this evaluation.

This midterm performance evaluation focused on interventions that aim to strengthen the capacity of local organizations; facilitate collaboration among local actors; increase philanthropic actions and fundraising; and foster locally led development. The evaluation assessed the progress the Activities have made thus far in reaching these objectives and the mechanisms that lead to the best results. In addition, this research project assessed the local priority issues and needs according to local stakeholders in an effort to help USAID define its future funding priorities.

The evaluation team (ET) applied a mixed methods evaluation design to obtain high-quality data and produce credible and actionable findings, conclusions, and recommendations.

Exhibit 1. Basic Information on the LW Activities

USAID Office	USAID/BiH Economic Development Office					
Total Estimated Cost	$9,953,458.00					
Activity Name/ Implementer	Network Development Activity (Association Network for Building Peace)	Together for Local Development Activity (Center for Civic Cooperation Livno (CCC))	Capacity Development Activity (Institute for Youth Development KULT)	Our Community Is Our Responsibility (Tuzla Community Foundation)	Local Resource Organization Assistance Activity (Association Network for Building Peace)	Improving the Legal Framework for Philanthropy (Mozaik Foundation)
Funding Amount	$1,878,885	$498,370	$1,800,000	$1,790,568	$ 1,999,842	$1,985,793
Life of Individual Activities	7/2019-7/2025	8/2020-8/2025	8/2020-8/2025	8/2020-9/2025	9/2022-9/2025	8/2020-8/2024
Cooperative Agreement and/or Grant Number	72016819GR0 0001	72016820CA0 0002	72016820CA0 0004	72016820CA0 0003-1	72016822CA0 0001	72016820CA0 0001
Active Geographic Region	Across BiH	In southwestern BiH	Across BiH	In Tuzla Canton	Across BiH	Across BiH
CDCS IR and Sub-IR	IR 2.1: Social cohesion strengthened Sub-IR 2.1.3 Broad-based participation in community development strengthened					
Required evaluation?	No					
External or Internal Evaluation	External					

EVALUATION PURPOSE AND QUESTIONS

The purpose of the midterm performance evaluation of the LW program is to determine what progress has been made towards achieving LW goals and objectives and to inform future USAID/BiH practices in helping local actors lead sustainable local development. To achieve this purpose, the evaluation identified achievements and lessons learned from various LW interventions, including capacity-building activities, collaboration efforts, philanthropic and fundraising activities, and local development initiatives. The ET also assessed the priority areas for future Mission investments in strengthening locally led development.

The ET addressed four evaluation questions (EQs) and one assessment question (AQ):

- EQ1: To what extent have the LW Activities improved the capacities of LROs and other assisted organizations to lead local development? Which capacity development approaches helped organizations improve their performance?

- EQ2: How and to what extent have LW Activities improved collaboration, learning, and adaptation among stakeholders including, but not limited to, local government units (LGUs), businesses, civil society, implementing partners (IPs), and citizens?

- EQ3: To what extent and how have the LW Activities improved the philanthropic activity and fundraising from local actors (e.g., LGUs, businesses, CSOs, citizens)?

- EQ4: To what extent and how have the LW Activities contributed to resolving local issues in targeted communities?

- AQ1. What are the biggest priorities for local organizations and communities, looking forward?

EVALUATION METHODS AND LIMITATIONS

DATA COLLECTION APPROACH

The ET reviewed documentation in the early phases of the evaluation and continued to do so throughout data collection, analysis, and reporting. The ET held key informant interviews (KIIs) with key stakeholders. Finally, the ET administered a survey to LW partners and participants. The ET triangulated the data collected through various data sources to ensure the reliability, validity, and credibility of the findings.

ACTIVITY DOCUMENTS AND OTHER DOCUMENTATION. The desk review included a review of LW awards, progress reports, monitoring, evaluation, and learning (MEL) plans, work plans, and tracking tables. The ET reviewed various Activity documents including capacity-building documentation, grant documentation, and campaign documentation, which provided insight into the activities and approaches used to improve capacity-building, facilitate collaboration, increase philanthropic engagement, and support locally led initiatives. Further, the ET reviewed relevant secondary sources. The ET also used the National Survey of Citizens' Perceptions in BiH (NSCP-BiH) to inform the findings related to civil society, philanthropy, and local priorities. A detailed list of reviewed documents is in Annex 4.

KEY INFORMANT INTERVIEWS. The ET conducted 42 KIIs with 88 participants, including representatives from international donors/organizations, USAID staff, all LW IPs, LW partners (e.g., government institutions, local donors, businesses, NGOs, and foundations), and participants (grantees, capacity-building participants, and local community networks). Exhibit 2 details the KII sample. KIIs were conducted from February 14 to May 23, 2024, with the majority held remotely, via Zoom, while 16 interviews were conducted in person. Nearly all interviews (41 out of 42) were conducted in the local language. After receiving consent from the participants, the interviews were recorded and transcribed. The KII guides are provided in Annex 6.

Exhibit 2. KII Sample

USAID	IPS	PARTNERS	PARTICIPANTS	INTERNATIONAL DONORS/ORGANIZATIONS	TOTAL
6	12	25	43	2	88

OUTCOME DESCRIPTION BY IPs. The ET used elements of outcome harvesting to allow LW IPs to identify what outcomes they felt they had achieved and, importantly, how theses outcomes were achieved.[1] To do this, the ET prepared a template with illustrative questions and examples of well-described outcomes, outputs, and their significance. IPs used the template to describe the Activities' outcomes they deemed most important and meaningful; they then described the outputs that contributed to these outcomes and rated and described their significance to reaching the outcomes. Outcome descriptions are available in Annex 8.

ONLINE SURVEY. After developing preliminary findings based on the desk review, KIIs, and outcome descriptions, the ET designed and administered a survey to LW partners and participants. The purpose of the survey was to confirm the findings identified from the KIIs. The survey focused on capacity-building, collaboration, philanthropic activities, local initiatives, and priorities of local communities and LW partners and participants. The survey was administered in the local language. The ET sent out two reminders to improve the response rate. The survey response rate was 29 percent (of 557 contacted). Eighty percent of survey respondents were participants in LW capacity-building interventions and/or grants, and the remaining 20 percent were LW partners. The survey questionnaire is available in Annex 6.

LIMITATIONS

RECALL BIAS. Remembering intervention details may be difficult for some LW participants/partners involved in the early stages of the Activity's implementation, since LW started as early as 2019. Additionally, participants and partners may have participated in multiple activities within different LW Activities and may not remember under which Activity the intervention occurred. The ET members reviewed all Activity documents and, when needed, reminded the participants about interventions to help them recall their experiences and impressions.

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[1] https://usaidlearninglab.org/system/files/resource/files/outome_harvesting_brief_final_2012-05-2-1.pdf

RESPONSE BIAS. Informants may have provided inaccurate or misleading responses intentionally or unintentionally. To ensure unbiased findings, the ET verified inputs from multiple sources: Activity documents, KIIs, surveys, other secondary data and documentation, websites, and outcome description by IPs. The ET ensured that KIs understood that their sincere opinions are appreciated, and that the ET will treat their information as confidential.

INTERVIEWER BIAS. The behavior and actions of interviewers may have influenced the way KIs responded. To avoid this, the interviewers asked questions in a neutral and unbiased manner. In addition, the ET ensured that the respondents were aware that their honest opinions are highly valued and that their answers will be kept confidential.

SELECTION BIAS. Because the survey was conducted online, the response rate of the survey depended entirely on the willingness of the respondents to participate. In an effort to increase the response rate, the ET clearly communicated the survey's purpose and the value of each respondent's input. The ET also sent periodical reminders to further motivate potential survey respondents to take part in the study.

REPORTING BIAS. The report may be influenced by limited data provided by the IPs, potentially resulting in incomplete or skewed findings. To mitigate this bias, the ET sought validation from diverse sources, including Activity documents, KIIs, surveys, secondary data, documentation, websites, and descriptions of outcomes by the IPs.

FINDINGS AND CONCLUSIONS

EQ1. TO WHAT EXTENT HAVE THE LW ACTIVITIES IMPROVED THE CAPACITIES OF LROS AND OTHER ASSISTED ORGANIZATIONS TO LEAD LOCAL DEVELOPMENT? WHICH CAPACITY DEVELOPMENT APPROACHES HELPED ORGANIZATIONS IMPROVE THEIR PERFORMANCE?

KULT is the primary provider of capacity-building services under the LW program. KULT provided extensive assistance to LW IPs, LROs, CSOs, and other organizations in improving their organizational policies. In addition to capacity-building/mentoring and training envisioned in the CDA award,[1] KULT also established a mentorship program where organizations with stronger capacity mentored smaller organizations, and job shadowing, which allowed organizations to visit KULT and see how they operate. CCC Livno and TCF organized training on themes such as entrepreneurship, social entrepreneurship, community organizing, project cycle management, and proposal writing, for local communities, CSOs, young entrepreneurs, informal groups, individuals, and public officials. NBP trained its network members in communications, advocacy, and project design, but, unlike the aforementioned three organizations, did not assess their performance improvement.

Finding 1. According to KIs and Activity documentation, LW capacity-building improved participants' capacities and performance, but some of the methods used to track performance improvement may be limited in accurately capturing changes. OCOR, CDA, and TLD all work with local organizations to build their capacity with the objective of improving performance. In total, these three organizations aimed to work on building the capacities of 166 local organizations, CSOs, and local communities, and managed to work with a total of 185. With its 120

participants, TLD committed to building the capacities of substantially more organizations than other LW partners. During the first three years of implementation, CDA improved the performance of 12 organizations (the performance improvement target was nine),[2] and OCOR was successful with three (target was four) participants in total. TLD improved the performance of 44 organizations (target was 36) during the first three years of implementation.

KULT noticed that organizations that engage in multiple types of capacity-building (traditional training, improving organizational policies, mentoring, and job shadowing) achieved the most substantial outcomes. IPs and their participants reported several positive outcomes indicating performance improvements as a result of the capacity-building interventions, including:

- Mentees becoming mentors to organizations that needed capacity improvements;

- Being more successful in winning projects;

- Raising more funds;

- Improving their own visibility;

- Expanding the constituency and number of volunteers; and

- Proposing initiatives to local governments.

"[Increase in fundraising] … is actually the most visible change when we look at it. We have really done a lot, and we have consistent growth. This philanthropy effort actually skyrocketed last year, and it is truly visible not only in the amount of funds raised but also in these [other] activities. We have stepped into the whole of Bosnia and Herzegovina, moved out of our comfort zone, as we used to do this only in the Tuzla Canton." – (Participant)

"Through all those trainings and capacity-building opportunities, our organization's visibility began to increase, and our projects started to be sustained. Furthermore, we were mostly ranked in first place by the RELOAD UNDP. That meant a lot to us at the time. Later, we received large projects from the European Union." – (Participant)

"Everyone recognizes the [good] work… in our local community. Our local community recognizes us and can freely address the city administration. With the help of the city administration, we have completely revitalized our local community. Recently, we have been supported by the Foundation, and before that by the network of active communities." – (Participant)

Organizations employed various tools that may or may not accurately capture performance improvements. For instance, OCOR's definition of performance improvement implies that organizations will improve existing services or introduce new ones, while TLD's reflects an increase in the number of local initiatives implemented by local communities and CSOs. CDA measures performance improvement using an assessment tool it created for assessing organizational capacities. Based on the desk review, the tool tracks improvements in organizational policies and CDA combines it with interviews where the organizations need to confirm or refute the performance improvement if detected by the tool. A couple of KIs (a USAID staff member and an IP) questioned whether the established methods were effective in detecting performance improvements.

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[2] Targets for capacity-building and performance improvements are different because LW IPs did not commit to improving performance of all organizations with which they worked on capacity-building.

"Indicators we set up to measure performance improvement do not fully reflect the progress of the organization. For example, [one beneficiary] have made most progress, but indicators just do not reflect that, maybe due to the way we collect data." – (IP)

KIIs revealed that both IPs and participants had difficulties distinguishing outputs from outcomes. This leads to IPs not tracking their participants' outcomes systematically. Also, an IP noted how capacity-building providers cannot control whether their participants use the skills they were taught in practice, which limits the IPs' control over participants' performance improvements for which they need to set targets.

"[Trainings and their results] are difficult to compare, as the topics are very different. The effects of each training are good, because every organization acquires skills that are very practical. But ultimately it is up to them whether they will apply these skills… Our ultimate goal is that all organizations we train move on to apply for their own projects. It would be interesting to track that." – (IP)

Finding 2. Participants in extensive capacity-building interventions, such as KULT's capacity-building and mentoring, praised these practices for resulting in considerable capacity and performance improvement; however, they noted that substantial time commitment was a challenge. Mentoring is a long-term capacity-building activity that takes several months to a year, depending on the program. KULT's capacity-building/mentoring starts with a self-assessment of organizations and determining their priority areas for assistance. It focuses on developing and updating organizational policies to make sure they are in line with BiH legislation with the objective of improving the quality of the work of the organization and its performance. This process takes a year to complete. Nearly all organizations engaged in KULT's capacity-building/mentoring assessed it as useful and praised KULT's approach and dedication. Representatives of these organizations feel that their organizations are more professional now that they have policies in place regulating their work. One mentee said the mentorship helped them establish a network of organizations working for the same cause. Several mentees felt they were equipped to mentor other organizations. KULT reported high interest among non-participants in this type of assistance. Despite these positive reports, 50 percent of survey respondents described the mentorship process as burdensome and noted that developing organizational policies takes a lot of time and requires a lot of back and forth with KULT. Additionally, they noted that due to low capacity within BiH organizations, it was a struggle to meet the requirements for organizational policy development. Some mentees questioned whether all organizations need as detailed policies as KULT suggested. For instance, a representative of a small organization with only two employees felt that creating documents for job systematization and a rulebook on travel expense reimbursements was unnecessary. A large organization representative complained about the difficulty of changing poor procedures once they are in place, stating as an example their own policy that all procurements above BAM 100 must be treated as public procurement. This requires obtaining three separate offers for each procurement and allocating considerable human resources to score and make decisions on a number of bids the organization needs to complete from month-to-month.

"This mentoring part was something that was the most useful because somehow we worked concretely on the things that we needed at that moment, that is, on a communication strategy and everything that is not clear to us or we are not sure how to write, what to focus on, we ask KULT directly and they give us advice, that is, they give us feedback on the complete communication strategy, how and what to improve…" – (Participant)

KULT also introduced a type of mentoring where it paired larger and more experienced CSOs with smaller organizations that needed capacity-building. These mentorships were assessed as useful for the professional development of CSO leaders (all mentees, survey respondents), especially for newly established organizations where leaders were inexperienced and lacked leadership skills. While mentors and mentees (all survey respondents) praised this approach to capacity-building, they struggled to find time for activities planned under mentorship (50 percent of survey respondents).

"[Mentor organization staff] exchanged information with us and provided us with best information recommendations for the improvement of our organization." – (Participant)

TCF and CCC Livno mentored their grantees throughout the grant implementation, and their grantees are now more ready to design and implement more projects. TCF and CCC Livno worked one-on-one with the participants in entrepreneurship grants to develop their business plans. The participants praised such an approach, assessing it as useful and stating they learned a lot about business development. However, similar to the feedback from KULT participants, 44 percent of TCF mentees and 30 percent of CCC's mentees assessed the mentorship as time consuming.

Several KIs provided recommendations for the improvement of mentorship programs. The recommendations revolved around expanding the pool of mentors, securing more time with mentors, and direct help from mentors with their ongoing projects.

Finding 3. Short-term training was described as useful for less experienced CSO staff who lack basic skills. Most KIs reported that short-term training lasting one to three days were useful to their organizations, especially for less experienced staff members. Given the high staff turnover in local CSOs noted by about one of four KIs including from USAID, IP, and grantee organizations,[3] many have inexperienced staff who need basic training in various fields. Most KIs among CSOs said their inexperienced staff attended KULT's training. Seventy-two percent of trainees who responded to the survey assessed LW training as very useful. One out of three survey respondents (32 percent) indicated the level of training they attended as beginner, two out of three (61 percent) as intermediate, and seven percent as advanced. Training participants identified the following training themes as most useful: writing project proposals (18 percent), public relations (PR) and communications (8 percent), advocacy (6 percent), and finance and administration (5 percent). Cybersecurity training became important during the COVID-19 pandemic and KULT organized ad hoc training on this topic since it had not been planned under the original CDA design. The vast majority of survey respondents (91 percent) said that LW training extremely or moderately improved their organizational capacity.

"As a result of the trainings, we almost always get concrete ideas or even projects." – (IP)

TCF, CCC Livno, and NBP organized training for their participants and some training topics overlapped with those organized by KULT. However, the IPs do not consider this overlap a problem, given that KULT cannot serve all organizations that need training nor be present in all regions.

Trainee recipients who responded to the survey proposed several ways to improve training programs. Respondents thought it was important to develop different levels of training for people with different

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[3] According to KIs, local CSOs lack funds to keep quality staff. The issues facing CSOs are discussed in more detail under the assessment question.

knowledge levels and group trainees with similar knowledge. They also proposed improving access to training for people from small communities far away from the large city centers, people with full-time jobs (e.g., organize training on weekends), and youth.

Finding 4. KIs thought that job shadowing was a good concept but called for changes in the approach. KULT thought it would be useful for its capacity-building participants to see how some of the concepts they were taught in training or other types of capacity-building work in practice. Hence, KULT introduced job shadowing, allowing organizations to visit KULT's premises for a day and see how different departments operate. The participants thought the concept was generally useful (all survey respondents), stating that they had an opportunity to walk through all of KULT's departments, meet people, and see how they work. Most participants (91 percent of survey respondents) thought it would be more useful if the assistance was more focused in the sense that people coming from specific departments/positions spend the allocated time working in the same department at KULT rather than visiting all departments. This would allow staff to spend more time with KULT's staff that work on similar processes. A KI recommended focusing job shadowing on themes that had received the lowest baseline ratings according to KULT's capacity assessment.

Finding 5. Local organizations do not recognize the need for training in constituency trust building. KULT's training covered most themes envisioned in its award. One of the themes that KULT has not yet delivered is training in constituency trust building. According to a KULT participant, KULT emphasized the importance of reaching out to its constituencies at least once a year in one of the training sessions focusing on other themes. Most CSO KIs do not think they need training to build trust with their constituencies, however, a couple of LW survey respondents mentioned this aspect as their priority. In addition, NSCP-BiH data indicate that this training might be an important first step toward improving the overall image of the sector. Specifically, this type of training could help address citizens' trust in CSOs, which is low (20 percent) and has decreased since 2020. This mistrust stems from the fact that very few citizens believe that CSOs work in citizens' interest (15 percent), but rather in their own or their funders' interests.

The NSCP respondents might not have had LW IPs or participants in mind when expressing their opinions about the CSO sector. Based on KIIs and data on stakeholder engagement and fundraising, there are indications that LW IPs have strong connections within their constituencies. But the low and decreasing citizen trust in CSOs suggests that most organizations could improve their public image.

CONCLUSIONS

LW IPs assisted more than 180 local organizations in building their capacity and exceeded their targets regarding improvement among their participants in the first three years of implementation. Participants improved their fundraising efficiency and visibility. Some organizations expanded their member and volunteer base and proposed initiatives to governments, and some LW mentees grew and became mentors to other organizations. Organizations engaging in multiple types of LW capacity-building experienced the most substantial performance improvements. Longer term capacity-building interventions, such as mentoring, were very effective but burdensome and time-consuming for local organizations with low capacity. Short-term training was also useful, particularly in writing project proposals, PR, advocacy, and financial management, but more so for less experienced CSO staff lacking basic skills, suggesting a need for more advanced training for more experienced CSO staff who are in

charge of leading local development. Job shadowing would be more useful if expanded and more focused on participants' concrete tasks and capacity gaps. Most CSOs are unaware of low citizen trust in the CSO sector and might need assistance in building their constituencies' trust.

EQ2. HOW AND TO WHAT EXTENT HAVE LW ACTIVITIES IMPROVED COLLABORATION, LEARNING, AND ADAPTATION AMONG STAKEHOLDERS INCLUDING, BUT NOT LIMITED TO, LGUS, BUSINESSES, CIVIL SOCIETY, IMPLEMENTING PARTNERS (IPS), AND CITIZENS?

Finding 6. According to KIIs, LROs' collaboration with local government institutions and local CSOs was established before the LW program but strengthened during the LW implementation. LW IPs are prominent organizations that have regularly collaborated with government institutions, local CSOs, and other donors before the LW program began. For instance, TCF and CCC Livno had existing relationships with LGUs and cantonal governments, which helped them secure government funding for their projects. Both organizations had formalized their cooperation through memorandums of understanding with most municipalities in their regions. Most KIs, LW partners, and participants in their regions, particularly among the local governments and CSOs, said they cooperated with TCF and CCC Livno before the LW program.

> *"We have been cooperating with TCF since 2013… We allocate a sum out from our budgets to support TCF every year."*
> *– (Municipality)*

> *"We have started cooperating with CCC Livno probably ten years ago when they worked with [local communities]… I also participated in several trainings offered by CCC Livno… These [trainings] targeted [local communities] and CSOs, but we came as a show of support by the municipality." – (Municipality)*

However, during the Activity implementation period, TCF expanded its activities from three to 13 municipalities in the canton. A TCF representative said that LW helped them become aware of the importance of their role in the region. LW resources helped TCF expand their activities and invest more in promotion, which strengthened their relationships with governments and other actors in their communities. TCF noticed that local actors increasingly reached out to them requesting collaboration. Businesses also reached out: a local company established a BAM 90,000 fund within the TCF, and another private entity reached out and funded two projects they could not fund through OCOR. During the LW implementation, the director of TCF became a member of the Tuzla City Mayor's advisory committee.

> *"Apart from our campaigns… lately three companies reached out to us… witnessing to our increased visibility."*
> *– (IP)*

> *"LW helped us expand from three to 13 municipalities, which is great when we have ad hoc activities happening, like campaigns. These municipalities decide to financially support even the simplest of calls." – (IP)*

CCC Livno intensified its collaboration with actors in municipalities in Canton 10 by establishing municipal networks, and the organization currently plans to expand its geographical coverage to two municipalities in the Herzegovina-Neretva Canton. CCC Livno believes it owes its success in organizing and maintaining municipal networks to its pre-existing positive individual connections with a variety of local actors, which were formed due to CCC's extensive engagement in the region for over 25 years.

CCC Livno staff attend regular network meetings in local communities where networks operate and participate in local development initiatives.

Finding 7. LW intensified collaboration between the IP organizations, which collaborated on various LW activities, saving human and financial resources and delivering better end products than they would have individually. Collaboration with USAID's Activities outside the LW program is less common.

LW IPs have collaborated on different tasks, including:

- **Joint events.** LW IPs organized joint events. For instance, NPB and TCF organized Philanthropy Days, and NPB and KULT organized a joint conference, saving human and financial resources.[4] Additionally, NBP and TCF organized a joint fundraising training. IPs underlined that they attend each other's events whenever they can.

- **Drafting policy proposals.** All LW partners provided their comments on policies drafted by ILFP, contributing to improvements in the legal framework for philanthropy. LW IPs also collaborated on defining standards of transparency and accountability of CSOs and POs, which was originally a TCF task.

- **Promotion.** NBP helps all partners promote and raise public awareness of their activities through Mreza mira and Snaga lokalnog websites. IPs share each other's content on their individual websites.

- **Capacity-building.** All LW IPs referred some organizations to KULT for capacity-building, contributing to KULT's results. TCF partner NAC trained CCC Livno staff in community organizing.

- **Problem-solving.** LW IPs were at each other's disposal to offer advice when somebody had a problem; IPs more experienced in certain areas helped those less experienced. For instance, KULT helped TCF with administrative issues since OCOR is TCF's first USAID award. CCC Livno consulted with NBP when facing issues with administration. CCC Livno and TCF consulted with each other regarding grant administration.

> *"We recommended [to our participants] capacity-building programs implemented by KULT… Our capacity-building program helped us to network [our participants] wider, and suggest to them to do networking on their own to build capacities further." – (IP)*

> *"Each activity we implement is joint. If TCF organized Days of Philanthropy, we will show up. Organize with them, show up, keep them company that day. We offer them our capacities. We also promoted transparency and philanthropy too. Sometimes we facilitate these events. With KULT, we organized a conference for CSOs. With CCC Livno, we worked on the implementation of everything and helped each other out mostly with administrative hurdles like when a database won't take your entry and so on. We also promoted Mozaik, not just locally but also their ways of doing things. We supported all KULT activities." – (IP)*

Some LW IPs cooperated with other USAID Activities but not regularly or to an extent LW Activities collaborate among themselves. For instance:

- NBP shares nearly all USAID IPs' content on the Mreza Mira website, which has very good visibility. Through LRO, NBP recently initiated collaboration with the Local Governance Assistance Activity

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[4] The conference name was "BiH Moving Forward: Locally Owned and Sustainable Development."

(LGAA) and Diaspora Invest 2. LGAA and Local Resource Organization Assistance Activity collaborated on monitoring government processes.

- NBP initiated discussions with Diaspora Invest 2 about the potential of donors from the diaspora to help cover LRO grantees' cost contributions.

- KULT has collaborated with LGAA to help it identify local stakeholders for their advisory bodies in local communities where KULT has previously established contacts.

Several IPs noted that the collaboration between IPs would be more frequent and stronger if everyone had information on what other Activities were doing, suggesting developing a database with such information on all Activities.

Staff turnover in LW IP organizations posed an obstacle to effective collaboration. Key people left each ILFP partner organization during LW and one subcontractor withdrew from the consortium. Toward the beginning of data collection, four individuals resigned from NBP. Several KIs mentioned staff turnover as one of the obstacles facing CSOs in BiH and the reason why they need continuous capacity-building. LW partners noted that collaboration requires dedicated time for information exchange and planning, and CSOs lack the time due to staffing issues.

Finding 8. Collaborative approaches were embedded in the LW design. LW IPs facilitated collaboration between their participants, primarily by establishing networks. LW IPs employed different approaches to facilitating collaboration between local actors, most of which were embedded in their design. For instance, CCC Livno was obligated to establish municipal networks; ILFP has been implemented through a consortium, which required constant collaboration of all members in each Activity, cross-sector collaboration in policy development and advocacy actions, and establishment of the Philanthropy Forum; and NBP's NDA Activity is in charge of making connections between various LW program components.

CCC Livno established ten municipal networks comprising LGUs, local communities, CSOs, businesses, individuals, and public, cultural, and sports institutions. The networks organize semi-annual or annual meetings to plan future initiatives in communities and are eligible to apply for TLD grants. According to CCC Livno, after applying together for LW grants and implementing 31 local initiatives, some of these networks continued applying for other funding. In some areas, municipalities initiated inviting network members to their public discussions around important community issues. Initially, the IP thought CSOs should lead such networks since they are most active and interested in collaboration. But, such a role, envisioning implementation of comprehensive network strategies, overburdened CSOs, which have low human capacities and lack time. CCC Livno encouraged municipalities to take a leadership role over the informal municipal networks, arguing that dedicated public officials who are paid for their work have more time to maintain the networks, but the results of the municipalities' management of the networks are yet to be seen.

NAC, an organization partnering with TCF on OCOR, works with local communities, training them in community organizing to implement local development initiatives. They established LCDGs, consisting of 10–20 individuals from their communities, representatives of local associations, local communities, schools, political parties, and businesses. By the end of Year 3 of OCOR, NAC signed memorandums of understanding with and trained 23 new local communities in community organizing. These communities later had the opportunity to apply for OCOR grants and implemented 17 local development projects such as building children's playgrounds in Tuzla and improving the heating method at a youth community center.[5] Individuals from LCDGs, particularly businesses and local governments, participated in philanthropic initiatives as direct donors or activists. NAC also holds citizen forums in all local communities to help citizens understand how they can contribute to local development issues, such as femicide or environmental issues. One such discussion led to a reforestation initiative, which was later supported by another donor and continued. NAC's initiative with a group of women's organizations in organizing a festival of women's activism motivated a local community to consider securing regular support for the event.

> A high percentage of LW survey respondents (94 percent) think that networking is a good approach to establishing collaboration. Their opinions are divided regarding the preference for formal (50 percent) and informal (50 percent) networks. An IP noted that the advantage of a formal network is that it can apply for projects, but formalizing implies a considerable obligation since formal networks need to submit regular financial reports. Informal networks are more flexible and have the freedom to gather and work on issues on an ad hoc basis but have fewer funding opportunities.

"At the beginning of the year, we agree when the action plans will be completed. We finalize our action plans before public calls for communities are published… each sets one priority from their action plan and applies to the foundation with some of their project initiatives." – (Partner)

Under ILFP, Mozaik established the Philanthropy Forum, "a platform for local philanthropy development." According to the Activity award, the forum was envisioned as an informal pillar for building cross-sectoral relationships. Based on the first ILFP progress report, the role of the Forum is to advocate for legal framework improvements and other societal changes to improve philanthropy and the culture of giving in BiH. At first, the Forum was an informal body, but was later formalized and is funded from membership fees from businesses, foundations, and individuals. The Philanthropy Forum regularly participates in ILFP meetings and events. The Forum also contributed to advocacy for the amendments to the Law on value added tax (VAT; for more information, see Finding 11) and provided inputs for development of the CSO transparency and accountability standards under OCOR. By the end of Year 3 of ILFP, the Forum had 44 members: 22 large businesses, seven foundations, and 15 individuals. Mozaik now hopes that the Forum will replace its partner, Hastor Foundation, which withdrew from the Activity, as an organization representing the business community in the consortium.

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[5] Six more initiatives were ongoing during data collection.

NBP is a large network of organizations established long before LW,[6] but registered under the program. Under NDA, NBP developed a website for the whole program, snagalokalnog.ba, where it publishes information about the program and IPs' success stories. Additionally, it developed a database where different actors (e.g., businesses, CSOs) can register and search for potential partners for collaboration. Thirty-nine percent of survey respondents said they used the snagalokalnog website to establish collaboration and 80 percent of users described the database as helpful for finding partners. However, the IP believes that collaboration happens more easily face-to-face. NBP organized and conducted close to 100 listening tours by the end of Year 3, where they visited various communities and talked to local actors such as CSOs, youth associations, and LGU representatives about their activities. Several KIs

> Mozaik's structure as a large consortium of six local and regional organizations had its advantages and shortcomings. On one hand, consortium members had different expertise (e.g., in policymaking, research, or philanthropic actions), which was valuable when planning and implementing different types of activities. On the other hand, it delayed the implementation because all consortium members needed to review and provide inputs on each document. A USAID staff member also noticed how, in such networks, very few people do most activities, which they considered was the case in the ILFP consortium where Mozaik played the key role.

(USAID and IPs) thought that listening tours were effective in facilitating collaboration, as they helped NBP learn about community needs and make connections between those in need of assistance and actors who can help. For example:

- NBP urged two organizations in an ethnically divided community, each from a different ethnic group, to organize their events in two consecutive days so that they could apply for funding together.

- By utilizing their network, NBP sent a joint letter with dozens of other organizations to a municipality that wanted to drive the rent to one local organization up by BAM 2,000, which would leave the organization without office spaces. The municipality pulled back on the rent hike afterward.

- A young woman from Brcko wanted to establish a library in her community. NBP introduced her to Mozaik, which funded the library. Subsequently, she also participated in KULT's training.

- A local government official from Berkovici approached NBP asking them to connect him with someone he could work with on projects related to agriculture and environmental protection, and NBP connected him with a returnee who had the capacity and was looking for opportunities to help his community.

> *"There was a library from Brčko, where a girl from a local village heard about us. She wanted to build a library... We made a success story about her and published it. Mozaik took over and then they financed it through their bank to build a library, and KULT later called. I think she later participated in a KULT's training program." – (IP)*

Several KIs perceive that events like training and capacity-building can facilitate collaboration. For example, organizations supported by KULT to develop their organizational policies exchanged information and documents and organized joint meetings with KULT to request feedback. Several KIs (and 96 percent of survey respondents) said that in-person training is a good opportunity for making connections with other similar CSOs: 77 percent of respondents reported that they established collaboration with other actors they met in training. Mentor-mentee relationships also foster closer

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[6] According to the NBP website, the NBP has 260 members.

collaboration between organizations: KULT's mentor and mentee continued collaboration and wrote a project proposal together after their mentorship ended. Further, TCF gathered all its grant recipients in grant signing events, where they got to meet and learn more about each other's activities. Eighty-seven percent of survey respondents stated that they believe grant signing ceremonies are a good way to establish collaboration.

Finding 9. According to KIs, local actors differed in their willingness to collaborate.
According to most KIs, CSOs were more willing to engage in collaborative activities with LW IPs and participants than most other actors. Although several KIs and 68 percent of survey respondents said they collaborate with larger organizations such as LW IPs, CSOs are also competitive and choose not to collaborate with other organizations if they perceive them as competitors for limited donor funds. Local governments are on the opposite end of the spectrum; they fund local projects for which they have budget funds, but a deeper engagement in terms of determining the community priorities or contributing to project planning is lacking. Local governments are deemed to be more prone to engage in local development initiatives, at least through project funding, compared to higher levels of government. Survey results corroborate these findings, as respondents perceived that collaboration is most easily established with CSOs (43 percent), followed by citizens/individuals (23 percent), and lastly with LGUs (15 percent). Similarly, respondents are most satisfied with their collaboration with CSOs (56 percent), citizens/individuals (45 percent), and local governments (19 percent).

Several IPs and CSO participants noted that universities and public institutions are increasingly interested in collaboration with the CSO sector. KIs generally believe that youth are less interested in collaboration in communities than adults, and women are more interested than men. Local communities, usually active and cooperative, become hard to manage in the preelection period because their members are usually allocated by political parties, and they use the projects to promote themselves. Businesses are also less interested in collaboration than in philanthropic actions, especially when paired with opportunities for promotion.

Finding 10. On several occasions, LW Activities adapted their implementation based on learning. The NDA program description envisioned that the Activity facilitates the exchange of information, collaboration, and learning among all LW Activities and recommends adaptations to LW programming. The Activity facilitates quarterly meetings with all LW partners. NDA facilitated quarterly meetings among the LW IPs, the alignment of their activity schedules (for instance, to avoid having events on the same date), and joint work planning sessions. According to some IPs, joint planning makes sense for LROs, while other Activities have too little in common. Three IPs mentioned that a co-creation process could improve future designs of similar programs and it would help the CSOs continue working on initiatives they identified as important rather than adapting to donors' demands.

Although no overall LW program adaptations were implemented based on learning, LW IPs shared several lessons they learned during the implementation and how they adapted their individual activities. For instance:

- Mozaik learned that different actors prefer different approaches to partnerships and collaboration. According to Mozaik, CSOs prefer longer networking meetings and workshops and discussions about a "big picture," and they are more interested if there are opportunities for collaboration with the private sector or USAID. Businesses prefer short and focused one-on-one meetings, and activities contributing to their promotion. Government officials prefer frequent one-on-one meetings.

- When working on advocacy, Mozaik noted how approaching government officials and parliamentarians offering to jointly resolve a problem proved effective, in contrast with exerting pressure on institutions and officials, which is a typical CSO approach.

- KULT learned that improving organizational policies was insufficient to improve performance of some organizations. Hence, it introduced another type of mentorship (where it paired higher-capacity organizations as mentors for organizations whose capacity was lower) and job shadowing as additional capacity-building for local organizations.

- The Local Works Local Resource Organization Assistance Activity had issues finding new LROs to join the Activity as it received low-quality applications from its public call. It improved its public call by making it shorter and more digestible for the target audiences, presented the Activity in various communities, and helped applicants improve their proposals. This resulted in better quality applications and four new awards by the end of data collection.

CONCLUSIONS

LW IPs, particularly LROs, intensified their collaboration with local actors during the LW implementation. The LW program also strengthened collaboration among the LW IPs in organizing events, policy drafting, promotion, capacity-building, and problem-solving. Collaborative approaches, such as networking, were embedded in LW design. The LW program built a number of networks that implemented local development initiatives including ten municipal networks established in Canton 10 and West Herzegovina by CCC Livno, 23 LCDGs established by NAC, and the Philanthropy Forum. In addition to networks, NBP developed a database connecting actors open for collaboration, and conducted listening tours in local communities linking local actors who needed assistance with those that could help. Collaboration was an unintended effect of training, capacity-building, and grant agreement signing ceremonies. CSOs are perceived as most willing to collaborate, and local governments as least collaborative. Universities and public institutions have been increasingly interested in collaboration with the CSO sector. The evaluation revealed that IPs tailored collaboration approaches to different actors, prioritized collaboration over pressure with politicians and public institutions, recognized that better organizational policies do not always improve performance, and simplified grant calls to ensure better quality grant applications.

EQ3: TO WHAT EXTENT AND HOW HAVE THE LW ACTIVITIES IMPROVED THE PHILANTHROPIC ACTIVITY AND FUNDRAISING FROM LOCAL ACTORS (E.G., LGUS, BUSINESSES, CSOS, CITIZENS)?

Finding 11. LW Activities have contributed to improvements of the legal framework for philanthropy and the promotion of the culture of giving. According to the IP and Activity documentation, ILFP helped improve the legal framework for philanthropy by drafting 17 legislative drafts, policies, and procedures and advocating for their adoption. Four of its policy initiatives were

adopted[7] and three initiatives were implemented.[8] To achieve these changes in the legal framework, ILFP worked on drafting policy proposals and organizing, leading, and supporting advocacy campaigns. ILFP achieved the most visible results in policy change and public awareness with its campaign "Niko gladan, niko sam,"[9] which focused on amending the BiH Law on VAT and encouraging food donations for public kitchens among businesses.

ILFP engaged in a carefully designed approach to policy development and advocacy:

- Conducted a series of studies and analyses that helped inform ILFP of the gaps in the legal framework for philanthropy and used the results to define policy development priorities;

- Held individual/one-sectoral meetings with representatives from private, public, and NGO sectors, and with faith organizations to inform the Activity on the needs within their sectors;

- Established seven cross-sectoral working groups, comprising representatives from the business sector, civil society, and the public sector, to work on policy development priorities identified under steps 1 and 2;[10]

- Designed and implemented advocacy campaigns.

"With another cross-sectoral group, we brainstormed with them on what to do for promotion, media… We try to use [advocacy group members] to help us with lobbying… We then kick off this campaign with the cross-sectoral group, share information and distribute materials, and we also ask them to engage in the campaign." – (IP)

ILFP's campaign "Niko gladan, Niko sam," aimed to raise awareness and advocate for a systemic solution to poverty in BiH—including exemption of donated food from VAT—and to support efforts to adopt legal amendments. To implement the campaign, Mozaik cooperated with the social and traditional media, celebrities and musicians, government agencies, and companies across BiH and disseminated 125 media reports nationwide, reaching an estimated three million citizens. Through its work with political clubs, ILFP identified a parliamentarian who eventually proposed the law amendments, and 15 other parliamentarians co-sponsored the initiative. After adoption, Mozaik has continued supporting and facilitating the law's implementation by amending the Rulebook of the law and technical instructions for submitting accounting records electronically for food donations.

"For me, this [Niko gladan niko sam campaign] is the biggest driving factor and the greatest value of this program because we have managed to really bring people closer to philanthropy." – (Partner)

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[7] Amendment to the current VAT Law to exempt food donations from VAT, Amendment to the Rulebook for implementing the VAT Law to exempt food donations nearing their expiry date from VAT, Amendment to the Technical Instructions for Submitting Accounting Records Electronically related to exemption of food donations nearing their expiry date from VAT, and Opinion on online card donations by the Federal Agency for Banking of BiH.

[8] Amendments to the current VAT on food donations, Amendments of the Rulebook of the VAT Law, Amendments to technical instructions for submitting accounting records electronically for food donations.

9 English: "Nobody hungry, nobody alone."

[10] The cross-sectoral working groups' themes were as follows: exemption of food donations from VAT; enabling online donations for associations and foundations; clarification of key terms related to philanthropy; exemption of civil society organizations from gift tax, aligning with existing exemptions for state institutions, foundations, religious communities, endowments, and religious trusts; securing an official, clear interpretation of VAT collection for associations and foundations; broadening the scope of tax-deductible expenses for businesses to include a wider range of philanthropic contributions; creating better conditions for companies to offer more scholarships.

ILFP reported that three more initiatives were adopted by the end of FY2023: procedures for implementing VAT exemption on donated food with nearing expiry dates; electronically submitting accounting records related to exemption of food donations nearing the expiry date; and an opinion on online card donations by the Federal Bank Agency. While the first two initiatives relate to the amendments to the law on VAT, the last initiative supports improvement of philanthropic infrastructure.

> **Mozaik's approach to advocacy.** KIIs with Mozaik indicated that their approach to advocating for policy change puts a lot of weight on building trust between Mozaik and relevant state institutions and developing an atmosphere of collaboration among all included stakeholders. Mozaik underlined the importance of approaching institutions individually with a well-rounded proposal and taking their feedback seriously without accusing or shaming anyone in the process.

LW partners worked on strengthening the culture of giving in BiH, primarily through transparency and awareness-raising activities implemented by TCF (with contribution of other LW IPs). As noted in TCF's award, people are more willing to give donations if they know how their donations are being used, hence improving the transparency of the process is crucial for strengthening citizens' trust and engagement. TCF worked on improving standards of transparency and accountability of NGOs and Philanthropic Organizations aiming to help organizations improve their transparency and accountability, make information about their work available to the public, and promote the CSO sector's transparency and accountability. TCF started the Star of Transparency and Accountability program, an assessment and grant mechanism where organizations first assess their transparency capacities through an online tool. Upon completion, the tool places the organizations in one of four categories according to their current level of transparency (bronze, silver, gold, or platinum). After finalizing this step, the organization can apply to TCF and receive grants up to BAM 5,000 to improve some segments of their transparency.[11] Although some organizations resisted such practices, TCF had supported five organizations to improve their transparency by the end of Year 3.

In addition, LW organized several events to promote the culture of giving. TCF organized "Days of Philanthropy," which included press conferences, roundtables, exhibitions, fundraising events, and awareness raising campaigns. NBP also organized a two-day philanthropy conference and fair event in June 2023 that brought together 22 organizations and foundations alongside LW partners, international organizations, donors, and businesses to establish networking and cooperation in the field of philanthropy. Local CSOs considered such philanthropic events to be a good practice, as they were able to present their programs to a wider audience and thereby promote their causes. Further, TCF implemented a public awareness campaign under which it published stories promoting people engaged in

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[11] For example: by developing their websites; creating procedures and rulebooks to improve transparency and accountability for their organizations; publishing annual reports and informing the public about their activities; improving internal capacity in transparency, accountability, and ethics; or internal or external control of finances.

philanthropic activities in their communities. Most survey respondents, LW partners, and participants (85 percent), believed that such public awareness campaigns can motivate local actors to give.

Finding 12. Mozaik, through ILFP, established the Philanthropy Forum to promote the philanthropic activity and the culture of giving in BiH.[12] Currently, the Forum participates in all ILFP initiatives and works on policy development, and Mozaik is hopeful that the Forum can become a member of the ILFP consortium. Fifty-three percent of survey respondents, members of the Forum, said they were satisfied with Forum activities. Forum members believed the Forum has been changing private sector perceptions about philanthropy.

Forum members expressed interest in increasing their activity within the Forum and expanding the pool of members. They also envisioned diversifying their income sources, increasing the Forum's visibility, and opening local branches of the Forum across BiH. Members of the Forum also aimed to increase sustainability with alternative funding sources and increase the scope of their activities, such as applying to projects.

A few foundations recommended ways to improve the Forum's work, with two emphasizing the importance of expanding its activities outside Sarajevo. Another foundation suggested that the Forum should do more to promote local donors, include more and diverse philanthropic actors, and improve its transparency and strategic planning.

> *"Well, I think that especially since the Philanthropic Forum was launched that much has not changed in non-governmental organizations, but the awareness among the private sector, businesses has been awakened the most, and they became partners of the Philanthropy Forum." – (Partner)*

> *"I think it is also very important that the Philanthropy Forum has been established and that it is growing every day. It provides a new perspective and sustainability of the program when the project ends and USAID funding ends. I think that the most important of all the projects we implement is what remains after the project ends." – (Partner)*

Finding 13. All LW Activities involved in fundraising exceeded their targets in mobilizing resources for local development initiatives, and there are indications that crowdfunding approaches for purposes such as health care attract more diverse donors, individual donations, and more funds than other community development initiatives.[13] Since the inception of the program until the end of FY 2023, KULT, TCF, and CCC Livno raised a total of BAM 535,328.69, exceeding the overall target of BAM 232,571.3 for this period.[14] TCF and CCC Livno distributed small grants and raised funds through required cost-contributions. TCF's grant recipients were allowed to secure financial and in-kind contributions,[15] while CCC Livno only collected cash. Assessing the difficulty with which they raised different types of funds, most LW partners and

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[12] The Forum structure and role is elaborated under Finding 7.

[13] The evaluation team looked at three different indicators when analyzing the success of different fundraising approaches: number of diverse donors engaged, referring to donor types as defined under the CBLD-10 Standard Foreign Assistance Indicator; number of individual donations, that is, total number of instances when people gave donations; funds, which refers to the cumulative amount of cash raised.

[14] The cumulative target includes only targets of CCC Livno, TCF, and Kult. The LW Local Resource Organization Assistance Activity also had a fundraising target (BAM 86,189.8) but did not implement any grants in this period, hence, they did not raise any funds through cost contributions.

[15] In-kind contributions ranged from materials, such as equipment and infrastructure, to services such as volunteering or use of premises.

participants said it was hard for them to raise money (65 percent); about half said it was hard to raise goods; and 25 percent said it was hard to find volunteers for their activities.

CCC Livno had a small philanthropy component, which concerned ensuring its grantees could raise enough funds to cover their 33 percent cost contribution requirement. TLD grantees chose two approaches to helping ensure grantees could cover their cost contribution: the first relied on working with liaisons from municipalities, while the other relied on support from businesses and individuals to raise funds. Some CCC Livno participants relied on diaspora events where they held small fundraisers for their organizations. For example, one participant in performance arts said they raised considerable funds among diaspora members when touring abroad.

While most participants using such approaches managed to raise funds and implement their grants, a few applicants could not finalize their applications because municipalities pulled their support at the last minute. While one KI cited political reasons fueled by ethnic animosity toward people living in the community where the grant was to be implemented as the reason for pulling out of one of the municipalities, few others mentioned that sometimes municipalities withdraw their support upon learning that projects have other sources of funding.

KULT facilitated fundraising among local organizations by building their capacity to manage and grow assets, including fundraising through crowdsourcing, developing philanthropic partnerships, and financial diversification. Four of the 30 organizations that attended training on the mobilization of financial resources later managed to raise considerable funds, although with KULT's considerable assistance, some of these funds were raised from international donors.

TCF implemented a series of fundraising initiatives aimed at raising funds from a variety of donors. For example, TCF organized three fundraising campaigns through doniraj.ba. The first campaign, "Every jersey has a story," engaged the public in a live, social media-based auction led by a local philanthropist from Tuzla. All proceeds from the campaign were donated to the pediatric department at UCC Tuzla for equipment. Two other online fundraising campaigns implemented through doniraj.ba were also promoted on social media, including by influencers, and contributed to equipping the oncology department ("You can be that person") and repairing the children's playground in UCC Tuzla ("For the play and noise - let's support our small folks"). While all campaigns exceeded their targets, the "You can be that person" campaign exceeded the target fourfold and managed to contribute to oncology departments in hospitals in Mostar, Zenica, and Banja Luka. TCF also attracted a private business to form a fund in the value of BAM 90,000 within TCF, which aims to support local initiatives over a three-year period.

"Advocacy often comes out of individual initiatives…. One example is related to the UCC where you talk to the director and the minister of health and the media, and you state that the conditions are bad, that it is necessary to allocate more funds by the canton, the budget, etc. So from some simple fundraising initiative, you get into a situation to achieve longer-term effects where the ministry will plan some future funds for this kind of support to the clinic or creating a budget for these needs." – (IP)

In addition, TCF also implemented the "Challenge" grant scheme, where eight grantees were supported to implement their own fundraising campaigns, all of which had a component of fund matching. Four of the eight supported campaigns overachieved their targets. The remaining four grantees ranged from 42–95 percent of matched funds.

When comparing the effectiveness of approaches to fundraising employed by TLD and CDA versus the approach taken by OCOR, the data indicate that OCOR's resulted in better outcomes during the first three years of implementation:

- OCOR had more individual donations (517 vs. TLD's 64 and CDA's 9).[16]

- OCOR raised considerably more funds (BAM 281,398.33 vs. 126,346.36 raised by TLD and 127,584.00 by CDA).

- OCOR engaged donor types that have not been engaged by other activities: national government, local philanthropic foundations, and international private sector firms.

However, it is notable that these three Activities raised funds for different purposes. While TLD and CDA exclusively raised funds to support community projects implemented by networks and CSOs, OCOR's campaigns were more diverse. In addition to community projects, OCOR also raised funds for health care facilities, including the pediatric ward, which generated stronger public interest and engagement than other community projects, such as infrastructure or youth events. For instance, a single fundraising campaign for the ventilator for the pediatric ward raised BAM 52,911.50, while eight Challenge campaigns raised BAM 75,177.45, or BAM 9,397.125 per campaign on average. Apart from having a good instrument for collecting donations—the doniraj.ba platform—TCF also focused on supporting smaller campaigns to appeal to and attract donors. All this, combined with TCF's longstanding experience and reputation in Tuzla Canton and the wider region, contributed to its fundraising success.

Finding 14. Individuals were more willing to support LW initiatives than others. The culture of giving is widely present across BIH. According to the NSCP-BiH, 73 percent of citizens donated money or goods in 2023, following an established upward trend from 55 percent in 2019. A recent study on philanthropy in BiH conducted by NBP shows that 96 percent of respondents donated money in philanthropic activities in the past three years.[17]

Most KIs, IPs, partners, and participants perceived that individuals are more willing than businesses to give, but, on the whole, individuals donate smaller amounts. Businesses are less willing to donate, but those that do give higher amounts. When looking at IPs' databases on the value of non-donor resources they mobilized for grants in the first three years of implementation, the TCF database of donors for grants lists slightly more donations from businesses (41) than individual donors (34) but a higher total amount of donations from individuals (15,423.03 vs. 9,907.77 from businesses). When it comes to campaigns, the TCF's campaign database shows six times as many instances of donations by individual

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[16] This evidence comes from IPs' databases. These numbers might differ from those reported by the Activities in their yearly reporting due to differences in criteria and methodologies of counting individual donors.
[17] Network for Building Peace. (2023). A Comprehensive Study of Philanthropy in Bosnia and Herzegovina: The State of Philanthropy in Bosnia and Herzegovina. https://snagalokalnog.ba/wp-content/uploads/2023/06/STANJE-FILANTROPIJE-U-BIH.pdf.

donors (414) than by businesses (68), and a considerably higher total amount of donations from individuals than businesses (54,696.47 vs. 32,703.00, respectively). Of the cost contributions secured by CCC Livno grantees, businesses donated the least. Individuals provided the most donations and funds (58 percent) for a total of BAM 68,066.65, followed by governments (31 percent, BAM 53,256.6), and businesses (11 percent, BAM 5022.89). Also, KULT's five participants received funding from various sources,[18] one of which was a business that donated the lowest amount. However, TCF's data for Year 4 tell a different story:

- The database for grants lists five times more donations from individuals (10) than businesses (2), but a much higher total amount of donations from businesses (43,190.88) than from individuals (5,347.80).

- The database for campaigns shows 43 times more instances of donations by individual donors (3,868) than businesses (89), but the amounts raised do not differ much between these two sources (154,065.01 vs. 151,284.59).

Most KIs perceived that the role of businesses in philanthropy is steadily growing and that the number of companies developing their corporate social responsibility programs has increased. KIs offer varied perspectives regarding the type of businesses most willing to donate. While KIIs with businesses suggested that larger companies and those in the IT sector are more inclined to donate, few participants also pointed out the generosity of small enterprises and their willingness to contribute to local initiatives. Findings from the NBP philanthropy study underscored notable differences in corporate social responsibility between large and small companies.[19] Smaller companies, the report submits, lack the financial, human, and organizational capacity to be directed toward socially responsible activities.

> *"Without entrepreneurs, none of these initiatives and projects would have worked, no matter how much volunteer work and contributions we make individually… Even if they [entrepreneurs] do not plan to get involved directly, they are always aware of projects we implement. Without the help of local philanthropists, it would all be more difficult." – (Participant)*

The CSO survey respondents shared that local governments (33 percent) are most willing to donate to CSO projects, followed by citizens (29 percent) and private companies (16 percent). Studies and KIIs with partners and participants of LW Activities pointed out that local governments are relatively reliable partners in philanthropic activities, while higher levels of government are not very interested in supporting local initiatives.[20] One government representative and some LW participants said one challenge is that local governments tend to distribute funds equally across all applicants to their public calls for funding, disregarding the quality of applications.

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[18] International foundations (1), local organizations (3, of which 2 from KULT itself), one foreign government donor, one international organization, one faith organization, one local government.
[19] Network for Building Peace. (2023). A Comprehensive Study of Philanthropy in Bosnia and Herzegovina: The State of Philanthropy in Bosnia and Herzegovina. https://snagalokalnog.ba/wp-content/uploads/2023/06/STANJE-FILANTROPIJE-U-BIH.pdf.
[20] MEASURE II (2021). State of Philanthropy in BiH – Brief Assessment. https://measurebih.com/uimages/MII-PHAW-report-508.pdf

Assessing which social categories are hard to engage in philanthropic activities, many KIs agreed that it is difficult to engage youth in socially responsible work and that women are much more likely to engage in community work than men. Although the Catalyst report[21] finds the diaspora's involvement visible, KIs perceive the diaspora's potential in philanthropy as not being fully utilized.

Finding 15. Donors predominantly transfer funds through bank accounts, while online donating platforms are still underutilized. According to LW survey respondents, bank transfers are the primary way to donate money by local (79 percent), cantonal (71 percent), and higher level governments (60 percent); private (60 percent) and public (57 percent) companies; and diaspora (32 percent). On the other hand, citizens primarily prefer giving in person (47 percent), followed by bank transfers (16 percent) and phone (18 percent). Additionally, 22 percent of survey respondents said the diaspora prefers online donations, and a similar share said the diaspora prefers giving in person.

Several KIs, including LW IPs, their partners, businesses, and participants, noted that they used doniraj.ba to raise funds. According to a KI, only about five organizations in BiH have online donation platforms. The procedures for online donations were suspended several years ago due to risks of money laundering, and banks still have not reinstated them, hindering new organizations from setting up online donation platforms. ILFP has been actively working on the law framework for online donations; however, it is experiencing a delay as the relevant institution is not responsive on this matter. ILFP did make certain progress as it received a positive opinion from the Federal Banking Agency regarding the treatment of online donations under the Foreign Exchange Act. From the perspective of local CSOs, 53 percent of LW survey respondents expressed interest in establishing an online donation platform.

Businesses acknowledged that contributing through organizations like TCF or the Philanthropy Forum was useful. According to the Catalyst report (2022), the pattern of directing donations toward CSOs and citizen associations has largely surged since 2015, with Pomozi.ba receiving most of these contributions. KIs also indicated high trust for the fundraising platform pomozi.ba. TCF operated its online donations through doniraj.ba. Using this platform under the scope of LW proved successful as most of the campaigns overachieved their campaign goals. KIIs revealed that most stakeholders found doniraj.ba to be a successful fundraising instrument and believe its promotion should be improved.

> *"We have used doniraj.ba... It's a great tool. When I was doing this project in a children's home, my friends could donate through doniraj.ba wherever they were. It was a lot easier than when we raised funds ourselves." – (Business)*

CONCLUSIONS

LW Activities have laid the foundation for facilitating philanthropy by improving the relevant laws and regulations and promoting the culture of giving. The results are yet to be seen as the implementation initiated only recently. Mozaik, through LW ILFP, established the Philanthropy Forum to promote the philanthropic activity and the culture of giving in BiH, which is now fully operational and plans to expand its activities. Overall, LW Activities raised more funds than expected. Most LW participants raised funds by contacting potential donors (e.g., international donors, local governments, businesses, individuals) directly. The TCF employed more creative approaches: the IP focused on crowdfunding via the online platform doniraj.ba and used social media and influencers to promote their actions. The TCF also focused on supporting smaller campaigns in order to appeal to and attract more donors. The TCF

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[21] Catalyst Balkans. (2022). Giving Bosnia and Herzegovina- Report on the State of Philanthropy 2021.

implemented campaigns aimed at charitable causes, which raised more funds than those aimed at local community development. All this, combined with TCF's long-standing experience and reputation in Tuzla Canton and the wider region, contributed to TCF's approach to fundraising being more effective in terms of securing more individual donations, a higher amount of funds raised, and a greater diversity of donors.

Overall, individuals were the most responsive donors for LW initiatives. There is a potential to increase giving among businesses and the diaspora and to divert donations from traditional bank transfers to online infrastructure. There is a high interest among local organizations in developing their own online donation platforms, but the banks are unwilling to support such services because of money laundering risks.

EQ4. TO WHAT EXTENT AND HOW HAVE THE LW ACTIVITIES CONTRIBUTED TO RESOLVING LOCAL ISSUES IN TARGETED COMMUNITIES?

Finding 16. IPs supported different types of local initiatives depending on the method they used to determine local priorities. LW IPs employed different approaches to determining local priorities, which resulted in supporting different types of local initiatives. For example, IPs that worked directly with local communities, primarily NAC and CCC Livno, applied a participatory approach where members of local communities were actively involved in determining priorities through deliberation sessions, surveys, and focus group discussions. For instance, NAC developed a methodology of community organizing, which includes conducting focus group discussions, small surveys, and public discussions in local communities to determine the community priorities. NAC only started writing up and implementing an intervention after reaching a consensus on the local priority to be addressed. Similarly, CCC Livno held a series of meetings with local communities through its municipal networks and conducted surveys among community actors to determine local priorities. KIIs showed that this approach resulted in LW identifying and supporting infrastructural interventions that help local actors increase the scope of their activities and motivate them to seek further options for improving their local communities.

"Once we implemented our initial initiative with NAC, I became much more motivated. I recognized that the Network can help not only with funding… but with other things organizations like ours needs, organizational capacities and motivation." – (Participant)

"When the community creates an action plan... we give them a list of 50 possible local initiatives, thematically arranged, and then we tell them to prioritize. Most often, these priorities relate to water supply. We've held citizen assemblies, and representatives from the municipal government and water utility companies attended these sessions." – (LW Partner)

To determine the subject areas of their public calls, TCF identified priority areas in Tuzla Canton by consulting local communities, CSOs, and businesses and developing grant schemes based on these actors' inputs. For example, the consultations indicated that youth emigration was a key issue in Tuzla Canton, so TCF's Youth Fund aimed to address this issue. TCF updates the priority areas and the corresponding funding based on feedback from applicants and their observations. TCF supported different types of initiatives than CCC Livno and NAC; for instance, sports events, educational initiatives, environmental actions, and youth events (for more detail, see Finding 20).

The difference between priorities identified by TCF, NAC, and CCC Livno may be due to the development level of communities where they work. A KI pointed to the profile of local community members to explain the difference. The KI noticed that local community members are usually politically appointed and lack expertise in areas such as human rights, education, or culture, which makes them unlikely to be aware of the importance of prioritizing such areas.

Finding 17. KIs predominantly perceive that grants were instrumental in resolving some local issues, but they engaged fewer local actors than expected, and the sustainability of these initiatives is unlikely. TCF, CCC Livno, and NBP (through LROA) had thematic public calls for grants. Most KIs and nearly 90 percent of survey respondents viewed grant support as accelerating the implementation of initiatives rather than creating them, as well as encouraging individuals and organizations to seek solutions for their local problems. In the survey of LW partners and participants, 59 percent said they would not be able to implement their initiative in the foreseeable future had they not received the grant support.

"We supported approximately 80 local initiatives. In my opinion, around 80% of them would not have been resolved in any other way, some 20% of them would probably try to find some other means through local self-governments, on small calls to civil society organizations, and perhaps in larger municipalities such as Tuzla, Lukavac, possibly Živinice, while smaller municipalities like Teocak… probably wouldn't. It's not likely, but they certainly wouldn't, because those municipalities have very modest budgets and those people don't have the opportunity, nor do they have the resources or knowledge to access larger resources" – (IP)

IPs perceived that local actors working within their own communities had demonstrated improvement and a higher degree of initiative. However, Activity reports showed that TLD, OCOR, and ILFP underperformed in reaching their set targets for the number of local stakeholders engaged in community issues. TLD did not reach any of its set targets, except for the number of government representatives involved in community issues, for which it reached its target in the second year of implementation. According to IPs, engagement and interest of CSOs, citizens, businesses, and, particularly, governments was lower than anticipated. Similarly, OCOR did not meet its targets in terms of engaging local actors in resolving community issues in the first two years, while it exceeded the target in the third year of implementation. OCOR explained that the Activity reports only the projects and local actors that engage in its implementation once the projects have been finalized and fully verified, and some initiatives were not finalized at the time of reporting.

Finding 18. KIs reported that local governments are the most willing to financially support local development initiatives. However, in some cases, LGUs were obstacles to the implementation of some LW interventions. KIs perceived that local governments and businesses are most likely to support local development initiatives; however, survey respondents, LW partners, and beneficiaries said governments (41 percent) and individuals (23 percent) provide the most support to local development, while 16 percent singled out businesses. KIIs with local partners and participants revealed that some LGUs are committed to co-funding local initiatives. In addition to direct financial support, LGUs also support local initiatives by providing spaces such as conference halls or meeting rooms for initiatives to use. However, as mentioned in other sections of this report, in some cases, municipalities were disinterested in or abandoned their cooperation commitment at the last moment, obstructing the implementation of small initiatives. According to LW IPs, partners, and participants, businesses are mostly willing to participate in local initiatives as donors, be it through cash donations or in-kind support such as providing meals for volunteers, making substantial donations to small initiatives, and, in one case,

making a separate fund with one IP for a three-year grant scheme oriented solely towards supporting local initiatives. Businesses are particularly interested in supporting initiatives that can provide them with good promotion opportunities.

"[Businesses] sometimes donate unsolicited; they improve infrastructure for sports, schools, and provide working materials and equipment." – (Municipality)

In terms of support LW partners and participants received from citizens in their communities, a large portion of KIIs with CSOs and 71 percent of survey respondents said that women and girls are much more likely to volunteer and do community work than men and boys. Most KIs and 69 percent of survey respondents also claimed that adults are more active than youth, and 64 percent of survey respondents said employed individuals are more active in their communities than unemployed. In terms of community engagement, KIs state they would like to see more engagement by the large Bosnian diaspora and youth who have the time but lack the will to engage more with local issues. Several KIIs noted how corporate volunteering is underdeveloped in BiH.

Finding 19. LW support for entrepreneurship worked well in Tuzla, but not in Livno region. There is an increasing interest in social entrepreneurship, but it is hindered by the lack of legislation in FBiH. LW supported businesses through small business grants under TCF's entrepreneurship fund and business plan development under CCC Livno's funds for entrepreneurship. Through the entrepreneurship fund, TCF provided grant support and capacity-building in entrepreneurship for three small businesses—a preschool, a coffee shop and social hub, and a local hairdresser—until the end of FY 2023. Businesses supported through this fund received funding to strengthen entrepreneurship capacities in Tuzla Canton to help employ and self-employ young people. Of the four initial awardees, three businesses are still operational, while one had to pull out due to issues with finding premises for its pastry shop.

Initially, the TLD had envisioned creating a fund that would support entrepreneurship and social entrepreneurship by developing and implementing business plans for employment and self-employment, particularly for women, youth, and PWDs. However, according to USAID and CCC Livno, there was little interest for entrepreneurship in this region. Only one of the participants that received extensive capacity-building support from the CCC developed a business plan, but the organization decided not to go ahead with a business registration following advice by the Tax Administration Office that it can implement its business idea as an NGO. This organization would establish itself as a social enterprise; however, the FBiH lacks a legal framework that would define social enterprises, recognize them as separate legal entities, and make it possible for them to register.[22] In the survey of LW partners and participants, 33 percent of organizations said they were interested in establishing social entrepreneurship. Several KIs, LW IPs, and their partners noticed an increased interest in training in social entrepreneurship among the local NGOs. CSOs would prefer forming a social enterprise over a regular enterprise or a limited liability company due to the smaller costs involved, particularly regarding taxation and ease of doing business. Specifically, in KIs' experience, closing down enterprises and limited liability companies is a lengthy and tedious process.

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[22] According to a KI, a government legislative working group for the development of the FBiH law on social entrepreneurship was established only recently.

*"We plan to form the enterprise anyway under the current legal framework… In principle it will not be a social enterprise…
We just do not know how to register the enterprise. We do not wish to start a private business and be taxed as we do not
work for profit." – (Beneficiary)*

Finding 20. LW grants helped communities tackle smaller local issues. The majority of KIs and
84 percent of survey respondents considered grants a good instrument for solving small local issues. LW
grants have proven useful for smaller community projects, such as building playgrounds and small
ventures that contribute to good causes and support local development. Under the I Love My City Fund,
TCF had supported 14 initiatives by the end of FY 2023. Supported initiatives revolved around
promoting sports activities such as active and healthy living through organizing marathons, diving camps,
biking competitions, and hiking. A few initiatives addressed issues of waste management and recycling of
solid waste. The rest dealt with educating and promoting chess and socialization in schools and
promoting social cohesion by raising awareness of hate speech.

*"…We wanted to speak up about hate speech in our community, how important it is to be able to recognize it, and how to
handle it. We had a series of activities where we pointed out this problem." – (Participant)*

Under the Youth Fund, TCF aimed to encourage young people to participate in activities and create
opportunities that increase the welfare of their community and advance the prospects of young people in
Tuzla Canton. TCF supported nine projects by the end of FY 2023. Initiatives supported under this grant
scheme differ slightly in substance from the other funds, supporting initiatives related to environmentalism,
climate change, and enhancing the quality of life for PWDs. The rest encompassed a multimedia festival,
supporting girls and women in STEM, and raising mental health awareness.

*"This festival [funded under the YF TCF] provides an opportunity to young people such as me to raise their activities to the
next level… and gain activist and volunteering experience… and also to connect with other young volunteers." –
(Participant)*

CCC Livno supported 36 small grants aimed at resolving local issues. TLD participants mainly focused
on smaller infrastructure projects, including fencing, equipment for handling woodfires, repairing a
meeting room/performance hall at a local school, and equipping mountain clubs and mountain huts.
Other initiatives aimed to resolve environmental issues, such as making an educational, ecological
playground, installing water pumps, and protecting local wells.

*"Equipment we purchased through CCC Livno grant support had a great reception among the public because now everyone
recognized us and our CSO because we are the only ones that make this specific product." - (Participant)*

Grant administration. Perceptions of grant administration processes vary between IPs and participants. IPs
handled paperwork to simplify the process for participants but found the procedures burdensome, especially the
environmental compliance form. In contrast, participants are satisfied with the grant administration and their
workload. Most grant recipients are satisfied with the grant amounts they received.

The cost contribution under LW grants varied from 33 percent exclusively in-cash contributions covering VAT
costs to permitting participants to contribute through in-kind means, such as volunteer hours, equipment, and use
of premises and materials. TCF and CCC Livno considered cost-contribution positive because it shows
participants and other actors' (e.g., local government) commitment to the project. However, some initiatives
were unable to apply to LW public calls because they were unable to secure cost contribution. These cases
occurred in underprivileged municipalities in the periphery, where many participants rely exclusively on
municipalities for co-funding. However, 81 percent of survey respondents noted that USAID's grant makes it
easier for them to raise additional funds from local sources.

"The meeting room/performance hall we renovated with the help of this grant… created new opportunities for us to organize different events in the future. We used to use an old classroom for our rehearsals. Now we have an additional room where we plan to host different events in the future." – (Participant)

CONCLUSIONS

The LW program employed grants as the key mechanism for resolving local issues and encouraging locally led development. LW grants were instrumental in resolving several minor issues and supporting small community initiatives in the Tuzla Canton, Canton 10, and West Herzegovina. The LW implementation indicates that different local priorities may be identified depending on the actors informing them; LW IPs primarily consulted local communities, CSOs, and businesses about local priorities. Local governments are perceived as the most willing to support local development initiatives, either financially or with free space, and there is room to strengthen the involvement of businesses, men, youth, unemployed individuals, and the diaspora. There is a high interest in social entrepreneurship but no corresponding law in FBiH. Supporting the development of and advocacy for such policy may encourage locally led development.

AQ1. WHAT ARE THE BIGGEST PRIORITIES FOR LOCAL ORGANIZATIONS AND COMMUNITIES, LOOKING FORWARD?

According to KIs, local development priorities vary across communities. LW IPs have employed various approaches in determining these priorities, from surveys and focus groups to public consultations and collected data from citizens, local communities, experts, or businesses. Our analysis indicates that priorities heavily depend on the source of information.

KIIs indicate that strengthening **infrastructure** was a key priority for most respondents identified by local communities. Most infrastructural priorities revolve around water management and sewage system, but also worn-down health and education facilities, road and street lighting, arrangement of walking paths and trails, children's playgrounds, and general cleanliness of streets. The majority of these priorities is also corroborated by previous evidence.[23] In 2023, USAID/BiH's LGAA conducted a quantitative survey exploring, among other things, citizens' prioritization around various infrastructural priorities. The largest share of citizens in the LGAA-assisted LGUs prioritized local road maintenance (50 percent), followed by street and town cleaning (22 percent), public transportation (22 percent), and sewage system/waste (20 percent). Resolving some of these issues, such as repairing or rebuilding water management and sewage systems, requires large investments. A KI, an international donor representative, warned how large investments in local infrastructure in BiH do not pay off since the local authorities stop investing in infrastructure maintenance once the projects end, advising that governance improvements need to take place before such investments. LW IPs, however, believe that USAID should be more flexible when it comes to infrastructural projects and allow public institutions such as schools and kindergartens to apply for such funds since government does not invest in their facilities.

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[23] MEASURE II (2021). Local Governance Assessment.
https://measurebih.com/uimages/Local20Governance20Assessment20Report.pdf

"I think infrastructure is the biggest priority… I think that schools and kindergartens should be able to apply for funds under LW too. Municipalities are their founders, and higher level ministry of education only pays teachers' wages, they do not invest in the school. We repaired the school in *******, but there are smaller interventions needed still, and schools cannot apply for funds." – (LW Partner)

"We cannot build roads or bridges, but when we wish to change a window, it needs to be the same size as the previous… if we are repairing a playground, we should be allowed to do a little more. We had a project proposal to change a bus stop, but we could not support it because it involved construction work… But we get a lot of wind here, and I feel bad for kids that wait in the wind and bad weather. I think USAID should specify in more detail what needs to be done, and also to allow us a little more room to build things." – (IP)

Several KIs also mentioned that **environmental issues** should be prioritized in many communities. KIs identified a variety of problems depending on the communities where they live or work, such as air pollution, cleaning rivers and creeks, and illegal landfills. KIs noted how LGUs need to collaborate on resolving environmental problems, especially those facing similar problems. In addition, raising citizens' awareness is necessary because they contribute to these problems and they should be more involved in their resolution. The performance evaluation of USAID's Assistance to Citizens in Fight Against Corruption showed that citizens' informal groups are more willing to gather and become active in environmental issues than other types of problems.

Unemployment, poor employment opportunities, and emigration of youth and the working age population are other issues to prioritize in communities. KIs explained that young and educated people are leaving BiH because they cannot find satisfactory jobs in the country. In addition to the lack of quality jobs, many LGUs, especially small communities, have few other motivators to keep youth, such as cultural, sports, or other types of community events appealing to youth. Although some LGUs have taken measures to reduce emigration, such as free transportation for children, reduced childcare costs, and housing subsidies for young families, the 2022 National Youth Survey in Bosnia and Herzegovina found that most youth (70 percent) perceived government measures to counter emigration as poor. Similarly, KIs noted a lack of government measures to tackle poor employment opportunities and emigration, noticing that CSOs and businesses struggle to find workers, and emerging issues with the retirement funds threatening to further exacerbate in the future. Due to the aging population and high emigration of the working-age population, the elderly are left to themselves to either live below the poverty line or survive with financial but no practical assistance from their relatives in the diaspora.

"For me, there are two burning issues on the state level in BiH. The first is the emigration of workers. The second is unemployment." – (Business)

KIs, particularly women's organizations, emphasized the importance of addressing **women's issues**. Several KIs expressed concerns with recent cases of femicide and the need for better government and police response to security threats in their communities. KIs also mentioned the violation of rights and dehumanization of the women in maternity wards and single mothers, as well as issues of women's inequality in the labor market. A KI proposed fundraising for establishing childcare facilities in local communities to improve women's access to the labor market. Another KI suggested that organizations delivering any type of training should ensure women are equally represented by covering their transportation and childcare costs.

"As you know, femicide correlates with domestic violence. Headlines are very bombastic and I think that [media reporting] does not help anyone, the women or the public. We will work on that… " – (Participant)

The 2023 NSCP-BiH sheds some light on local priorities identified by citizens directly. According to the 2023 NSCP-BiH, citizens consider the low standard of living (29 percent) and unemployment (18 percent) to be the primary problems in their cities and communities, followed by brain drain and emigration (12 percent) and corruption (10 percent). Only 4 percent of citizens prioritized infrastructure. However, citizens selected these priorities from a predefined list that did not offer environmental or women's issues as response choices.

KIIs with stakeholders across groups agreed that **stronger government involvement** in resolving local issues is a priority to move forward in locally led development. Evidence from studies on local governance in BiH shows that those LGUs that lack awareness of local issues, willingness to work on them, and resolve to solve them lag on development.[24] One KI stated that, although many activities are outsourced from the government to civil society, substantial and sustainable change requires more cooperation with governments at all levels. KIs identifying some form of policy change as a priority corroborate this claim, as they perceive that governments could do more to push for change for which civil society advocates.

Regarding the CSOs' issues and priorities, KIs (IPs, CSOs, donors) emphasized **dependence on international donor funds** as the primary challenge of BiH CSOs and priority to strengthen their sustainability. Local CSOs rely heavily on international donors for funding. Donor funding is often project-based and short-term, whereas CSOs need core, systemic, longer term support. In addition, most donors prefer that international organizations rather than local ones implement their larger projects, decreasing the pool of funding. Implementation of large international projects requires strong human capacity and experience, requirements that few large and experienced local organizations can meet, leaving small organizations dependent on local funding. However, for many of them, local funding is unavailable or irregular: LGUs tend to provide core support to organizations that serve their political agendas, while CSOs representing citizens' interests receive low, sporadic, or no government funding.

Local CSOs have **poor human resources**. Depending on projects, most CSOs cannot offer stable or well-paid jobs and are not competitive employers in the market. Once quality employees get some experience and build their capacities, they leave local CSOs for international organizations or other employers offering better job conditions. For instance, a KI noted that she can earn her CSO monthly salary in seven days of consultancy. Emigration from BiH is another obstacle to finding and retaining good staff. Several KIs (LW participants) said their organizations do not employ any full-time staff.

CSOs stated that they face a **lack of government understanding** of their role in society and low acceptance of CSOs as government partners. This is why it is hard for CSOs to change the relevant legislation that would make their work better regulated. CSO representatives said there is no true resource center representing the interests of CSOs and their participants in the government. To illustrate the lack of government consideration for CSOs, a KI (donor) mentioned how the BiH Ministry of Justice requested that the Council of Ministers establish an advisory board of CSOs and activists. Nearly four years after its establishment, the Council of Ministers never agreed to meet with the

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[24] MEASURE II (2021). Local Governance Assessment.
https://measurebih.com/uimages/Local20Governance20Assessment20Report.pdf

advisory board. Some KIs thought that CSOs also need to learn how to establish effective partnerships with governments, noting that many CSOs criticize the government rather than trying to establish partnerships and engage in a true dialogue.

"They raised the minimum wage in Republika Srpska to 900 BAM. We cannot afford to pay that much, we cannot pay it as a service contract because these our regular activities and the inspection is going to fine us. And there was no consultation process where they would talk to organizations." – (CSO representative)

Another obstacle CSOs face is **low connection to their constituencies**, resulting in low public trust. According to the KIIs, many CSOs are unaware of this issue. Under pressure to secure funds, local CSOs align their activities with donors' requirements and lack strategic vision in their work, disregarding the needs of their constituencies. Those local organizations more committed to their constituencies often lack public reach. Consequently, as mentioned under EQ1, citizens' trust in CSOs is low. An IP mentioned how, in small communities, connections between CSOs and citizens are strong, but in larger areas, citizens perceive CSOs as businesses, and it is necessary to improve these connections and trust. A CSO representative commented on the public image of LW IPs:

"When you say KULT, they are perceived as an institute. Mozaik is perceived more as a firm because they invest money. When you say Network (for Building Peace), they see it as a movement. If you mention TCF, it is precisely defined by its name, the first one established and people know it is foundation that collects money and gives it back to the community and citizens. CCC Livno is also among the first foundations founded in the country. Because of its quality and work with citizens people know what CSOs are and what they can expect from them." – (IP)

Although many CSOs are collaborative, several organizations emphasized that limited collaboration and **competition between CSOs are problems**. For instance, an organization that established a daily center for PWDs did not want to share the documentation that would help another organization establish a similar facility. Some organizations refused to share their organizational policies to help organizations that were in the process of capacity-building and updating the same policies.

CSO representatives, particularly those working with vulnerable groups, mentioned that future projects should prioritize **assistance to people with disabilities**. According to a KI, there are few opportunities for people with disabilities once they leave the educational system. Society's neglect of PWDs results in their deterioration and total dependence on parents. Few opportunities for employment of PWDs have been facilitated by CSOs rather than governments. In many cases, PWDs cannot leave their homes, as they have no access to public transportation or facilities, or any place to engage in meaningful activities.

During the data collection, KIs had expected that CSOs in RS would face new challenges due to the Law on the Special Registry and Transparency of the Work of Nonprofit Organizations, better known as **"foreign agent law."** The draft law was published by the Ministry of Justice in April, 2024, and its adoption had been expected in January 2025. The general opinion among KIs was that the law would damage the reputation of local CSOs and, in addition to other administrative and bureaucratic burdens on all organizations receiving foreign funding, the RS government would have the authority to terminate CSOs' registration. The objective of the law is to control and discourage CSO activities rather than making foreign influences transparent, which is against BiH's human rights commitments and represents

a step backward from EU accession.[25] However, toward the end of May 2024, the RS Government has withdrawn the law from the agenda of the National Assembly. A CSO representative thought that the law might be brought back to the agenda, in which case the CSOs will require international assistance.

On the other hand, in March 2024, the EU opened BiH's accession negotiations. It is expected that the negotiations will require **adaptation of CSOs and LGUs to EU policy standards and regulations**, for which they are likely to need assistance.[26] According to a KII with an international donor, these requirements are still unknown. In addition to alignment of local policies with the EU requirements, KIs from CSOs believe that local policies regulating CSOs (e.g., CSO funding, requirement to pay VAT on grants) need revisions and recommend designing a policy development program.

"Under the scope of the civil society, maybe specific to the Tuzla Canton, we will face challenges regarding just transition, particularly in the energy sector. … all and any changes will be reflected in the civil society, too. The role of the civil society could be… to inform citizens of the possible consequences of the energy transition. Regarding LW and civil society, I think the biggest challenge is the sustainability of the organizations we support, even though organizations in Tuzla are much more active than what I hear about the Herzegovina region or Podrinje or RS." – (IP)

"As you know, femicide correlates with domestic violence. Headlines are very bombastic and I think that [media reporting] does not help anyone, the women or the public. We will work on that…" – (Participant)

CONCLUSIONS

Local development priorities vary across communities. However, KIs prioritized several areas of assistance: infrastructural projects, environmental issues, tackling unemployment and emigration, and women's issues, while the general population of citizens prioritized unemployment, emigration, and corruption. It seems that LGUs' investments in basic infrastructure are insufficient as priorities in this area ranged from reconstruction of water and sewage systems, local road maintenance, and town cleaning to building playgrounds and repairing public buildings. Different communities face different environmental issues. However, those that have common problems should collaborate in addressing them, exploiting citizens' particular concerns and willingness to engage around such issues. Poor employment opportunities and emigration are related issues affecting a number of communities in BiH. Governments are perceived to be doing little to counter emigration, which reflects on the lack of workforce and impedes economic development. Women's issues seem to be emerging as a priority area in light of the increasing number of femicide cases, shedding light on other areas where inequality and human rights violations of women occur. Besides women, PWDs and the elderly are considered the most vulnerable. Governments need to be more engaged and less reliant on CSOs in prioritizing and resolving local issues.

Local CSOs struggle with financial stability because most depend on ever-decreasing international donor funds and lack core support. LGUs prioritize supporting organizations serving their political agendas, leaving other CSOs with low, occasional, or no funding. Consequently, CSOs have poor human resources because they cannot offer well-paid or stable jobs. Local governments do not understand the role of civil society and do not accept CSOs as partners, and citizens do not trust that CSOs represent

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[25] ECNL ICNL Analysis RS Draft Law Special Registry and Transparency of NPOs April 2024_2.pdf

[26] https://neighbourhood-enlargement.ec.europa.eu/system/files/2022-10/EU-Guidelines-for-Support-to-Civil-Society-in-the-Enlargement-region-2021-2027.pdf

their interests. Competition between organizations for funds discourages their collaboration on common issues. If adopted, the upcoming "foreign agents law" is expected to create new challenges for local organizations. On the other hand, BiH's progress on the EU integration path will generate new opportunities for local communities and organizations.

RECOMMENDATIONS

Based on the findings and corresponding conclusions, the ET identified the following recommendations for USAID's consideration.

EQ1. IMPROVING THE CAPACITIES OF LROS AND OTHER ASSISTED ORGANIZATIONS TO LEAD LOCAL DEVELOPMENT

General approach to capacity-building

1. Continue providing capacity-building assistance to local organizations, but consider creating programs for different levels of previous experience/difficulty levels (beginner, intermediate, advanced).

2. Consider offering a full capacity-building to future participants to include each traditional lecture-based training, assistance in building organizational capacities/policies, mentoring, and job shadowing.

3. Build the trust in local CSOs by facilitating joint promotion of LW Activities' success stories; designing and implementing large-scale awareness-raising campaigns about CSO initiatives positive for citizens and the society; and using mainstream media and influencers to boost the reach of their stories.

Training

4. Continue conducting training, particularly in writing project proposals, PR and communications, financial management, social entrepreneurship, and constituency trust building.

5. Conduct regular assessments to learn about newly emerging training needs.

6. Ensure training sessions are accessible by people from smaller communities with full-time jobs, women, and youth.

Mentoring

7. Continue mentoring local CSOs and expanding the pool of mentors by engaging successful mentees.

8. Continue providing mentorship to individuals considering starting a business in business plan development.

9. Help mentor-mentee pairs structure and organize their interactions.

10. Work with participants to optimize the level of effort required for developing organizational policies.

Job shadowing

11. Continue implementing job shadowing, but consider involving other LW partners or other well-developed CSOs as providers.

12. Consider adapting job shadowing by connecting people working in the same positions/departments to work together for longer than a day, focusing on themes where assessments showed the largest gaps in organizational capacity.

Monitoring

13. Measure organizational performance improvements using qualitative methods, for instance, counting organizations that made a visible difference for their target groups. Review and, if needed, revise the tools used by LW IPs to track performance improvements.

14. Train LW IPs to differentiate between outcomes and outputs and systematically track their achievements.

EQ2. IMPROVING COLLABORATION, LEARNING, AND ADAPTATION AMONG STAKEHOLDERS

Collaboration between USAID's IPs

1. Given that the LW program intensified collaboration between LW partners, consider replicating the LW approach (e.g., regular meetings, joint work planning, aligning activity schedules) to facilitate collaboration between other USAID's IPs.

2. Consider facilitating regular exchanges of information between USAID's IPs by dissemination of their newsletters between all of USAID's partners to keep them informed about each other's Activities and facilitate their collaboration; by creating a database where such information would be available; or by expanding BIHPERFORM.

Collaboration between community actors

3. Continue establishing community development networks led by municipalities to ensure better inclusion and engagement of LGUs in local development and sustainability of networks.

4. Promote successful stories of active networks among less active and new networks to motivate them to engage.

5. Include the network leaders in capacity-building activities such as writing project proposals, fundraising, community organizing, and any other themes relevant to their local development initiatives.

6. Continue conducting listening tours to help highlight local issues and facilitate collaboration among local actors. Set aside funds to support some of the local initiatives identified through listening tours.

7. Promote the snagalokalnog database as a tool for finding partners.

8. Use the momentum of increased interest among universities and public institutions for collaboration with CSOs and include them in local development activities. To engage more community actors in local development, consider attracting youth and businesses through youth and business associations and the Philanthropy Forum.

9. When possible, during or after training sessions and grant signing ceremonies, set aside time for participants to chat, exchange information, and explore opportunities for collaboration.

10. Consider including LGUs in early stages of design of local development interventions to ensure they collaborate and support their implementation.

Collaborating, learning, and adapting

11. For future LW Activities, consider a more flexible design to allow for more learning and adaptation, such as joint pause and reflect sessions, joint after-action reviews, and joint CLA plans. Consider co-creating new LW Activities with relevant local actors.

12. Consider joint work planning for all USAID's IPs working on similar or complementary Activities.

13. Consider introducing regular pause and reflect sessions to facilitate learning.

14. Consider sharing lessons learned among the LW partners and other USAID IPs.

EQ3. IMPROVING PHILANTHROPIC ACTIVITY AND FUNDRAISING FROM LOCAL ACTORS

Policy improvements

1. Continue supporting activities focusing on improving the legal framework for philanthropy and culture of giving, including the policy changes initiated by ILFP (e.g., implementation of amendments to the Law on Food donation; reestablishing online donations to CSOs) and implementation of standards of transparency and accountability for CSOs.

2. Replicate Mozaik's approach to policy development and advocacy in future policy initiatives.

3. Take into account standards of transparency and accountability when selecting grant recipients.

4. Ensure that the Activities working on policy changes go beyond the drafts and continue advocating for and monitoring their adoption and implementation.

5. Support the Philanthropy Forum with training, capacity-building, and mentorship. Support the forum in opening local branches across BiH and diversifying its income. Promote the Forum's Activities to attract new members.

Fundraising

6. Encourage LW Activities to employ more creative fundraising strategies (such as those TCF uses), engage more diverse actors, and increase the chances of successful fundraising in addition to traditional in-person fundraising.

7. Include TCF and CCC Livno in KULT's fundraising training so that they can share their experiences and good practices with other CSOs and LROs.

8. Promote doniraj.ba and its initiatives among citizens and a variety of actors (e.g., diaspora, businesses) who could use it for fundraising or contribute with donations.

9. Consider (supporting) establishing a mobile app for donations to simplify the donating process.

10. In addition to raising funds from large companies, encourage smaller companies to become more socially responsible by presenting them with benefits.

11. Continue promoting positive stories about philanthropists to raise public awareness and motivate individuals, businesses, and other actors to engage in philanthropic actions.

EQ4. CONTRIBUTING TO RESOLVING LOCAL ISSUES IN TARGETED COMMUNITIES

1. Continue supporting local development initiatives through grants with cost contributions requiring collaboration between various local actors.

2. Continue encouraging and supporting entrepreneurship with grants and capacity-building.

3. When determining local community priorities, consult a wide range of local actors: in addition to local communities, CSOs, businesses, and citizens, include representatives of underrepresented groups such as women, PWDs, and youth.

4. Continue engaging LGUs in local development issues as donors and participants in the intervention design processes.

5. Strengthen the engagement of other community actors such as businesses, media, the diaspora, and individuals.

6. Promote corporate volunteering in the business sector and in LGUs.

7. Support policymaking and advocacy for the law on social entrepreneurship in FBiH.

AQ1. PRIORITIES FOR LOCAL ORGANIZATIONS AND COMMUNITIES

1. Reinforce local community development by supporting small infrastructural projects and projects addressing environmental issues, unemployment and emigration, corruption, and problems faced by vulnerable groups, particularly women, PWDs, and the elderly.

2. Assist local CSOs in diversifying their income, improving their human resource strategies and practices, and strengthening their relationships with local governments, other local actors, and their constituencies.

3. Offer extensive capacity-building and financial support to organizations addressing the problems of vulnerable groups.

4. If needed, assist RS organizations with adapting to changes posed by the foreign agents law and use the opportunities stemming from the opening of the BiH's accession negotiations.

ANNEX I STATEMENT OF WORK

PURPOSE OF THE ASSIGNMENT

The U.S. Agency for International Development in Bosnia and Herzegovina (USAID/BiH) has commissioned its Monitoring and Evaluation Support Activity (MEASURE II), implemented by American Institutes for Research (AIR), to conduct a joint mid-term performance evaluation of six USAID Local Works (LW) Activities implemented in BiH. This performance evaluation will examine LW progress in various areas in which these Activities engaged to strengthen locally-led development: local resource organizations (LRO) capacity strengthening, facilitating collaboration among key actors in local communities, and mobilizing key actors to engage in philanthropic activities and fundraising actions. The purpose of this evaluation is to offer the Mission valuable and reliable information that can assist in making informed decisions regarding the implementation of all LW Activities. Within this scope, MEASURE II might recommend alterations of Activity design or means of improving implementation to increase the prospects of reaching Activity objectives. The implementing partners (IPs) will use the evaluation results to take mid-term corrective actions (if needed) to Activity implementation strategies and approaches.

BACKGROUND AND SUMMARY INFORMATION

USAID's global LW program aims to help the assisted economies address their development priorities by mobilizing local actors and resources to resolve local issues. LW principles envision listening to local actors, understanding local systems, and supporting local leadership. Additionally, LW approaches include experimentation and learning, embracing diversity, and long-term thinking about locally-led systemic changes. Employing this approach, USAID hopes to ensure local ownership over the development processes, advance its localization agenda, and achieve sustainable development results.

In BiH, the LW program aims to facilitate and increase civic engagement and empower local actors to take the lead in resolving their community development challenges. The Activities build the capacity of local resource organizations, facilitating partnerships and networking between various local actors, mobilizing resources to resolve local issues, and improving the culture of giving. The Activities primarily contribute to the CDCS Development Objective 2: Socio-economic Conditions Improved, specifically to Intermediate Result (IR) 2.1: Social Cohesion strengthened, and sub-IR 2.1.3: Broad-Based Participation in Community Development Strengthened[27]. In BiH, LW Activities are implemented by five local partner organizations. Exhibit I presents the details of the LW Activities that will be subject to this evaluation.

This mid-term performance evaluation will analyze the Activities' progress toward the expected results, primarily the achievements regarding the strengthening the LRO capacity; facilitating collaboration between local actors; increasing the philanthropic actions and fundraising; and fostering locally led development. The evaluation will determine the progress the Activities achieved thus far in reaching these objectives and the mechanisms leading to best results. The evaluation team will apply a mixed-method evaluation design to obtain high-quality data and produce credible and actionable findings, conclusions, and action-oriented recommendations.

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[27] The Activities also contribute to Sub-IR 1.1.1: CSO-constituency connections enhanced, Sub-IR 1.1.3: Political and civic leadership increased, and to Sub-IR 1.2.2: Adoption of key reforms and implementation supported.

Exhibit 1. Basic Information on the Local Works Activities

USAID Office	USAID/BiH Democracy and Governance and Economic Development Office					
Total Estimated Cost	**$9,953,458**					
Activity Name/ Implementer	Network Development Activity (Network for Peacebuilding)	Together for Local Development (Center for Civic Cooperation Livno)	Capacity Development Activity (Institute for Youth Development KULT)	Our Community Our Responsibility (Tuzla Community Foundation)	Local Resource Organization Assistance Activity (Network for Peacebuilding)	Improving the Legal Framework for Philanthropy (Mozaik Foundation)
Life of Individual Activities	July 2019 to July 2025	August 2020 to August 2025	August 2020 to August 2025	August 2020 to September 2025	September 2022 to August 2025	August 2020 to August 2024
Agreement Number	72016819GR00001	72016820CA00002	72016820CA00004	72016820CA00003	72016822CA00001	72016820CA00001
Active Geographic Region	Across Bosnia and Herzegovina	In south-western Bosnia and Herzegovina	Across Bosnia and Herzegovina	In Tuzla Canton	Across Bosnia and Herzegovina	Across Bosnia and Herzegovina
CDCS Intermediate Result and Sub-Intermediate Result	IR 2.1: Social Cohesion strengthened; Sub-IR 2.1.3 Broad-Based Participation in Community Development Strengthened					
Required evaluation?	No					
External or internal evaluation	External					

BACKGROUND

The overarching purpose of the LW Activities is to promote sustainable, locally-led development. LW empowers local communities to identify their own issues and mobilize local resources to address them. The LW/BiH program envisions:

- building trust and resilient networks among local actors to shift the centers of influence from international to local,

- developing the capacity of local organizations to give them the tools to address issues in their communities,

- mobilizing local resources through philanthropy to give community organizations the financial means to affect the change their communities need.

Listed below are brief descriptions of the LW Activities in BiH and their expected results.

Improving the Legal Framework for Philanthropy is a four-year Activity led by a consortium consisting of (1) Mozaik Foundation, (2) Hastor Foundation, (3) Network for Building Peace, and (4) Pomozi.ba. The Activity purpose is to improve the legal and policy environment for community philanthropy and facilitate the growth of a local giving ecosystem in BiH. It is expected that the Activity will contribute to this purpose by establishing a strong, locally-rooted, sustainable platform for local philanthropy development and by developing and advocating for the adoption and implementation of evidence-based proposals for legal, regulatory, and policy changes through structured participatory processes.

Capacity Development Activity is a five-year Activity awarded to the Institute for Youth Development KULT. The Activity purpose is to strengthen sustainability, effectiveness, integration, responsiveness, and accountability of local civil society organizations (CSO) partners, primarily to LROs and community-based organizations (CBOs). The Activity works toward its purpose by identifying capacity needs of individual organizations and increasing their capacity and performance in identified areas through individualized support.

Network Development Activity (NDA) is a six-year grant awarded to the Network for Building Peace (NBP). The Activity's purpose is to contribute to an improvement of local capacities to address and solve local developmental challenges. The Activity aims to achieve its purpose by establishing a web platform with an integrated feedback mechanism, a Directory of Donors and a comprehensive mailing list, collecting partners' feedback on attitudes towards the USAID Mission in BiH, and establishing a virtual expert helpdesk.

Together for Local Development is a five-year Activity awarded to the Center for Civic Cooperation Livno. The Activity purpose is to improve locally-led development in targeted communities by identifying and mobilizing local stakeholders to network with each other for increased leverage, improving the capacity of actors and community leaders in local engagement to mobilize resources for community needs, and improving government responsiveness to identified community issues.

Our Community is Our Responsibility is a five-year Activity awarded to the Tuzla Community Foundation. The Activity's purpose is to mobilize local resources and strengthen the capacity of civic leaders and local communities in Tuzla Canton to drive and lead their own development toward democratic society. The Activity is working toward its purpose by improving citizens' leadership capacities to drive development change, implementing development initiatives prioritized by citizens, and by increasing cross-sector cooperation and citizens' trust in activities of the civil society. Further, in 2022 the Activity was awarded additional funds to work on strengthening public trust in the culture of giving in BiH. This additional task focused on establishing the code of ethics and standards of transparency and accountability for philanthropic and civil society organizations, and other relevant actors, and also involved support for and promotion of philanthropic activities.

Local Resource Organization Assistance Activity is a three-year Activity awarded to the Network for Building Peace. The Activity aims to strengthen the role of LROs as hubs of self-reliance by expanding the pool of strong LROs across BiH recognized as locally-led leaders in their communities. The Activity envisions achieving its purpose by increasing reach out and networking capacities of LROs, helping them foster ties to local funding opportunities, increasing the number of local partnerships within and outside of LW portfolio, and mobilizing local resources through new philanthropy models and actors.

EVALUATION QUESTIONS

The evaluation team will answer the following evaluation questions and assessment questions:

> **EQ1:** To what extent have the Local Works Activities improved the capacities of LROs and other assisted organizations to lead local development? Which capacity development approaches helped organizations improve their performance?

> **EQ2:** How and to what extent have Local Works activities improved collaboration, learning, and adaptation among stakeholders including, but not limited to local governments, businesses, civil society, implementing partners, and citizens?

> **EQ3:** To what extent and how have the Local Works Activities improved the philanthropic activity and fundraising from local actors (e.g., local governments, businesses, CSOs, citizens)?

> **EQ4:** To what extent and how have the Local Works Activities contributed to resolving local issues in targeted communities?

> **AQ1.** What are the biggest priorities for local organizations and communities, looking forward?

EVALUATION DESIGN AND METHODOLOGY

The evaluation design will employ a mixed methods approach and triangulate data across several sources to assess the effectiveness of LW interventions and the early outcomes. Specifically, the evaluation team will collect qualitative and quantitative data to provide multiple perspectives and contexts to the evaluation questions. The proposed methodology will ensure systematic and efficient collection and analysis of data from the following sources:

- **Activity documents** including Activity Awards and modifications; monitoring, evaluation, and learning (MEL) documentation; work plans; annual and quarterly progress reports; and data and documents collected and produced by the Activities and their beneficiaries.

- **Secondary documentation** related to civil society and other agents of local development in BiH, such as studies undertaken by CSOs, documentation from international organizations active in the field, as well as public data when available.

- **Key informant interviews (KIIs) / focus groups (FGs)** with USAID/BiH and LW implementing partners (IPs), LW beneficiaries and partners, relevant government institutions and offices, donors, international organizations, development and capacity-building experts, and other relevant actors.

- **Online survey of LW partners and beneficiaries**, to quantify the findings formulated based on the qualitative data.

The list of key informants (non-identifiable) and data collection instruments Will be submitted as part of the evaluation work plan and subject to USAID/BiH's comments and approval. Exhibit 2 presents the evaluation matrix, which details the methodological approach to answer each evaluation question. The evaluation team will combine Activity documents, secondary documentation and primary data collected through KIIs, focus groups, and surveys and triangulate the information from all these sources to determine the evaluation findings, conclusions, and recommendations.

Exhibit 2. Evaluation Matrix

EVALUATION QUESTION (AQ)	DATA SOURCES/DATA COLLECTION METHODS	RESEARCH DESIGN
EQ1: To what extent have the Local Works Activities improved the capacities of LROs and other assisted organizations to lead local development? Which capacity development approaches helped organizations improve their performance?	*Activity documents* *Secondary documentation* *Key informant interviews with USAID, IPs, LROs and (if possible) their beneficiaries* *Focus groups with LROs and their beneficiaries* *Surveys with LROs and their beneficiaries*	Mixed methods: literature review, transcript coding, descriptive analysis of survey data
EQ2: To what extent and how have the Local Works Activities improved collaboration between individual Activities and with various local actors (e.g., local governments, businesses, CSOs, citizens) as well as between local actors themselves?	*Activity documents* *Secondary documentation* *Key informant interviews with USAID, IPs, LW partners and beneficiaries* *Focus groups with LW partners and beneficiaries* *Surveys with LW partners and beneficiaries*	Mixed methods: literature review, transcript coding, descriptive analysis of survey data
EQ3: To what extent and how have the Local Works Activities improved the philanthropic activity and fundraising from local actors (e.g., local governments, businesses, CSOs, citizens)?	*Activity documents* *Secondary documentation* *Key informant interviews with USAID, IPs, LW partners and beneficiaries* *Focus groups with LW partners and beneficiaries* *Surveys with LW partners and beneficiaries*	Mixed methods: literature review, transcript coding, descriptive analysis of survey data

EVALUATION QUESTION (AQ)	DATA SOURCES/DATA COLLECTION METHODS	RESEARCH DESIGN
EQ4: To what extent and how have the Local Works Activities contributed to improving locally-led development?	*Activity documents* *Secondary documentation* *Key informant interviews with USAID, IPs, LW partners and beneficiaries* *Focus groups with LW partners and beneficiaries* *Surveys with LW partners and beneficiaries*	Mixed methods: literature review, transcript coding, descriptive analysis of survey data
AQ1. On which priorities should USAID focus its investment after 2025 to improve locally-led development?	*Secondary documents* *Key informant interviews with IPs, LW partners and beneficiaries, donors, international organizations* *Focus groups with LW partners and beneficiaries* *Surveys with LW partners and beneficiaries*	Mixed methods: literature review, transcript coding, descriptive analysis of survey data

EVALUATION LIMITATIONS

Potential limitations of this evaluation include the following:

Recall bias. Remembering the interventions may prove to be difficult for some LW beneficiaries/ stakeholders who had been involved in the early stages of the Activity's development/implementation, since LW started as early as 2019. The ET members will review all Activity documents and remind KIs of relevant interventions.

Response bias. Some organizations may overstate the benefits of LW interventions which they worked on. To account for this bias, the evaluation team (ET) will cross-check inputs from various stakeholders and documentation to validate the credibility of the findings. The ET will ensure that KIs understand that their sincere opinions are valued, and that the ET will treat their information as confidential.

Interviewer bias. Interviewers' behavior and reactions may lead KIs to respond in a certain way. Therefore, the interviewers will be trained to ask questions in a non-leading way. In addition to avoiding any potentially leading questions, the ET will make sure that respondents understand that their true opinions are most appreciated and that their responses are confidential.

DELIVERABLES AND REPORTING REQUIREMENTS

All deliverables will be submitted electronically and in English. The deliverables will include:

1. **Detailed evaluation work plan and data collection instrument(s)**

   The evaluation work plan will include (1) a detailed evaluation design matrix (including the key questions, methods, and data sources used to address each question and the data analysis plan for each question); (2) draft data collection instruments (interview guides and surveys) (3) the list of potential interviewees (without personal information); (4) a sampling plan for the survey; (5) known limitations to the evaluation design; (6) the anticipated schedule and logistical arrangements; and (7) a list of the members of the evaluation/ team, delineated by roles and responsibilities.

2. **Presentation of preliminary findings**

   A presentation of preliminary findings to USAID/BiH will include a summary of preliminary findings and recommendations to USAID/BiH.

3. **Draft evaluation report**

   The draft evaluation report will be consistent with the USAID Evaluation Report Requirements (ADS REFERENCE 201MAH, at https://www.usaid.gov/ads/policy/200/201mah), USAID's evaluation policy (https://www.usaid.gov/sites/default/files/documents/1870/USAIDEvaluationPolicy.pdf) and take into account criteria to ensure the quality of the report specified in ADS REFERENCE 201 MAA (https://www.usaid.gov/ads/policy/200/201maa). Once the initial draft report is submitted, USAID/BiH will have 15 working days to review and comment on the initial draft and submit the consolidated comments to the ET. The research team will address the consolidated comments and submit a revised final draft report within 10 days of receiving USAID/BiH comments.

4. **Final evaluation report**

   Once USAID's comments on the initial draft are provided to the ET, the team will address comments and submit a revised final report within ten days. Upon USAID's approval, MEASURE II will prepare the 508 compliant report version and upload it to USAID's Development Experience Clearinghouse (DEC) and MEASURE II website.

5. **Evaluation follow-up workshop (optional)**

   Upon the Mission's approval of the final report, and upon the Mission's request, MEASURE II will organize a follow-up workshop to discuss utilization of evaluation findings and conclusions, as well as application of recommendations to ongoing and/or future USAID/BiH development programming. The workshop will strengthen the use of evidence and facilitate improved collaborating, learning, and adapting (CLA) practices for USAID/BiH.

The overview of the tentative evaluation timeline is provided in Exhibit 3. The ET will conform with the presented schedule to the extent possible. However, slight changes in the timeline are possible and will be communicated to USAID/BiH at the earliest convenience.

Exhibit 3: Tentative Evaluation Timeline

Tentative Dates	Tasks and Deliverables
January 10, 2024	Submit the draft evaluation work plan to USAID/BiH
January 17-23, 2024	Logistical preparation, scheduling KIIs and FGDs, piloting data collection instruments, interviews with USAID and IP
January 24, 2024 – March 4, 2024	Literature review Primary data collection KIIs transcription Initial data analysis
April 5, 2024	Presentation to USAID/BiH to discuss the preliminary findings and recommendations
April 8, 2024 – April 12, 2024	Finalize transcription of KIIs and FGDs Finalize data analysis Draft report
May 31, 2024	Submit the draft evaluation report to USAID/BiH

Tentative Dates	Tasks and Deliverables
June 21, 2024	USAID to send comments on draft report
July 8, 2024	Submit the final evaluation report to USAID/BiH
TBD	Evaluation follow-up workshop

The ET is expected to include four members. The tentative team composition and team members' key qualifications are illustrated in Exhibit 4. The team composition and level of effort for each team member will be elaborated in detail in the evaluation work plan.

Exhibit 4. Team Composition and Team Members' Key Qualifications

POSITION	KEY QUALIFICATIONS
Evaluation Lead, MEASURE II staff member (1)	Project management skills; technical experts in evaluation methodologies according to USAID's requirements; and report writing skills.
Evaluation Team Members, Home Office and MEASURE II staff members (2)	Data collection and data analysis skills; report writing skills.
Research Assistants, MEASURE II staff (1)	Organizational skills and ability to ensure smooth data collection and processing.

Support for the evaluation team will include:

* HO support in reviewing the evaluation deliverables;

* Transcription of audio recordings from KIIs;

An Office Manager who will provide logistical support with contracting, payments, and field work coordination.

ANNEX 2 ACTIVITIES DESCRIPTIONS

LOCAL WORKS IMPROVING THE LEGAL FRAMEWORK FOR PHILANTHROPY ACTIVITY SUMMARY INFORMATION

LW ILFP is a $1.9 million LW Activity implemented by Mozaik Foundation alongside their Consortium partners, Hastor Foundation, NBP, and Pomozi.ba, with the support of Mozaik's regional SIGN Network partners, Trag Foundation and Catalyst Foundation. This Activity aims to improve the legal and policy environment for community philanthropy that would stimulate and enable a culture of giving in BiH. The Activity's theory of change (ToC) proposes that, if connections between different actors involved in philanthropy development are supported through the establishment of the Philanthropy Forum; and if the Forum members generate joint proposals for relevant regulatory changes; and if innovative approaches are employed to advocate for these proposals; then the legal and policy environment for philanthropy will be improved. The Activity aims to achieve the following results:

- Establish The Philanthropy Forum, a locally rooted platform that would bring together diverse organizations interested in philanthropic activities.

- Develop at least six joint proposals for legal, regulatory and policy changes that would help create a more conductive environment for philanthropy in BiH. Of these proposals, more than 1/2 should be adopted, and 2/3 of those adopted should be implemented.

Under Component 1, LW ILFP plans to establish collaboration with actors across different sectors (e.g., private sector, non-profits, government and public sector) to improve policy and legal environment for philanthropy. To do so, Mozaik proposed a phased approach, beginning with in-depth research of the legal framework for philanthropy. This research was followed by meetings of key actors to discuss, analyze, and prioritize advocacy targets, as well as the creation of cross-sectoral advocacy groups, policy development, and endline analysis. Under Component 2, LW ILFP intends to create and implement six innovative advocacy strategies to achieve the advocacy targets selected under Component 1.

LOCAL WORKS CAPACITY DEVELOPMENT ACTIVITY SUMMARY INFORMATION

LW CDA is a $1.8 million Activity implemented by the Institute for Youth Development KULT. The aim of this Activity is to strengthen LW social partners in BiH, making them more sustainable, effective, integrated, responsive, and accountable organizations in their communities. The LW CDA ToC proposes that if local organizations build their capacity to ensure high community engagement and trust, increase and diversify local sources of funding, and improve their operational effectiveness, then local CSOs will become more sustainable, effective, integrated, responsive, and accountable in their communities. LW CDA will pursue the following results:

- Identify capacity needs of local organizations to assess performance gaps and improvement priorities.

- Increase organizational capacity of local organizations in identified areas.

The LW CDA engages an approach where capacity development is defined through three main components, namely, trust, assets, and capacities. To build trust, the Activity intends to help beneficiary organizations engage their constituencies, secure community support and ownership over organizational activities, and co-create projects and campaigns with community members. These activities could include strengthening approaches to community organizing, communications,

advocacy, and improving organizational culture. The Activity plans to help organizations manage and grow assets by building their capacity in fundraising, financial management, and internal control systems. Finally, building the organizations' operational capacities is envisioned through trainings for CSOs in legal and organization requirements, administration and human resources, project management, and procurement systems.

LOCAL WORKS NETWORK DEVELOPMENT ACTIVITY SUMMARY INFORMATION

LW NDA is a $1.7 million Activity implemented by the NBP. LW NDA aims to support the NBP in fostering and sustaining a network of local partners who would collaborate in identifying and solving community issues. In the first year of its implementation, LW NDA developed the web-platform snagalokalnog.ba, which was envisioned to facilitate information sharing and networking between local development actors across the country. LW NDA theorizes that, if local development actors have a platform to communicate and exchange information about funding opportunities, lessons learned, best practices, and events; if they have opportunities to develop relationships, learn from each other, and become a part of a sustainable network; and if information about different LW Activities is shared among the actors; then local capacities for addressing and solving key development challenges will improve.

In 2020, the Activity received an award modification which expanded its objectives. The Activity aims to achieve the following objectives and results:

* Build and reinforce networks within and between local communities' (LCs), LROs, community organizations, civic leaders, citizens, private sector, and local governments (LGs) through use of the web-based platform snagalokalnog.ba, as well as in-person;

* Build and strengthen connections between LW Activities by facilitating information-sharing, cooperation, and learning;

* Develop a sustainable network of local development actors in BiH.

To do so, the Activity implements three components. In Component 1, LW NDA establishes and reinforces relationships among local actors within and between different LCs by upgrading and facilitating the use of the web-based network platform and fostering peer-to-peer networking through listening tours, workshops, and conferences. In Component 2, LW NDA strengthens relationships and cooperation between LW Activities to ensure information sharing, cooperation, and coordination among the six Activities and subsequently advise USAID/BiH on ways to improve LW programming. In Component 3, LW NDA develops and implements a sustainability plan for the network of local development actors.

LOCAL WORKS LOCAL RESOURCE ORGANIZATION ASSISTANCE ACTIVITY SUMMARY INFORMATION

LW LRO is a three-year Activity awarded to the NBP. The Activity aims to strengthen the role of LROs as hubs of self-reliance by expanding the pool of strong LROs across BiH that can be potential hubs for locally led development in their communities. The Activity envisions achieving its purpose by increasing the reach and networking capacities of LROs, helping them foster ties to local funding opportunities, increasing the number of local partnerships within and outside of the LW portfolio, and mobilizing local resources through new philanthropy models and actors. LW LRO expects to achieve the following results:

- Increase the capacities of LROs to mobilize citizens and other local actors and foster their ties with local funding opportunities.

- Increase the number of local partnerships within and outside the LW program.

- Support new LROs to mobilize local resources through new philanthropy models to address the priorities of LCs.

LW LRO is implemented through two components. In Component 1, the Activity establishes a pool of 10 LROs and strengthens their recognition as leaders in their communities. This means the LROs will be capable of leading the local development, mobilizing communities and local resources, enhancing citizen engagement, and securing local support for local initiatives. Under Component 2, the Activity works on establishing cooperation with other LW partners. The activities under this component include strengthening partnerships and collaboration between LROs supported by USAID/BiH (including CCC Livno and TCF); building LROs' capacity to foster trust with their constituencies, use networking services provided by LW NDA, collaborate on philanthropic and fundraising activities; and participating in activities to improve the legal framework for philanthropy.

LOCAL WORKS TOGETHER FOR LOCAL DEVELOPMENT SUMMARY INFORMATION

LW TLD is a $498,370 LW Activity awarded to CCC Livno. The Activity aims to bring together LCs, local non-governmental organizations (NGOs), LGs, local businesses, and other key actors in ten municipalities in southwestern BiH. The Activity's ToC states that, if the Activity forms municipal networks to improve cooperation among community actors in determining common issues and jointly drafting proposals; and if the Activity establishes the first Local Resource Hub (LRH) in the target area to build local stakeholder capacities; then the networks will be able to effectively identify priorities and direct citizens' and LGs' attention to broader community needs and support them in sustainably resolving local issues. The Activity plans to improve locally-led community development in targeted geographic regions through five consecutive phases:

- Introductory and analytical phase: Set the priorities in ten municipalities for capacity development needs, including networking with LCs and NGOs, strategic planning, policy making, budgeting, and other areas. Map the situation in targeted municipalities regarding local actors' interest in participation in the Activity, their activity level, and collaboration with local authorities.

- Building phase: Compile and publish online resources that could be of use to local actors; establish the LRH; form ten municipal Networks for Local Development; initiate network building meetings; assist in strategic planning; and conduct public meetings in LCs to identify community needs.

- Implementation phase: Functional networks organize annual meetings, provide trainings and workshops, and provide grants for LCs/NGOs with activity plans. Advocate for establishing a Fund for entrepreneurship and provide equipment for NGO/LC offices.

- Cross-cutting phase: Promote activities and initiatives and improve their visibility.

- Sustainability phase: Produce and follow a multi-year sustainability plan for the LRH website and making LRH an education and socio-economic community center that will generate income.

LOCAL WORKS OUR COMMUNITY IS OUR RESPONSIBILITY SUMMARY INFORMATION

LW OCOR is a $1.8 million LW Activity implemented by TCF. The Activity aims to mobilize local resources and strengthen the capacities of civic leaders, CSOs, and communities in Tuzla Canton

and across BiH to address their own community challenges, be the leaders of development change, and enhance the culture of giving. LW OCOR's ToC proposes that, if local civic actors in Tuzla Canton and nationwide enhance their leadership capacities and support community engagement through grants and partnerships with LG and other local actors, then local civic actors will be able to solve community issues. The ToC also posits that if CSOs and philanthropy organizations in Tuzla Canton and nationwide increase their transparency and accountability for the use of philanthropy funds, then the public will acknowledge them as trustful, relevant, and important players in the philanthropic society in BiH.

The Activity aims to achieve the following results:

- Increase cross-sector cooperation and citizen participation

- Support locally led initiatives, community and philanthropy initiatives, and campaigns =

- Increase transparency and accountability of philanthropic organizations

- Increase visibility and promotion of the culture of giving

- Strengthen TCF capacities as LRO through collaboration within LW

The Activity's contract specified three objectives. Objective 1 aims to spur active citizenship in Tuzla Canton and nationwide by fostering cross-sector collaboration, identifying community issues, and mobilizing citizens and resources through concrete actions and fundraising campaigns. To meet this objective, LW OCOR will provide small grants, promote these initiatives, and organize discussion forums with citizens. Objective 2 focuses on supporting active citizens in Tuzla Canton, particularly in neglected communities and among vulnerable groups. LW OCOR plans to build civic leaders' capacity through education in community organizing, project management, leadership, participatory decision-making, fundraising, and entrepreneurship. Objective 3 aims to promote and increase visibility of the culture of giving across the country. The Activity will establish minimum standards of transparency for collected and distributed funds to improve trust in giving. Also, the Activity will promote philanthropy by focusing on motives that drive people to give and outcomes of their actions. LW OCOR will collaborate closely with NBP and Institute for Youth Development KULT on this Activity component.

ANNEX 3 EVALUATION MATRIX

Exhibit 5. Evaluation Matrix

EVALUATION/ASSESSMENT QUESTION (EQ)	DATA SOURCES/DATA COLLECTION METHODS	RESEARCH DESIGN/ ANALYSIS
EQ1: To what extent have the LW Activities improved the capacities of LROs and other assisted organizations to lead local development? Which capacity development approaches helped organizations improve their performance?	• *Activity documents*: awards, MEL plans, WPs, progress reports • *Secondary documentation*: NSCP-BiH, NYS-BiH, other USAID's research reports, IP's research reports, other relevant documentation encountered during data collection • *KIIs / FGs* with USAID/Washington, USAID/BiH, LW IPs, LW beneficiaries • *Online survey* with LW beneficiaries	Mixed methods: literature review, thematic analysis, descriptive analysis of survey data
EQ2: How and to what extent have LW Activities improved collaboration, learning, and adaptation among stakeholders including, but not limited to LGs, businesses, civil society, IPs, and citizens?	• *Activity documents*: awards, MEL plans, WPs, progress reports • *Secondary documentation*: NSCP-BiH, NYS-BiH, other USAID's research reports, IP's research reports, other relevant documentation encountered during data collection • *KIIs / FGs* with USAID/Washington, USAID/BiH, LW IPs, LW beneficiaries • *Online survey* with LW beneficiaries	Mixed methods: literature review, transcript coding, descriptive analysis of survey data
EQ3: To what extent and how have the LW Activities improved the philanthropic activity and fundraising from local actors (e.g., LGs, businesses, CSOs, citizens)?	• *Activity documents*: awards, MEL plans, WPs, progress reports • *Secondary documentation*: NSCP-BiH, NYS-BiH, other USAID's research reports, IP's research reports, other relevant documentation encountered during data collection • *KIIs / FGs* with USAID/Washington, USAID/BiH, LW IPs, LW beneficiaries • *Online survey* with LW beneficiaries	Mixed methods: literature review, transcript coding, descriptive analysis of survey data
EQ4: To what extent and how have the LW Activities contributed to improving locally led development?	• *Activity documents*: awards, MEL plans, WPs, progress reports • *Secondary documentation*: NSCP-BiH, NYS-BiH, other USAID's research reports, IP's research reports, other relevant documentation encountered during data collection • *KIIs / FGs* with USAID/Washington, USAID/BiH, LW IPs, LW beneficiaries • *Online survey* with LW beneficiaries	Mixed methods: literature review, transcript coding, descriptive analysis of survey data
AQ1. What are the biggest priorities for local organizations and communities, looking forward?	• *Activity documents*: awards, MEL plans, WPs, progress reports	Mixed methods: literature review, transcript coding, descriptive analysis of survey data

EVALUATION/ASSESSMENT QUESTION (EQ)	DATA SOURCES/DATA COLLECTION METHODS	RESEARCH DESIGN/ ANALYSIS
	• *Secondary documentation*: NSCP-BiH, NYS-BiH, other USAID's research reports, IP's research reports, other relevant documentation encountered during data collection • *KIIs / FGs* with USAID/Washington, USAID/BiH, LW IPs, LW beneficiaries, other donors and international organizations • *Online survey* with LW beneficiaries	

ANNEX 4 REVIEWED DOCUMENTS

1. USAID LW ILFP Award
2. USAID LW CDA Award
3. USAID LW NDA Award and its modification
4. USAID LW OCOR Award and its modification
5. USAID LW TLD Award
6. USAID LW LRO Award
7. USAID LW ILFP Monitoring, Evaluation, and Learning Plan and its modification
8. USAID LW CDA Monitoring, Evaluation, and Learning Plan
9. USAID LW NDA Monitoring, Evaluation, and Learning Plan and its modification
10. USAID LW OCOR Monitoring, Evaluation, and Learning Plan and its modification
11. USAID LW TLD Monitoring, Evaluation, and Learning Plan
12. USAID LW LRO Monitoring, Evaluation, and Learning Plan
13. USAID LW ILFP Work Plan Year 1
14. USAID LW ILFP Work Plan Year 2
15. USAID LW ILFP Work Plan Year 3
16. USAID LW ILFP Work Plan Year 4
17. USAID LW CDA Work Plan Year 1
18. USAID LW CDA Work Plan Year 2
19. USAID LW CDA Work Plan Year 3
20. USAID LW CDA Work Plan Year 4
21. USAID LW NDA Work Plan Year 1
22. USAID LW NDA Work Plan Year 2
23. USAID LW NDA Work Plan Year 3
24. USAID LW NDA Work Plan Year 4
25. USAID LW NDA Work Plan Year 5
26. USAID LW OCOR Work Plan Year 1
27. USAID LW OCOR Work Plan Year 2
28. USAID LW OCOR Work Plan Year 3
29. USAID LW OCOR Work Plan Year 4
30. USAID LW TLD Work Plan Year 1
31. USAID LW TLD Work Plan Year 2
32. USAID LW TLD Work Plan Year 3
33. USAID LW TLD Work Plan Year 4
34. USAID LW LRO Work Plan Year 1

35. USAID LW LRO Work Plan Year 2

36. USAID LW ILFP Year 1 1st Quarterly Report

37. USAID LW ILFP Year 1 2nd Quarterly Report

38. USAID LW ILFP Year 2 1st Quarterly Report

39. USAID LW ILFP Year 2 2nd Quarterly Report

40. USAID LW ILFP Year 2 3rd Quarterly Report

41. USAID LW ILFP Year 3 1st Quarterly Report

42. USAID LW ILFP Year 3 2nd Quarterly Report

43. USAID LW ILFP Year 3 3rd Quarterly Report

44. USAID LW ILFP Year 4 1st Quarterly Report

45. USAID LW ILFP Year 1 1st Quarterly Report

46. USAID LW CDA Year 1 1st Quarterly Report

47. USAID LW CDA Year 1 2nd Quarterly Report

48. USAID LW CDA Year 1 3rd Quarterly Report

49. USAID LW CDA Year 2 1st Quarterly Report

50. USAID LW CDA Year 2 2nd Quarterly Report

51. USAID LW CDA Year 2 3rd Quarterly Report

52. USAID LW CDA Year 3 1st Quarterly Report

53. USAID LW CDA Year 3 2nd Quarterly Report

54. USAID LW CDA Year 3 3rd Quarterly Report

55. USAID LW CDA Year 4 1st Quarterly Report

56. USAID LW CDA Year 4 2nd Quarterly Report

57. USAID LW NDA Year 1 4th Quarterly Report

58. USAID LW NDA Year 2 1st Quarterly Report

59. USAID LW NDA Year 2 2nd Quarterly Report

60. USAID LW NDA Year 2 3rd Quarterly Report

61. USAID LW NDA Year 3 1st Quarterly Report

62. USAID LW NDA Year 3 2nd Quarterly Report

63. USAID LW NDA Year 3 3rd Quarterly Report

64. USAID LW NDA Year 4 1st Quarterly Report

65. USAID LW NDA Year 4 2nd Quarterly Report

66. USAID LW NDA Year 4 3rd Quarterly Report

67. USAID LW NDA Year 5 1st Quarterly Report

68. USAID LW OCOR Year 1 1st Quarterly Report

69. USAID LW OCOR Year 1 2nd Quarterly Report

70. USAID LW OCOR Year 1 3rd Quarterly Report

71. USAID LW OCOR Year 2 1st Quarterly Report

72. USAID LW OCOR Year 2 2nd Quarterly Report

73. USAID LW OCOR Year 2 3rd Quarterly Report

74. USAID LW OCOR Year 3 1st Quarterly Report

75. USAID LW OCOR Year 3 2nd Quarterly Report

76. USAID LW OCOR Year 3 3rd Quarterly Report

77. USAID LW OCOR Year 4 1st Quarterly Report

78. USAID LW OCOR Year 4 2nd Quarterly Report

79. USAID LW TLD Year 1 1st Quarterly Report

80. USAID LW TLD Year 1 2nd Quarterly Report

81. USAID LW TLD Year 1 3rd Quarterly Report

82. USAID LW TLD Year 2 1st Quarterly Report

83. USAID LW TLD Year 2 2nd Quarterly Report

84. USAID LW TLD Year 2 3rd Quarterly Report

85. USAID LW TLD Year 3 1st Quarterly Report

86. USAID LW TLD Year 3 2nd Quarterly Report

87. USAID LW TLD Year 3 3rd Quarterly Report

88. USAID LW TLD Year 4 1st Quarterly Report

89. USAID LW TLD Year 4 2nd Quarterly Report

90. USAID LW LRO Year 1 1st Quarterly Report

91. USAID LW LRO Year 1 2nd Quarterly Report

92. USAID LW LRO Year 1 3rd Quarterly Report

93. USAID LW LRO Year 2 1st Quarterly Report

94. USAID LW LRO Year 2 2nd Quarterly Report

95. USAID LW ILFP Year 1 Annual Report

96. USAID LW ILFP Year 2 Annual Report

97. USAID LW ILFP Year 3 Annual Report

98. USAID LW CDA Year 1 Annual Report

99. USAID LW CDA Year 2 Annual Report

100. USAID LW CDA Year 3 Annual Report

101. USAID LW NDA Year 1 Annual Report

102. USAID LW NDA Year 2 Annual Report

103. USAID LW NDA Year 3 Annual Report

104. USAID LW NDA Year 4 Annual Report

105. USAID LW OCOR Year 1 Annual Report

106. USAID LW OCOR Year 2 Annual Report

107. USAID LW OCOR Year 3 Annual Report

108. USAID LW TLD Year 1 Annual Report

109. USAID LW TLD Year 2 Annual Report

110. USAID LW TLD Year 3 Annual Report

111. USAID LW LRO Year 1 Annual Report

112. USAID LW ILFP List of Advocacy Groups

113. USAID LW ILFP List of Philanthropy Forum Members

114. USAID LW ILFP Current Status of Legal Framework Document

115. USAID CDA Exit Interviews

116. USAID CDA Analysis of the Evaluation Survey

117. USAID CDA Training Curricula

118. USAID CDA Analysis of the Entrance and Exit Surveys

119. USAID CDA Contact List of Different Actors

120. USAID CDA Indicators Documentation

121. USAID NDA Indicators Documentation and Contact List

122. USAID OCOR Contact List of Different Actors

123. USAID OCOR Training Documentation

124. USAID OCOR Mentoring Documentation

125. USAID OCOR Indicators Documentation

126. USAID OCOR Campaign Documentation

127. USAID OCOR Grant Documentation

128. USAID OCOR Partnership Documentation

129. USAID OCOR MAZ Identity Cards

130. USAID TLD Indicators Documentation

131. USAID TLD Contact Lists of Different Actors

132. USAID TLD Grant Documentation

133. Network for Building Peace. (2023). A Comprehensive Study of Philanthropy in Bosnia and Herzegovina: The State of Philanthropy in Bosnia and Herzegovina. https://snagalokalnog.ba/wp-content/uploads/2023/06/STANJE-FILANTROPIJE-U-BIH.pdf.

134. MEASURE II (2021). State of Philanthropy in BiH – Brief Assessment. https://measurebih.com/uimages/MII-PHAW-report-508.pdf

135. Catalyst (2021). Report on the State of Philanthropy. https://givingbalkans.org/content/giving-bosnia-and-herzegovina-2021

136. USAID. Factsheet: Local Works in Bosnia and Herzegovina. https://www.usaid.gov/sites/default/files/202302/FS%20Local%20Works%20BiH%20%28Feb%202023%29%20English.pdf

137. MEASURE II (2023). National Survey of Citizens' Perceptions in Bosnia and Herzegovina 2022. https://measurebih.com/uimages/2022-NSCP-BiH-Report5B355D.pdf

138. MEASURE II (2022). National Survey of Citizens' Perceptions in Bosnia and Herzegovina 2021. https://measurebih.com/uimages/2021-NSCP-BiH-Report.pdf

139. MEASURE II (2021). National Survey of Citizens' Perceptions in Bosnia and Herzegovina 2020. https://measurebih.com/uimages/NSCP-BiH20202020Report.pdf

140. MEASURE II (2021). National Survey of Citizens' Perceptions in Bosnia and Herzegovina 2019. https://measurebih.com/uimages/measureII_nscp2019_final_report.pdf

141. MEASURE II National Survey of Citizens' Perceptions in Bosnia and Herzegovina 2023 Office Report (internal document)

142. MEASURE II (2023). National Youth Survey 2022. https://measurebih.com/uimages/MII_2022_National_Youth_Survey.pdf

ANNEX 5 SAMPLING PLAN

Exhibit 6. List of KIs

KI CATEGORY	# OF INTERVIEWS	KEY INFORMANTS
USAID/BIH	6	Activities' current/ former AORs: Selma Sijercic, Erol Mujanovic, Marinko Sakic, Vernesa Lavic, Haris Kusmic, and Eric Raymond.
LW implementing partners	7	Activities' COPs, MEL specialists, Program managers, and other.
Other LW implementing partners	2	Partners that assisted LW IPs in implementing the activities.
LW beneficiaries	18 (individual and group interviews)	LW beneficiaries that received assistance for training, mentoring, job shadowing, and initiatives.
LW partners	4 (individual and group interviews)	
Other donors	5	

ANNEX 6 DATA COLLECTION INSTRUMENT

INFORMED CONSENT FORM FOR KIIS

Purpose: Thank you for taking the time to meet with us today. My name is [NAME]. I am a researcher from MEASURE II, USAID/BiH's Monitoring and Evaluation Support Activity. MEASURE II is USAID/BiH's monitoring and evaluation platform, meaning that our role is to assist the Mission monitor the implementation and effects of all their Activities in BiH by conducting different types of research, including project evaluations, sector assessments, surveys, and indices. We also help USAID's implementing partners develop their routine monitoring, evaluation, and learning plans. USAID/BiH has asked our team to conduct a performance evaluation of the LW program in BiH. The evaluation will encompass six USAID/BiH Activities implemented under the LW program, including (i) Local Works Improving the Legal Framework for Philanthropy (LW ILFP), (ii) Local Works Capacity Development Activity (LW CDA), (iii) Local Works Network Development Activity (LW NDA), (iv) Local Works Together for Local Development (LW TLD), (v) Local Works Local Resource Organization (LW LRO), and (vi) Local Works Our Community is Our Responsibility (LW OCOR). You have been asked to participate today so we can learn more about the collaboration you or your organization has had with one or more of these Activities. We are speaking with more than 40 individuals who participated in one of these programs either as implementers or recipients of program services. We would like your honest impressions, opinions, and thoughts on the procedures and the overall importance for your organizations of the activities implemented under LW. We are independent consultants who have no affiliation with the organizations that implemented previously mentioned Activities.

Procedures: If you agree to participate, we ask you that you discuss your experience and opinion on the activities implemented under the LW program. The interview will take about one hour of your time. Although USAID may decide to publish the evaluation findings, all your answers will be kept confidential. Nothing you tell us will be attributed to any individual. Instead, the report will include only a composite of all of the answers received by individuals we interview. Although we may use quotes, none of the individuals interviewed will be named in the report. We will use the data collected through interviews to produce a report for the USAID/BiH with recommendations on how to improve the effects of the LW program in BiH.

Risks/Benefits: There are no significant risks to your participation in this study. You will not receive any direct benefit or compensation for participating in this study. Although this study will not benefit you personally, we hope that our results will help improve future LW efforts in BiH.

Recordings and Transcripts: The recording is created to produce direct transcripts of this interview, so to ensure that your statements are not misheard or misinterpreted. The recordings and transcripts will not be shared outside the RT. They will be stored in a secure file without your personal identifiers. All details regarding data protection can be accessed by contacting the controller of this information, USAID MEASURE II, at mkulenovic@measurebih.com.

Do you have any questions at this time? [Interviewer should answer any questions]

Permission to Proceed: I understand the purpose of the interview as outlined above and understand that I can withdraw from the interview at any time and for any reason. I agree to participate in the interview (Evaluator records).

☐ Yes   ☐ No

Permission to Record:

☐ Yes   ☐ No

Initials of evaluator to indicate receipt of verbal consent: _____

Date: _____

ANNEX 7 INTERVIEW GUIDES

USAID/WASHINGTON

1. Please explain the global LW approach. What results does the Agency want to achieve through LW?

   a. LW/BiH aims to build the capacity of local actors, primarily, LROs; facilitate trust between governments, CSOs, businesses, and citizens at the local level; and mobilize local resources to drive development. A lot of attention is paid to philanthropy as well.

   b. What capacity-building approaches have worked best in other countries? Which approaches work less well? What are the best approaches to measuring the results of capacity-building interventions globally?

   c. How do the IPs in other countries facilitate collaboration? Which approaches have worked best in facilitating collaboration between different community actors to make a change in their communities? Which approaches did not work?

   d. Have you come across any approaches that were particularly effective in facilitating philanthropic activities? Which approaches did not work?

   e. Which approaches to fundraising have proven effective? What did not work well?

   f. Do LW Activities globally work on addressing community challenges? What worked well in that regard? What did not work?

   g. Have you come across any experimental LW approach that made a big change in a community? Please elaborate.

USAID/BIH - GENERAL

1. Please briefly explain the LW approach employed in BiH.

   a. How did USAID/BiH envision this program working in this country?

   b. Which development objectives did you envision LW would address in BiH?

2. Why did you think it was important to partner with LROs to achieve these objectives?

3. Nearly all LW Activities have involved capacity-building, either as providers, beneficiaries, or both. Could you please explain the role of each Activity in capacity-building, and specific approaches to capacity-building the Activity applies?

4. So far, what lessons have you learned based on the implementation of capacity-building interventions?

   a. Which approaches worked well? Why?

   b. Which approaches did not work as well? Why?

   c. Which challenges have the IPs encountered when implementing these activities?

   d. What can beneficiaries now do that they were not able to do before?

   e. What were some of the results of these capacity-building activities?

5. LWs have been envisioned to facilitate collaboration at various levels. Can you describe approaches used to improve collaboration?

   a. Collaboration of LW Activities with other relevant actors

b.   Collaboration between different actors

c.   Collaboration between different LW Activities

6.   Which approaches worked well in facilitating collaboration? Which did not work well? Why?

a.   What were the results of successful collaborations? (e.g., did the approaches establish ongoing networks or partnerships?) Please state the examples.

b.   Which actors were the most/the least collaborative? Please describe.

c.   What were some of the challenges to collaboration? How did the Activities address these challenges?

7.   How have the LW Activities worked on facilitating philanthropic activities and the culture of giving in BiH?

a.   Which actors were more engaged, and which were less interested in engaging? Please explain.

b.   Which approaches led to more philanthropic activity and more funds raised? Which were less effective?

c.   In your opinion, what was the most significant change LW Activities made so far in facilitating philanthropic activity, fundraising, and culture of giving?

8.   LW OCOR, TLD, and LROAA work on mobilizing and connecting local actors to engage and collaborate to resolve local issues. How did this work in practice?

a.   How did you identify local issues to tackle?

b.   How did they define the solutions?

c.   In your opinion, have the grants been a good mechanism to achieve these objectives? Why or why not?

9.   What types of local issues have the LW Activities addressed?

a.   Do you think these issues would have been addressed without LW assistance? Why?

b.   Do you believe community actors will continue employing the LW approach to addressing community issues once the Activity ends? Why?

10. What, if any, are USAID's plans for the future of the LW program?

a.   Do you intend to continue the program and design new Activities?

b.   Do you think the approach employed thus far has worked well or do you plan on making changes to the current approach? Have you learned any valuable lessons so far and modified the design or implementation of any LW Activities?

USAID – AORS/IPS

1. Has the Activity been involved in capacity-building as a provider, beneficiary, or both?

   a. Who were its beneficiaries? How were they selected?

   b. How has the Activity determined the capacity-building needs of its beneficiaries?

   c. What approaches have they employed in building the capacity of the beneficiaries?

   d. What approaches worked well, and which did not?

   e. What can beneficiaries do now that they were not able to do before?

2. If involved as beneficiary:

   a. What types of capacity-building did the organization receive?

   b. How would you assess the quality of the capacity-building the organization received? What was particularly useful? What was not useful?

   c. What can the organization do now that it could not do before?

   d. What results has the organization achieved as a result of the capacity-building?

3. LWs have been envisioned to facilitate collaboration at various levels. How did this Activity facilitate collaboration and collaborate with various actors, including:

   a. Collaboration of LW Activities with other actors

   b. Collaboration between different local actors

   c. Collaboration between this Activity and other LW Activities

   d. Which approaches were the most effective in facilitating collaboration? Which did not work?

      i. How successful were the approaches based on establishing networks and partnerships?

   e. Which actors were the most / the least collaborative?

   f. What were the results of successful collaborations? Please state the examples.

4. Has this Activity worked on facilitating philanthropic activities, fundraising, and the culture of giving in BiH, and how?

   a. Which approaches led to more philanthropic activity and more funds raised? Which were less effective?

   b. Which actors were more engaged, and which were less interested in engaging?

   c. What was the most significant change LW Activities made so far in facilitating philanthropic activity, fundraising, and culture of giving?

5. LW OCOR, TLD, and LROAA work on mobilizing and connecting local actors to engage and collaborate to resolve local issues. How did this work in practice?

   a. How did they identify local issues to tackle?

   b. How did they define the solutions?

   c. Have the grants been a good mechanism to achieve these objectives?

   d. What types of community issues have the LW Activities addressed? Would these issues have been addressed without LW assistance?

6. Based on your current experience with local stakeholders, will the community actors keep employing the LW approach to raise funds and address the community issues once the Activity ends?

7. What issues do the local actors and communities prioritize that have not been addressed by LWs but should be tackled in the future? Who should address these issues, and how?

BENEFICIARIES

1. In which of the following LW activities were you involved:

   a. Capacity building

   b. Grant implementation

   c. Fundraising

   d. Resolving community issues

   e. Collaboration and networking

   f. Other

2. Please describe your experience with LW capacity-building.

   a. How did you first hear about the opportunity for LW capacity-building?

   b. What were the capacity-building topics? Was capacity-building in this area your priority at the time?

   c. What approach to capacity-building was employed?

   d. How many capacity-building activities [if they were trainings, you can just say trainings] did you attend?

   e. Did you receive a certificate of completion?

   f. What worked well? Please provide examples.

   g. What did not work well? Please provide examples.

   h. What can you do now that you were not able to do before the training? Have you achieved any results using these new skills and knowledge?

   i. Will you continue to use the skills you learned as part of the capacity-building? How so?

   j. To what extent are you satisfied with the capacity-building assistance you received? (e.g., expertise, quality) Why?

3. LWs have been envisioned to facilitate collaboration at various levels.

   a. Please briefly describe the collaboration initiative(s) in which you participated.

   b. Who else participated in the initiative? Did you notice that some participants were more or less active or interested than others? Please elaborate.

   c. How did the LW facilitate collaboration? What worked well, and what did not? Please describe.

   d. Do you believe this collaboration would have happened without LW assistance? Why?

   e. What did you achieve by collaborating with these actors?

4. Please describe the LW activities you participated in related to philanthropy.

    a.   What was the LW role, and what was your role in these activities?

    b.   What worked well, and what did not work? Please describe.

    c.   Which actors were more engaged, and which were less interested in engaging? Please describe.

    d.   In your opinion, what was the most significant contribution of LW Activities in facilitating philanthropic activity/fundraising/and culture of giving? Please describe.

    e.   Do you think there was a shift in perception regarding philanthropic activity in BiH? How was it before? How did it change?

    f.   Do you believe this change would have happened without LW assistance? Please describe.

5. How did the Activity identify which local issue to tackle?

    a.   How did the Activity define the solution?

    b.   What was the LW role, and what was your role?

    c.   Have the grants been a good mechanism to achieve these objectives? Why or why not? What would you suggest doing differently, if anything?

    d.   When it comes to grant management and administration, what worked well and what did not?

    e.   Do you believe this issue would have been addressed without LW assistance? Please describe.

6. Overall, how would you rate your collaboration with LW?

7. Do you intend to keep employing similar approaches to collaborate with other actors, raise funds and address the community issues once LW ends?

8. What are the priority issues that should be tackled in your community that were not part of LW? Who should address these issues, and how?

GROUP INTERVIEW GUIDES

BENEFICIARIES OF CAPACITY BUILDING INTERVENTIONS

1. How did you first learn about LW capacity-building opportunities and how did you apply for the assistance?

2. What LW capacity-building activities were you involved with? What were the objectives of these activities?

3. Were these areas priorities for your organization's capacity-building? Has the LW IP assessed your capacity-building gaps and priorities?

4. How were these activities implemented? What worked well in the implementation, and what should be improved?

5. What were the most important lessons you learned through these capacity-building activities?

6. What can you do now that you were unable to do before receiving this assistance?

7. Did you achieve any results due to the knowledge and skills you obtained through LW capacity-building?

8. What are the priority areas in which your organization needs assistance in the future?

9. What about your community? What are the priority issues in your community that should be tackled in the future? Who should address these issues, and how?

COLLABORATION

1. How did you first hear about LW and how did you become a part of their activities?

2. What activities led by LW were you a part of? Could you briefly describe the activity?

3. How did LW facilitate collaboration between different actors who were involved in this activity?

4. Were any actors more engaged than the others? Who was less engaged and interested?

5. What worked well when it comes to collaboration between different actors, and what is the area for improvement?

6. What were the most important lessons you learned during the implementation of the activity?

7. Do you think the collaboration would have happened without LW assistance?

8. To what extent do you think these collaborations will continue after LW is over?

9. Do you anticipate that you will use the approaches that LW used to foster collaboration to create any future collaborations?

10. What were the results of these collaborations? What is the most significant change you achieved?

11. What are the priority areas in which your organization needs assistance in the future?

12. What about your community? What are the priority issues in your community that should be tackled in the future? Who should address these issues, and how?

PHILANTHROPY AND FUNDRAISING

1. How did you first hear about LW and how did you become a part of their activities?

2. What activities led by LW were you a part of? Could you briefly describe the activity?

3. Can you highlight aspects that worked well and those that did not in facilitating philanthropic actions, fundraising, and improving the culture of giving in BiH?

4. Which actors were more engaged in philanthropic actions, and which were less engaged and interested?

5. Have you observed a change in perceptions or practices when it comes to philanthropy/culture of giving in BiH? How are these changes manifested?

6. What were the most important lessons you learned during the implementation of the activity?

7. What are the priority areas in which your organization needs assistance in the future?

8. What about your community? What are the priority issues in your community that should be tackled in the future? Who should address these issues, and how?

LOCAL INITIATIVES

1. How did you first hear about LW and how did you become a part of their activities?

2. What activities led by LW were you a part of? Could you briefly describe the activity?

3. How did you select the local issue you decided to address through LW?

4. How did you define the solution to the issue you decided to address through LW?

5. To what extent was the LW IP involved in selecting the priority issue and designing its solution?

6. How was your collaboration with LW IP during the application/implementation phase, or in terms of reporting and payment? What do you think about these procedures?

7. What worked well, and what are the areas for improvement?

8. What were the most important lessons you learned during the implementation of the activity?

9. Did you face any obstacles in securing co-funding for your initiative? How have you secured these funds?

10. What were the results of your initiative?

11. Do you plan to apply for similar funding in the future? If not, why not?

12. What are the priority areas in which your organization needs assistance in the future?

13. What about your community? What are the priority issues in your community that should be tackled in the future? Who should address these issues, and how?

ANNEX 8: SURVEY

INTRODUCTION

Dear Madam/Sir,

You are invited to take part in this survey because you were involved in USAID's Local Works' program (2020–today), as a beneficiary, partner, or grant recipient or you participated in another way in the activities of the Activity's implementing organizations: 'KULT' Youth Development Institute, Tuzla Community Foundation, Livno Center for Civic Cooperation, Mosaic Foundation, and the Network for Building Peace. This survey is conducted as part of the midterm evaluation of the 'Local Works' program. The objective of the evaluation is to determine what works well within the 'Local Works' program and what can be improved. Your experiences, views, and feedback are extremely important to us. The results of this survey will be used to improve the 'Local Works' program as well as to design new projects within the program.

Your participation in this survey is voluntary and anonymous. Your participation entails no risks to you, nor will it bring you any benefits. We ask you to be frank and honest, because that is the only way to help us design a quality program

INFORMATION ABOUT THE ORGANIZATION

Organization Name (optional)

Your organization's target group

Number of employees – open-ended contracts

Number of employees – fixed-term contracts

Number of volunteers

Do you operate:

1. At the level of one municipality
2. At the level of multiple municipalities
3. At the level of one canton
4. At the level of multiple cantons
5. At the entity level
6. At the state level
7. Other, please specify

CAPACITY BUILDING

CB0. As part of the 'Local Works' program, different organizations carried out different types of capacity-building. Did you participate in any kind of capacity-building program or training, or were you a beneficiary of mentoring or job shadowing conducted by one of the following organizations: KULT Youth Development Institute, Tuzla Community Foundation, Livno Center for Civic Cooperation, and Network for Building Peace?

1. Yes

2. No – skip to the section Cooperation

TRAINING

CB_K1. Were you involved in TRAININGS implemented by KULT as part of the 'Snaga lokalnog' program?

1. Yes

2. No – skip to CB_FTZ1.

CB_K2. How do you assess TRAININGS implemented by KULT as part of the 'Snaga lokalnog' program?

1. They were of no use to me

2. They were of very little use

3. They were of mediocre use

4. Very useful

CB_K3. Which training was the most useful? OPEN-ENDED.

CB_K4. Which training did you find the least useful? OPEN-ENDED.

CB_K5. How would you describe the difficulty of the trainings implemented by KULT as part of the Local Works program?

1. Beginner-level training – beginners could follow the training without problems

2. Intermediate-level training – some prior knowledge is required to follow the training

3. Advanced-level training – considerable prior knowledge is required to follow the training.

CB_K6. To what extent did these trainings improve your organization's capacity?

1. Not at all

2. A little

3. Moderately

4. Very much

CB_K7. To what extent did these trainings improve the performance of your organization, in the sense that you now have the capacity to do things that you could not do (as well) before?

1. Not at all

2. A little

3. Moderately

4. Very much

CB_K8. What can you do now because of these trainings that you could not do before? Or what can you do better now than before? OPEN-ENDED.

CB_K9. What did you achieve that you believe would not be possible without these trainings. What did you do better than before? OPEN-ENDED.

CB_FTZ1. Were you involved in TRAININGS implemented by the Tuzla Community Foundation within the Local Works program?

1. Yes

2. No - skip to CB_CGS1

CB_FTZ2. How would you assess the trainings implemented by the Tuzla Community Foundation within the framework of the Local Works program?

1. Not useful at all

2. Of very little use

3. Of mediocre use

4. Very useful

CB_FTZ3. Which training did you find to be most useful? OPEN-ENDED.

CB_FTZ4. Which training was the least useful? OPEN-ENDED.

CB_FTZ5. How would you assess the DIFFICULTY of the trainings implemented by the Tuzla Community Foundation as part of the Local Works program?

1. Beginner-level training – beginners could follow the training without problems

2. Intermediate-level training – some prior knowledge is required to follow the training

3. Advanced-level training – considerable prior knowledge is required to follow the training.

CB_FTZ6. To what extent did these trainings improve the capacity of your organization?

1. Not at all

2. A little

3. Moderately

4. Very much

CB_FTZ7. To what extent did these trainings improve the capacity of your organization in the sense that you now have the capacity to do things that you could not do (as well) before?

1. Not at all

2. A little

3. Moderately

4. Very much

CB_FTZ8. What could you do now because of these trainings that you could not do before? Or what can you do better than before? OPEN-ENDED.

CB_FTZ9. What did you achieve that you believe you could not without these trainings? What did you do better than before? OPEN-ENDED.

CB_CGS1. Were you involved in the TRAININGS conducted by the Livno Center for Civic Cooperation within the framework of the Local Works program?

1. Yes
2. No – skip to CG_NDA1

CB_CGS2. How would you assess the TRAININGS implemented by the Livno Center for Civic Cooperation within the framework of the Local Works program?

1. Not useful at all
2. Of very little use
3. Of mediocre use
4. Very useful

CB_CGS3. Which training did you find to be most useful? OPEN-ENDED.

CB_CGS4. Which training did you find to be least useful? OPEN-ENDED.

CB_CGS5. How would you assess the DIFFICULTY of the trainings conducted by the Livno Center for Civic Cooperation?

1. Beginner-level training – beginners could follow the training without problems
2. Intermediate-level training – some prior knowledge is required to follow the training
3. Advanced-level training – considerable prior knowledge is required to follow the training.

CB_CGS6. To what extent did these trainings improve the capacities of your organization?

1. Not at all
2. A little
3. Moderately
4. Very much

CB_CGS7. To what extent did these trainings improve the capacity of your organization in the sense that you now have the capacity to do things that you could not do (as well) before?

1. Not at all
2. A little
3. Moderately
4. Very much

CB_CGS8. What could you do now because of these trainings that you could not do before? Or what can you do better than before? OPEN-ENDED.

CB_CGS9. What did you achieve that you believe you could not without these trainings? What did you do better than before? OPEN-ENDED.

CB_NDA1. Were you involved in the TRAININGS conducted by the Network for Building Peace within the framework of the Local Works program?

1. Yes

2. No – skip to CB1

CB_NDA2. How would you assess the TRAININGS implemented by the Network for Building Peace within the framework of the Local Works program?

1. Not useful at all

2. Of very little use

3. Of mediocre use

4. Very useful

CB_NDA3. Which training did you find to be most useful? OPEN-ENDED.

CB_NDA4. Which training did you find to be least useful? OPEN-ENDED.

CB_NDA5. How would you assess the DIFFICULTY of the trainings conducted by the Network for Building Peace within the framework of the Local Works program?

1. Beginner-level training – beginners could follow the training without problems

2. Intermediate-level training – some prior knowledge is required to follow the training

3. Advanced-level training – considerable prior knowledge is required to follow the training.

CB_NDA6. To what extent did these trainings improve the capacities of your organization?

1. Not at all

2. A little

3. Moderately

4. Very much

CB_NDA7. To what extent did these trainings improve the capacity of your organization in the sense that you now have the capacity to do things that you could not do (as well) before?

1. Not at all

2. A little

3. Moderately

4. Very much

CB_NDA8. What could you do now because of these trainings that you could not do before? Or what can you do better than before? OPEN-ENDED.

CB_NDA9. What did you achieve that you believe you could not without these trainings? What did you do better than before? OPEN-ENDED.

CB1. What do you suggest for improvement of trainings within the framework of the Local Works program? OPEN-ENDED.

MENTORING

MEN_K1_1. Were you involved in KULT's MENTORING PROGRAM, in which they assisted CSOs to develop and improve organizations policies within the framework of the Local Works program?

1. Yes
2. No – skip to **MEN_K2_1.**

MEN_K1_2. How would you assess this KULT's program?

1. Not useful at all
2. Of very little use
3. Of mediocre use
4. Very useful

MEN_K1_3. What did you find most useful in the mentoring program? OPEN-ENDED.

MEN_K1_4. What did you find the least useful in the mentoring program? OPEN-ENDED.

MEN_K1_5. To what extent did this MENTORING enhance the capacities of your organization?

1. Not at all
2. A little
3. Moderately
4. Very much

MEN_K1_6. To what extent did this MENTORING improve the capacity of your organization in the sense that you now have the capacity to do things that you could not do (as well) before?

1. Not at all
2. A little
3. Moderately
4. Very much

MEN_K1_7. What could you do now because of MENTORING that you could not do before? Or what can you do better than before? OPEN-ENDED.

MEN_K1_8. What did you achieve that you believe you could not without MENTORING? What did you do better than before? OPEN-ENDED.

MEN_K1_9. To what extent do you agree with the following statement:

a.   **The mentoring program represents a burden on my organization because we lack sufficient human resources.**

5.   I completely disagree

6.   I partially disagree

7.   I partially agree

8.   I fully agree

MEN_K2_1. Were you a part of the MENTORING PROGRAM implemented by KULT within the framework of the Local Works program, where KULT matched smaller organizations in need of capacity-building with mentors from larger and developed organizations?

1.   Yes

2.   No – skip to MEN_FTZ1.

MEN_K2_2. How would you assess this MENTORING PROGRAM?

1.   Not useful at all

2.   Of very little use

3.   Of mediocre use

4.   Very useful

MEN_K2_3. What did you find most useful in the mentoring program? OPEN-ENDED.

MEN_K2_4. What did you find the least useful in the mentoring program? OPEN-ENDED.

MEN_K2_5. To what extent did this MENTORING enhance the capacities of your organization?

1.   Not at all

2.   A little

3.   Moderately

4.   Very much

MEN_K2_6. To what extent did this MENTORING improve the capacity of your organization in the sense that you now have the capacity to do things that you could not do (as well) before?

1.   Not at all

2.   A little

3.   Moderately

4. A lot

MEN_K2_7. What could you do now because of MENTORING that you could not do before? Or what can you do better than before? OPEN-ENDED.

MEN_K2_8. What did you achieve that you believe you could not without MENTORING? What did you do better than before? OPEN-ENDED.

MEN_K2_9. To what extent do you agree with the following statement:

a. The mentoring program represents a burden on my organization because we lack sufficient human resources.

1. I completely disagree
2. I partially disagree
3. I partially agree
4. I fully agree

MEN_FTZ1. Were you part of the MENTORING PROGRAM implemented by the Tuzla Community Foundation within the framework of the Local Works program?

1. Yes
2. No – skip to MEN_CGS1.

MEN_FTZ2. How would you assess the MENTORING PROGRAM conducted by the Tuzla Community Foundation within the framework of the Local Works program?

1. Not useful at all
2. Of very little use
3. Of mediocre use
4. Very useful

MEN_FTZ3. What did you find most useful in the mentoring program? OPEN-ENDED.

MEN_FTZ4. What did you find the least useful in the mentoring program? OPEN-ENDED.

MEN_FTZ5. To what extent did the MENTORING enhance the capacities of your organization?

1. Not at all
2. A little
3. Moderately
4. Very much

MEN_FTZ6. To what extent did this MENTORING improve the capacity of your organization in the sense that you now have the capacity to do things that you could not do (as well) before?

1. Not at all

2.   A little

3.   Moderately

4.   Very much

MEN_FTZ7. What could you do now because of MENTORING that you could not do before? Or what can you do better than before? OPEN-ENDED.

MEN_FTZ8. What did you achieve that you believe you could not without MENTORING? What did you do better than before? OPEN-ENDED.

MEN_FTZ9. To what extent do you agree with the following statement:

a.   **The mentoring program represents a burden on my organization because we lack sufficient human resources.**

1.   I completely disagree

2.   I partially disagree

3.   I partially agree

4.   I fully agree

MEN_CGS1. Were you part of the mentoring program implemented by the Livno Center for Civic Cooperation within the framework of the Local Works program?

1.   Yes

2.   No – MEN1.

MEN_CGS2. How would you assess the MENTORING PROGRAM conducted by the Livno Center for Civic Cooperation within the framework of the Local Works program?

1.   Not useful at all

2.   Of very little use

3.   Of mediocre use

4.   Very useful

MEN_CGS3. What did you find most useful in the mentoring program? OPEN-ENDED.

MEN_CGS4. What did you find the least useful in the mentoring program? OPEN-ENDED.

MEN_CGS5. To what extent did MENTORING enhance the capacities of your organization?

1.   Not at all

2.   A little

3.   Moderately

4.   Very much

MEN_CGS6. To what extent did MENTORING improve the capacity of your organization in the sense that you now have the capacity to do things that you could not do (as well) before?

1. Not at all
2. A little
3. Moderately
4. Very much

MEN_CGS7. What could you do now because of MENTORING that you could not do before? Or what can you do better than before? OPEN-ENDED.

MEN_CGS8. What did you achieve that you believe you could not without MENTORING? What did you do better than before? OPEN-ENDED.

MEN_CGS9. To what extent do you agree with the following statement:

a. **The mentoring program represents a burden on my organization because we lack sufficient human resources.**

1. I completely disagree
2. I partially disagree
3. I partially agree
4. I fully agree.

MEN1. What do you suggest for improvement of MENTORING within the framework of the Local Works program. OPEN-ENDED.

JOB SHADOWING

JS_K1. Were you involved in KULT's JOB SHADOWING PROGRAM, in which organizations visited KULT to learn how the organization operates and replicate good practices in their own organization?

1. Yes
2. No – skip to CB_GQ1.

JS_K2. How would you assess this program implemented by KULT?

1. Not useful at all
2. Of very little use
3. Of mediocre use
4. Very useful

JS_K3. What did you find most useful in the mentoring program? OPEN-ENDED.

JS_K4.What did you find the least useful in the mentoring program? OPEN-ENDED.

JS_K5. To what extent did JOB SHADOWING enhance the capacities of your organization?

1. Not at all

2. A little

3. Moderately

4. Very much

JS_K6. To what extent did JOB SHADOWING improve the capacity of your organization in the sense that you now have the capacity to do things that you could not do (as well) before?

1. Not at all

2. A little

3. Moderately

4. Very much

JS_K7. What could you do now because of JOB SHADOWING that you could not do before? Or what can you do better than before? OPEN-ENDED.

JS_K8. What did you achieve that you believe you could not without JOB SHADOWING? What did you do better than before? OPEN-ENDED.

JS_Ki. To what extent do you agree with the following statement:

a. **Job shadowing would be more useful if a person in a given position/department spent an entire day with the KULT's staff member working in the same position/department instead of touring different departments that are unrelated to her/his job description.**

1. I completely disagree

2. I partially disagree

3. I partially agree

4. I fully agree

What do you suggest for improvement of JOB SHADOWING within the framework of the Local Works program. OPEN-ENDED.

GENERAL QUESTIONS ABOUT CAPACITY BUILDING

CB_GQ1. To what extent does your organization need capacity-building?

1. Not at all

2. A little

3. Moderately

4. Very much

CB_GQ2. To what extent do you need the following types of capacity-building?

- Classic training to specific topics which brings together more people

- Mentoring—working one-on-one with a larger and more experienced organization

- Job shadowing—to see how another organization operates in certain areas

- Other, please specify

CB_GQ3. At present, in what areas do you need capacity-building the most? OPEN-ENDED.

CB_GQ4. Out of the following areas, in which three do you need capacity-building the most? THREE RESPONSES.

1. Connecting with the beneficiaries of your services

2. Organization of activities and initiatives in the community

3. Communications and public relations

4. Advocacy

5. Organizational culture (transparency, inclusivity, accountability to beneficiaries/ citizens)

6. Fund raising

7. Financial management (e.g., budget development, accounting software, financial reporting)

8. Internal control systems (e.g., accounting systems, risk assessment)

9. Legal and organizational requirements for NGOs in BiH (e.g., registering an organization, compliance with the tax and labor laws)

10. Administration and human resources (e.g., development of effective organizational policies and procedures)

11. Project management (e.g., strategic planning, project design, budgeting, monitoring and evaluation)

12. Public procurement (e.g., development of public procurement policies and procedures, conducting public tenders, safekeeping documentation)

13. Something else, please specify.

COOPERATION

COL1. As part of your cooperation with Local Works, with which stakeholders in the community did you cooperate on planning and/or implementation of your activities? MULTIPLE RESPONSES ARE POSSIBLE.

1. NGOs

2. Local authorities

3. Higher-level governments

4. Businesses/companies

5. Citizens/individuals

6. Media

7. Other – please, specify

COL2. With which stakeholders did you establish cooperation most easily, i.e., who was most willing to cooperate? A SINGLE RESPONSE.

1. NGOs

2. Local authorities

3. Higher-level governments

4. Businesses/companies

5. Citizens/individuals

6. Media

7. Other – please, specify

COL3. How satisfied were you with the cooperation with each of these stakeholders you cooperated with within the framework of the Local **Works program?**

Responses: 0–We had not cooperation with these stakeholders, 1–Very dissatisfied, 2–Dissatisfied, 3–Somewhat satisfied, 4–Very satisfied

1. NGOs

2. Local authorities

3. Higher-level governments

4. Businesses/companies

5. Citizens/individuals

6. Media

7. Other – please, specify

COL4. Did any of the organizations that implement the Local Works program (Network for Building Peace, KULT, Mosaic Foundation, Tuzla Community Foundation, and Livno Center for Civic Cooperation) recommended or required of you to cooperate with any of the stakeholders in the community? MULTIPLE RESPONSES ARE POSSIBLE.

1. Yes

2. No – skip to COL7

COL5. Which of the organizations that implement the Local Works program required you to cooperate with other stakeholders? MULTIPLE RESPONSES ARE POSSIBLE.

1. Network for Building Peace

2. 'KULT' Youth Development Institute

3. Mosaic Foundation

4. Tuzla Community Foundation

5. Livno Center for Civic Cooperation

COL6. Was cooperation with other stakeholders a precondition for receiving support from the Local Works program?

1. Recommendation

2. Requirement

COL7. How did the organizations that work within the Local Works framework encourage the cooperation between you and other stakeholders in the community? MULTIPLE RESPONSES ARE POSSIBLE.

1. They did not encourage cooperation

2. They organized joint meetings with other stakeholders

3. They required us to incorporate the coordination with other stakeholders into project proposals.

4. They recommended that other stakeholders cooperate with us/support our work

5. They informed other stakeholders about our activities

6. Other, please specify

COL8. Have you ever used the Beneficiary Database developed within the Local Works program on the snagalokalnog.ba website, where you can search for project or business partners with whom you could establish business cooperation?

1. Yes

2. No – skip to COL10

COL9. Did you cooperate with any stakeholders using this beneficiary database?

1. Yes

2. No

COL10. To what extent do you believe that such a beneficiary database is a suitable instrument for establishing cooperation between various stakeholders?

1. Not at all

2. A little

3. A lot

4. Very much

COL11. To what extent would you agree that networking is a suitable mechanism for establishing cooperation between various stakeholders?

1. Not at all

2. A little

3. Moderately

4. Very much

COL12. Regarding building networks of various stakeholders for addressing local problems, which are more effective:

1. Formal networks

2. Informal networks

COL13. How often do you read the bulletin published by the Network for Building Peace?

1. Never

2. Seldom

3. Occasionally

4. Often

5. Regularly

COL14. To what extent do you agree with the following statements:

a. **NGOs in BiH are more likely to compete than to cooperate.**

b. **Training is a good way to meet new people and establish cooperation.**

c. **Grant signing ceremonies are a good way to meet new people and establish cooperation.**

d. **I established cooperation with stakeholders I met at a training.**

e. **Through cooperation with other stakeholders in the community we can save resources.**

f. **Through cooperation with other stakeholders in the community we can achieve better results when acting independently.**

g. **Cooperation with other actors often slows down activities.**

h. **Cooperation with local authorities mainly depends on the mayor's willingness to cooperate.**

1. I completely disagree

2. I partially disagree

3. I partially agree

4. I fully agree

COL15. What type or manner of cooperation with other stakeholders to you prefer?

1. Exchanging information by email

2. Online meetings

3. Face-to-face meetings

4. Workshops

5. Joint activity planning

6. Joint activity implementation

7. Other, please specify

COL16. To what extent is it necessary to encourage cooperation between stakeholders in local communities (e.g., local authorities, nongovernmental organizations, private firms, citizens, the media)?

1. Not at all

2. To a lesser extent

3. To some extent

4. To a great extent

COL17. What do you suggest for the improvement of cooperation between local stakeholders within the framework of the Local Works program? OPEN-ENDED.

PHILANTHROPY

FIL1. How do you define philanthropy?

FIL2. Did you raise funding for projects within the framework of the Local Works program?

1. Yes

2. No – skip to FIL5

FIL3. Did you raise the funds you planned to raise?

1. We raised less funds than planned

2. We raised exactly as much funds as we needed

3. We raised more funds than we planned

4. We failed to raise any funds

FIL4. If your response to FR3=3: In your opinion, what contributed the most to raising more funding than planned?

FIL5. Which of the following stakeholders are most willing to donate funds for projects implemented by CSOs/NGOs?

1. Local authorities

2. Cantonal authorities

3. Higher-level authorities

4. Public companies

5. Private companies

6. Individual citizens

7. Other, please specify

FIL6. Which is the most frequent way for each of these stakeholders to donate?

1. In person

2. Through a bank account

3. By calling a charity phone number

4. Donating online

5. Donating through philanthropy organizations

6. Other, specify

   a. Local authorities

   b. Cantonal authorities

   c. Higher-level authorities

   d. Public companies

   e. Private companies

   f. Individual citizens

   g. Individual citizens from abroad (the diaspora).

   h. Other, please specify

FIL7. How often do you apply the following fund-raising approaches?

1. Never

2. Seldom

3. Occasionally

4. Often

5. Regularly

   a. Street fundraising drives

   b. Donation boxes in high-traffic locations

   c. Online donation platform

   d. Auctions

   e. Selling products

   f. Humanitarian concerts

   g. Calling a charity number

   h. Charity dinners

   i. Other, please specify

FIL8. How difficult or how easy is to raise the following types of resources?

1. Very simple

2. Simple

3. Neither hard nor simple

4. Hard

5. Very hard

   a. Funds

b.   Products, equipment, premises, etc.

c.   Volunteer services.

FIL9. What challenges did you encounter while raising funds? OPEN-ENDED

FIL10. Are you a member of the Philanthropy Forum?

1.   Yes

2.   No – skip to FIL14

FIL11. How active are you in the work of the Philanthropy Forum?

1.   Not at all

2.   A little

3.   A lot

4.   Very much

FIL12. How satisfied are you with the work of the Philanthropy Forum?

1.   Not at all

2.   A little

3.   A lot

4.   Very much

FIL13. How would you improve the operations of the Philanthropy Forum? OPEN-ENDED.

FIL14. Would you participate in the activities to increase transparency of NGOs and philanthropic organizations, i.e., in the activities to develop the transparency standards conducted by the Tuzla Community Foundation?

1.   Yes

2.   No – skip to FIL18

FIL15To what extent do you feel that the transparency standards, if adopted by CSOs and philanthropy organizations, would increase donations to these organizations?

1.   Not at all

2.   A little

3.   A lot

4.   Very much

FIL16. Have you received a grant to increase transparency of your organization?

1.   Yes

2.   No – skip to FIL18

FIL17. If yes, how do you plan to utilize these grant funds? OPEN-ENDED.

FIL18. In the past two years, have you noticed any public campaign in the media that promoted public awareness of philanthropy and culture of giving?

1. Yes
2. No

FIL19. Do you believe that such campaigns can help increase donations from institutions, businesses, citizens or other stakeholders?

1. Not useful at all
2. Of very little use
3. Of some use
4. Very useful

FIL20. Have you ever used online platforms, such as „doniraj.ba" to fundraise project funds?

1. Yes
2. No

FIL21. Would you want to launch a fundraising online platform for project funds?

1. Yes
2. No

FIL22. Did you consider starting a social enterprise?

1. Yes
2. No

FIL23. What are the main obstacles for an NGO to start a social enterprise in BiH?

1. Absence of a law (in the FBiH)
2. Lack of knowledge/expertise
3. Lack of time
4. Lack of interest
5. Lack of funding
6. Other, please specify

FIL24. What are your suggestions for improvement of fundraising practices. OPEN-ENDED.

FIL25. What are your suggestions for improvement of the culture of giving/philanthropy and for increasing participation in philanthropic activities in BiH. OPEN-ENDED.

LOCAL DEVELOPMENT

LR1. What are the key problems in local communities in which your organization participates?

LR2. Have you received grant funding from an organization that implements the Local Works program?

1. Yes, from the Tuzla Community Foundation

2. Yes, from the Livno Center for Civic Cooperation

3. No – skip to LR9

LR3. If yes: How satisfied were you with the amount of the grant?

1. Not at all

2. A little

3. A lot

4. Very much

LR4. If yes: How satisfied were you with the grant award procedures?

1. Not at all

2. A little

3. A lot

4. Very much

LR5. If yes: How satisfied were you with the grant disbursement procedures?

1. Not at all

2. A little

3. A lot

4. Very much

LR6. If yes: How satisfied were you with grant reporting procedures?

1. Not at all

2. A little

3. A lot

4. Very much

LR7. If yes: In your opinion, would the problem you addressed using the grant funds provided by the Local Works be resolved even without these funds?

1. Yes. Very soon

2. Yes, but in a year or two

3. Yes, but in more than two years

4. Not in a foreseeable time

LR8. What changes would you propose concerning the grant award process within the framework of the Local Works program? OPEN-ENDED

LR9. Which of the following stakeholders are most willing to donate for local development projects implemented by CSOs/NGOs?

1. Local authorities

2. Cantonal authorities

3. Higher-level authorities

4. Public companies

5. Private companies

6. Individual citizens

7. Other, please specify

LR10. In your experience, which of the following stakeholders are more likely to join local development projects?

a. **Men or women?**

b. **Younger, middle-aged or elderly people?**

c. **Employed or unemployed people?**

LR11. To what extent do you agree with the following statements:

a. **Grants provided within the framework of the Local Works program are effective for addressing small local problems**

b. **Grants provided within the framework of the Local Works program are not large enough to address key problems in local communities**

c. **Receiving a USAID grant increases the credibility of recipient organizations in local communities**

d. **Receiving a USAID grant makes it easier for recipient organizations to raise additional funds from local sources.**

e. **Grants accelerate the addressing of small local problems.**

1. I completely disagree

2. I partially disagree

3. I partially agree

4. I fully agree

LR12. What are your suggestions for how to improve addressing of local problems. OPEN-ENDED.

GENERAL QUESTIONS

GQ1. To what extent are the following forms of support necessary for organizations such as yours?

1. Capacity building

2. Establishing connections and cooperation with other stakeholders in the community (e.g., organizations, local authorities, media)

3. Financial support

4. Other, please specify

GQ2. When you think about local communities in which you work, on which local community problems should future international projects focus? UP TO THREE RESPONSES.

1. Infrastructure problems

2. Support to youth

3. Support to the elderly

4. Unemployment

5. Problems of environment and exploitation of natural resources

6. Private sector development

7. Assistance to persons with physical and mental difficulties

8. Legal changes and advocacy

9. Reducing youth emigration

10. Workforce development

11. Violence against women

12. Security issues

13. Prevention of a renewed conflict/war

14. Increasing the quality of healthcare services

15. Corruption

16. Other, please specify

GQ3. What are the greatest challenges that organizations such as yours face? OPEN-ENDED.

GQ4. In what way can international donors help NGOs such as yours to overcome those challenges? OPEN-ENDED.

ANNEX 9 EVALUATION TEAM

MEASURE II has assembled an ET to carry out this evaluation. The team composition and key qualifications are shown in Exhibit 7.

Exhibit 7. Key Team Members and Their Qualifications

POSITION	KEY QUALIFICATIONS
Salminka Vizin, MEASURE II Deputy Chief or Party, evaluation lead	Project management skills; expertise in evaluation methodologies and USAID's evaluation requirements; experience in qualitative and quantitative research methods and writing the evaluation reports.
Emina Hasanagic, MEASURE II Research Analyst, ET member	Social research and data collection coordination experience; quantitative and qualitative data collection and analysis experience, drafting and reporting skills.
Erma Kurtovic, MEASURE II analyst, ET member	Data collection coordination experience; quantitative and qualitative data collection experience, including surveys and note taking; quantitative and qualitative data analysis skills.
Andi Coombes, American Institutes for Research (AIR) Senior Researcher, ET member	Expertise in qualitative evaluation methodologies; experience in qualitative evaluation design, data collection, training, interviewing, analysis, and writing.

Support for the ET will include:

- Home Office and Field Office support in reviewing the evaluation deliverables;

- Transcription of audio recordings from KIIs and FGs.

Performance evaluation leads:

1. **MEASURE II's Deputy Chief of Party, Ms. Salminka Vizin** has fourteen years of experience in the field of social research, including project management, creation of data collection instruments, conducting interviews and FGs, carrying out qualitative and quantitative analyses, and reporting. She is an experienced researcher on a variety of topics, including governance and politics, peacebuilding and reconciliation, human rights and discrimination, media, education, justice and rule of law. As a member of MEASURE-BiH/ MEASURE II team, Ms. Vizin has been involved in MEL Plan designs and MEL reporting for USAID activities and conducting surveys, assessments, and evaluations. She was a design and analysis lead on 2017-2022 rounds of the NSCP-BiH, NYS-BiH (2018, 2022), Brief Basic Education Assessment Follow-on (2018), and Reconciliation Assessment (2022). In addition, she participated in the impact evaluations of the USAID/BiH's PRO-Future Activity (2017) and Ex Post Evaluation of USAID/BIH's Grant Assistance to Micro, Small, and Medium Enterprises in BIH (2012–2022) (2023), and performance evaluations of several USAID's activities, including: Justice Activity (2018), Marginalized Populations Support Activity (2019), Bosnia and Herzegovina Resilience Initiative (2020), Support to Political Pluralism and Good Governance Processes (2021), PRO-Future II Activity (2021), Assistance to Citizens in the Fight Against Corruption and Investigative Journalism Program (2022), and Developing Sustainable Tourism Activity in Bosnia and Herzegovina Evaluation (2023). She holds a Master of Arts degree in Psychology from the University of Sarajevo and is a doctoral candidate in experimental social psychology.

2. **Emina Hasanagic, MEASURE II's Research Analyst.** Ms. Hasanagic has over five years' experience working with research institutes, independent researchers, intergovernmental and international organizations, and international humanitarian organizations. Ms. Hasanagic has contributed to numerous projects in roles varying from research assistant, research project manager, data manager, MEL officer and MEL coordinator across five countries in the Balkans and the Middle East. Ms. Hasanagic holds and Master of Arts degree in comparative public policy with emphasis on monetary policy in Bosnia and Herzegovina and Kosovo from Bilkent University, Ankara. She is currently a doctoral candidate in Political Science at the same department. Her doctoral research revolves around labor policy reform in BiH and policy integration in the context of just transition. Her core skills are research design, and data collection, analysis, and reporting through utilizing a range of quantitative and qualitative methods and instruments. Additionally, Ms. Hasanagic has garnered extensive teaching experience during her tenure as a Teaching Assistant at her alma mater for over six years. Ms. Hasanagic joined MEASURE II in May 2023, and has participated in the Ex-Post Evaluation of USAID/BIH's Grant Assistance to Micro, Small, and Medium Enterprises in BIH (2012–2022) (2023), as well as Developing Sustainable Tourism Activity in Bosnia and Herzegovina Evaluation (2023). Ms. Hasanagic has also authored a Brief Gender Analysis of the Investigative Journalism Sector in BiH during her time at MEASURE II.

3. **Erma Kurtovic, MEASURE II's Analyst**. Her primary responsibilities include providing support to monitoring and evaluations, using quantitative and qualitative methods techniques to manage and analyze research data, creating customized presentations from data analysis results, conducting site visits to assess program implementation and operations, and contributing to producing research reports. Ms. Kurtovic has been part of the MEASURE II ET in the impact and performance evaluation of Ex-Post Evaluation of USAID/BIH's Grant Assistance to Micro, Small, and Medium Enterprises in BIH (2012–2022) (2023), as well as in Developing Sustainable Tourism Activity in Bosnia and Herzegovina Evaluation (2023). Additionally, Ms. Kurtovic participated in the eighth round of NSCP-BIH. She has experience in data analysis and in using statistical tools, primarily STATA. Also, she worked as an Economic Research Analyst for the project Formal and Informal Styles of Clothing in the Assessment of Female Political Candidates, at the University of San Francisco. Previously, she was an intern at United Nations Development Programme and at the Central Bank of Bosnia and Herzegovina. Kurtovic holds a master's degree in international and development economics from University of San Francisco.

4. **Andi Coombes, AIR Senior Researcher**. Ms. Coombes is a qualitative researcher with 14 years of experience in the design and implementation of program evaluations, performance evaluations, and process evaluations in international development. Ms. Coombes has expertise in qualitative evidence synthesis methods, displaced populations, and education and provides technical leadership in designing instruments, overseeing enumerator training, data collection, analysis, reporting, and dissemination and validation of results. She has done extensive work with individuals with vulnerabilities, including refugees, displaced and conflict-affected persons, and women and girls, particularly with United Nations agencies to conduct research in refugee camps, settlements, and urban areas with large concentrations of refugees. She has also led stakeholder analysis and qualitative data collection for multiple USAID projects, particularly in Latin America. Ms. Coombes has professional experience in more than 15 countries and speaks English, Spanish, French, and Portuguese. Ms. Coombes holds a Master of Science degree in Development Studies from the London School of Economics and a Bachelor of Arts degree in Political Science and Spanish from the University of Michigan.
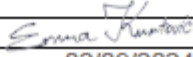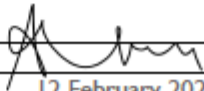
ANNEX 10 CONFLICT OF INTEREST FORMS

Name	Salminka Vizin
Title	Deputy Chief of Party
Organization	USAID/BiH Monitoring and Evaluation Support Activity (MEASURE II)
Evaluation Position?	☒ Team Leader ☐ Team member
Evaluation Award Number	USAID/BiH Monitoring and Evaluation Support Activity (MEASURE II), implemented by American Institutes for Research, Contract Number: AID-167-1-17-00004
USAID Projects Evaluated	1. Local Works Capacity Development Activity (LW CDA), implemented by Institute for Youth Development KULT, Contract Number: 72016820CA00004 2. Local Works Network Development Activity (LW NDA), implemented by Association Network for Building Peace, Contract Number: 72016819GR00001-01 3. Local Works Together for Local Development Activity (LW TLD), implemented by Center for Civic Cooperation Livno, Contract Number: 72016820CA00002 4. Local Works Our Community Is Our Responsibility (LW OCOR), implemented by Tuzla Community Foundation, Contract Number: 72016820CA00003-01 5. Local Works Local Resource Organization Assistance Activity (LW LRO), implemented by Association Network for Building Peace, Contract Number: 72016822CA00001 6. Local Works Improving the Legal Framework for Philanthropy (LW ILFP), implemented by Mozaik Foundation, Contract Number: 72016820CA00001
I have real or potential conflicts of interest to disclose.	☐ Yes ☒ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	*[signature]*
Date	February 12, 2024

Name	Emina Hasanagic
Title	Research Analyst
Organization	USAID/BiH Monitoring and Evaluation Support Activity (MEASURE II)
Evaluation Position?	☐ Team Leader ☒ Team member
Evaluation Award Number	USAID/BiH Monitoring and Evaluation Support Activity (MEASURE II), implemented by American Institutes for Research, Contract Number: AID-167-1-17-00004
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I have real or potential conflicts of interest to disclose.	☐ Yes ☒ No

If yes answered above, I disclose the following facts:

Real or potential conflicts of interest may include, but are not limited to:

1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.
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3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.
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5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.
6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	February 12, 2024

Name	Erma Kurtovic
Title	Analyst
Organization	USAID/BiH Monitoring and Evaluation Support Activity (MEASURE II)
Evaluation Position?	☐ Team Leader ☒ Team member
Evaluation Award Number	USAID/BiH Monitoring and Evaluation Support Activity (MEASURE II), implemented by American Institutes for Research, Contract Number: AID-167-1-17-00004
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I have real or potential conflicts of interest to disclose.	☐ Yes ☒ No
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Signature	*Erma Kurtovic*
Date	02/09/2024

Name	Andi Coombes
Title	Senior Researcher
Organization	USAID/BiH Monitoring and Evaluation Support Activity (MEASURE II)
Evaluation Position?	☐ Team Leader ☒ Team member
Evaluation Award Number	USAID/BiH Monitoring and Evaluation Support Activity (MEASURE II), implemented by American Institutes for Research, Contract Number: AID-167-I-17-00004
USAID Projects Evaluated	1. Local Works Capacity Development Activity (LW CDA), implemented by Institute for Youth Development KULT, Contract Number: 72016820CA00004 2. Local Works Network Development Activity (LW NDA), implemented by Association Network for Building Peace, Contract Number: 72016819GR00001-01 3. Local Works Together for Local Development Activity (LW TLD), implemented by Center for Civic Cooperation Livno, Contract Number: 72016820CA00002 4. Local Works Our Community Is Our Responsibility (LW OCOR), implemented by Tuzla Community Foundation, Contract Number: 72016820CA00003-01 5. Local Works Local Resource Organization Assistance Activity (LW LRO), implemented by Association Network for Building Peace, Contract Number: 72016822CA00001 6. Local Works Improving the Legal Framework for Philanthropy (LW ILFP), implemented by Mozaik Foundation, Contract Number: 72016820CA00001

I have real or potential conflicts of interest to disclose.	☐ Yes ☒ No

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I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	*(signature)*
Date	12 February 2024