

Title: “Going beyond reconstruction to enhance impact”

FINAL EXTERNAL INDEPENDENT
SUMMATIVE EVALUATION OF

FLOOD RECOVERY PROJECT: REPAIR AND RECONSTRUCTION OF CENTRES FOR CHILDREN WITH DISABILITIES

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ACRONYMS AND ABBREVIATIONS

BiH	: Bosnia and Herzegovina (country)
Federation	: Federation of Bosnia and Herzegovina (entity)
GoJ	: Government of Japan
HQ	: Headquarters
IOM	: International Organization for Migration
M&E	: Monitoring and Evaluation
RF	: Results Framework
RS	: Republika Srpska (entity)
TOR	: Terms of Reference

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TABLE OF CONTENTS

	Page number
Acronyms and abbreviation	2
Table of contents	3
1. Executive summary	4
2. Introduction and project background	6
3. Evaluation methodology	7
4. Main findings	7
I. Relevance	7
II. Efficiency	9
III. Effectiveness	9
A. Effectiveness of the Management arrangements	9
B. Effectiveness of the construction and tendering process	10
C. Effectiveness of the technical realisation	10
D. Effectiveness of the supervision by IOM	11
E. Effectiveness of the expected results and overall objective	12
IV. Sustainability	14
5. Conclusions	15
8. Lessons and good practices	15
9. Recommendations	16
Annexes:	
1) TOR	
2) Agenda and list of interviews	
3) Bibliography	
4) Engineers technical assessment reports by site	
5) Map of the sites in BiH	

1. EXECUTIVE SUMMARY

The Repair and Reconstruction of Centres for Disabled Children Project has started on 1st of March 2015 and was initially scheduled for completion by 29 February 2016. A no-cost extension was received until 29 May 2016, only for Bijeljina. Five sites were selected for undertaking the project in the different cities of Prijedor, Srbac, Orasje, Derventa and Bijeljina, in both entities of the Republika Srpska and the Federation. The total amount of the project was USD 700,000, fully financed by the Government of Japan.

The project covers a very essential need. The majority of specialised facilities for children with disabilities in the country have to struggle with the economic crisis and shrinking budgets. For example, according to the municipal authorities interviewed, the municipality of Bijeljina has seen its budget revenues diminish by 20% as a result of the floods in 2014, not counting the additional expenditures necessary for reconstruction and repair. The five sites that were chosen were most certainly in need of this support, and the effects on the children, for those centres that are now operational (Prijedor, Srbac, Derventa, Orasje), are plainly visible and contribute to the very high level of satisfaction of both facility managers and disabled children's parents. In all five sites, the project arrived as an unexpected pleasant surprise, and both the project itself and the manner in which IOM implemented the project generated additional benefits, both for the managers of the facilities, as well as for the direct beneficiaries of these facilities.

The results far exceed the satisfactory level, and show that, even in reconstruction efforts, positive impacts and additional value for money can be generated by using properly construction works with a mix of creative thinking and care about the beneficiaries of the facilities that are being built or reconstructed, supported by good management practices.

Each of the five sites has a different history and is indeed serving different needs, along different models. Some sites, such as the facility of Srbac, required minor support as the bulk of this (new) construction was completed and the project came to speed up the uncovered needs to finalise the works. In other sites, such as in Bijeljina municipality, the endeavour was much more time and effort consuming, as a whole building was being built, with co-funding from the municipal authorities.

The approach used by IOM in this project shows excellent value for money. Firstly, in all of the sites, additional and unforeseen (but necessary) works undertaken within the budgeted amount included in the tender contract. This means that in every site, more was done than initially planned. Secondly, additional works that were not directly under the project budget were undertaken with co-funding from the centres (such as in Prijedor for the cooling chamber). Thirdly, the relationship between the municipal authorities, the managers of the facilities, and the IOM showed an extremely good and collaborative spirit. Two of the facility managers and municipal representatives indicated to the evaluator that it is not common to see so much care and interest in ensuring the quality of the work in other projects, given the constant technical supervision provided by the IOM, and management responsiveness to additional changes and flexibility in dealing with unforeseen problems and bringing solutions.

The evaluation used two technical engineers to appraise both the quality of the construction in each site, and a review of the costs involved in the construction/repair

works. Their reports are included as annex and form an integral part of the evaluation. Both technical engineers indicate systematically that the costs are lower than the average market rates, showing a very efficient and effective project implementation.

Beyond the clear quality of the construction/repair works and their cost-effectiveness, IOM has demonstrated a real concern on each site to provide the best possible assistance through the project. This is shown by attempting to maximise the impact of the project through multiplier effects by involving as much as possible the local community itself in the construction/repair process. As an example, in Derventa, the wooden frames for doors and windows were actually purchased at the local workshop that also belongs to the municipality. The report describes the details, but for each site, there is evidence to show that IOM cared beyond spending the funds about how to best service the needs of the children attending these facilities.

In terms of sustainability, the project has developed good strategies that allow the centres to continue functioning after the end of the project, as long as the municipal budgets continue to support the functioning of the centres. This includes the provision of improved thermal isolation to minimise heating costs, which can be quite high during the winter season. Even in places where additional investments will be required to make full use of the premises (Prijeedor, Derventa) the manner in which the work was undertaken contributes to facilitating the sustainability of each of the centres, as further improvements are already contemplated in the design of the reconstruction.

It is understood that a part of the municipalities' budget comes from projects, and there are various options available to further strengthen the very good results achieved by the project, through providing, in each of the sites, some of the missing materials/equipment that is needed to fully use the resources available in the facility as a result of the project. But every contract on every site was fully fulfilled and the additional needs that can be identified in each site were not part of the contractual agreements under the project. Rather, they are additional needs and desires from the facility managers that sprang up as the project was unravelling. IOM has therefore entirely fulfilled its contractual obligations under the project.

There are many lessons and good practices examples that were followed in the project by the IOM, detailed in the body of the evaluation report.

2. Introduction and project background

The Flood Recovery Project Repair and Reconstruction of Centres for Children with Disabilities, hereafter called "the Project", was funded by the Government of Japan for an amount of USD 700,000 covering the repair and reconstruction of five sites in Bosnia and Herzegovina that were damaged by the floods in 2014. The programme was initiated on 1st March 2015 and was implemented until February 2016. A no-cost extension allowed project implementation to continue until 29 May 2016.

The overall objective of the Project was to **"assist in ensuring that centres for children with disabilities that have been damaged in the floods of 2014 are operating at full capacity"**. In order to reach the overall objective, the following expected results were identified:

- 1. repair and reconstruct centres for children with disabilities that had been damaged in the floods of May 2014, in order to ensure that these centres can fully resume or commence activities.*
- 2. Ensure the adequate provision of day-care support for children with disabilities, through construction and infrastructure interventions aimed at specialized facilities affected by floods and landslides.*
- 3. Enhance the existing structures, such as the provision of thermal insulation, in order to reduce costs to be incurred by the relevant authorities in the future.*

In collaboration with the authorities at entity level, a number of sites were identified to benefit from the project intervention. In the end, five sites were selected by the authorities to benefit from the project: Bijeljina, Derventa, Orasje, Prijedor, Srbac. Initial visits to the facilities were made to identify the reconstruction/repaid needs and obtain the corresponding agreement from the municipality and the disabled children's centre managers for the works that were needed.

Close collaboration was ensured with all stakeholders, and particularly with the Japanese Embassy in Sarajevo, in order to keep the Japanese Embassy informed and count with their important participation in the various hand-over ceremonies that took place when the works were completed.

All of the contracted works were fully completed by the end of the project on 29 May 2016.

3. Evaluation methodology

This is the final summative external evaluation of the project.

The methodology for the evaluation used a combination of methods, as described hereunder:

- Documentary analysis and review of all available project documentation, financial statement, progress reports.
- Technical assessment of the repair/reconstruction works in each site through the evaluation of a local engineer hired for such a purpose (reports included as annex)
- Field visit from the evaluation to obtain qualitative evidence of satisfaction in each site through:
 - a) Key informant interviews with IOM staff, technical engineers, authorities, facility managers
 - b) On-site observation of the results and of the use of the facilities
 - c) Collect perception of the primary stakeholders, including the Japanese Embassy in Sarajevo

The evaluation criteria as set out in the terms of reference were to evaluate the relevance, efficiency, effectiveness, and sustainability of the project.

Semi-structured interviews were held with key informants, and triangulation was used to verify the findings (e.g. confirmation from three separate sources).

Potential bias and risks

Interpretation was necessary for some key stakeholder interviews. The IOM staff provided good interpretation service. The interview planned with the Japanese Embassy in Sarajevo could not be held given conflicting priorities of the Embassy so the donor could not be informed of the evaluation process by the evaluator. The evaluator has worked in BiH on a number of occasions in the past and is familiar with the context. Some meetings planned with the municipal authorities could not be held given the political campaign as they were not available for interview.

4. Main Findings

This report is structured according to the evaluation criteria as specified in the terms of reference (TOR).

I. Relevance¹

The project fully responds to the needs of the beneficiaries, and has been a very welcome support from the perspective of the municipalities and of the centre/facility managers. None of the centre managers interviewed actually expected such a support, so it came as an unexpected pleasant surprise in each site to obtain the Japanese funding for the repair and reconstructions efforts undertaken.

¹ Evaluation criteria are based on the OECD/DAC Glossary of key terms in evaluation and results based management, 2002

In Srbac, the support provided through the IOM allowed the newly built centre to be operational much more quickly, as IOM provided the finishing touches that allowed the centre to open and provide day-care to disabled children. Before the new building was built in 2015, the day-care centre had to use a small room in the kindergarten building in the adjacent lot. Now the facility is providing comfortable and spacious services and specialised therapy in an enabling environment for care-takers, therapists, parents and disabled children. The children in Srbac have multiple disabilities, both physical and mental.

In Prijedor, the centre was in very poor state after the war, and further investments were undertaken when the manager of the facility, appointed in 2007, looking for additional funding to rehabilitate the facility which had poor infrastructure. The difficulty lies in the very old buildings that form the compound in which the centre is located, and which have been further deteriorated as a results of the 2014 floods. The objective to use the reconstructed building for growing mushrooms serves both as a financial incentive and as a therapy for the disabled children who use the facility, in addition to supplying a welcome addition to their kitchen.

In Orasje, the mayor was also present at the interview. Before the newly constructed building, which is fully operational, furnished and equipped, the association had to rent an inadequate space in the Youth Centre, and without proper professional staff to take care of the disabled children. Thanks to the support of the project, the centre is a new construction on its own lot, belonging to the municipality, and providing specialised care with a seven-member staff. Without the support of the project, the municipality would not have been able to finance this investment.

In Derventa, the day care facility for disabled children was severely affected by the war, and further damaged by the 2014 floods, so urgent rehabilitation was needed. The centre was able to benefit enormously from the project, as there are now three floors of space allowing various specialised and individual types of services to be given to the children. At present, the ground floor and the first floor are used, because the original project did not contemplate the need for an elevator, which at present hampers the full use of the facility on the three floors that are full refurbished. It is a question of time and resources to find additional funding to install an elevator, as the rehabilitation of the building also foresaw the installation of an external elevator. This means that the project contemplated needs that were not initially identified, and was responsive to these needs when undertaking the rehabilitation works.

In Bijeljina, the building is a large building that is being constructed from scratch, with substantial funding being co-financed by the municipality and channelled through the IOM, in addition to the Japanese Government funding for the specific construction of the day care centre for disabled children. While the project was established in 2012, the municipality clearly acknowledged that without the project, they would never have started the works. The Project was critical in providing the initial investment that allowed the municipality to invest an additional 834,320 BAM (versus 365,400 BAM from the project) into the construction of an impressive building. The building will host the Social Welfare centre in addition to the day care centre for disabled children, and another part belongs to the city of Bijeljina. While the children centre is fully completed with almost 500 square meters of surface, the remaining construction (2,000 square meters in total) still requires additional funding to complete the entire building and is

currently awaiting the results of the elections to see when additional funds can be allocated to this end.

There is no doubt that the project has adequately targeted the facilities that benefitted from the project, for each of the five selected sites and that the project is relevant to the needs of the beneficiaries and those of the facility managers and municipalities.

II. **Efficiency** (how the resources were used to generate outputs and results)

The IOM financial statement shows that over **78%** of the budget was used for **operational costs** (USD 547,520 out of USD 700,000). The amount of staff and office costs is very reasonable for this kind of project, particularly considering the very close technical follow-up provided by the project throughout the rehabilitation and repair phase on every site. Because the project is relatively small and targets only five locations, the IOM was able to provide a very personalised assistance to every facility on every site – something that is apparent from the level of satisfaction expressed by the managers of the facilities and the anonymous parents survey that the IOM undertook in the five localities.

In terms of cost-effectiveness, the overall project has been managed professionally and efficiently. The technical reports indicate that the costs of the contracted works are both on the lower side of the market rates (i.e. less than the average prices charged for this kind of works), and that, **in every site, additional work was undertaken within the project budget, at no extra cost, given the savings on the contracted works.**

Some misunderstanding appeared when looking at the different requests from the different facilities: the initial contracted works for each site contained a full description of what needed to be done. However, a full project proposal did not always exist to define the technical necessities of the construction or rehabilitation (for example, in Prijedor for the mushroom production facility, it was not immediately clear that the building would be used for mushroom production, so additional requests were made in the course of the project implementation. However, these requests were not included in the MoU and the tender contract, and IOM did not only fully respect the terms of the contract, but also provided additional support with co-funding, such as for the cooling chamber in Prijedor). Thus, **it is important to note that everything that was contractually obligated was fully achieved, and a significant percentage of additional works were also carried out within the budgeted amount.**

The project is highly cost-effective and represents a sound and solid investment to support the functioning of the five disabled children's centres in BiH.

III. **Effectiveness** (how effectively the different actions contributed to achieving the project objectives. To which extent beneficiaries received the expected outputs of the programme and to which extent programme results have been achieved, as well as timeliness of the support provided).

A. Effectiveness of the management arrangements

Management arrangements for the project implementation were highly effective. Key informant interviews with the municipalities and children centre managers showed that the IOM proved entirely responsive to the needs in order to maximise the effectiveness of the project's impact. As mentioned above, **two centre managers expressed their satisfaction concerning the very committed and caring attitude** of the implementing agency, the IOM, in achieving the best possible results within the project that was not found in other donor projects. The management arrangements were based on a series of sound decisions and good practices based on experience, amongst which:

- A light project management structure, with individual site technical supervision and constant monitoring
- A concern about the impact of the project on beneficiaries, as shown by the willingness to maximise the effects of the project through local purchases, co-funding, networking and using as much as possible local resources to create a multiplier effect.
- A relatively small project that allowed the implementing organisation (IOM) to focus on the quality of the achievements rather than on the quantity of the sites
- The willingness to provide extra efforts to accommodate changing needs and requirements, and obtaining additional improvements not originally foreseen given the costs savings obtained in the budget through sound management (see individual technical reports)

B. Effectiveness of the construction and tendering process

The entire project implementation process was based on participation with the key stakeholders, including municipalities and the centres themselves. As a result, the tendering of the construction works was undertaken through a selection committee that reviewed the various offers and was able to select the company that received the highest appraisal. It is important to note that, to the extent possible, the project preferred to choose local companies, and avoid giving all construction works to the same contractor, in order to avoid an overly dominant position from a single contractor. This also means that the undertaking of one contract did not diminish the operational capacity of the contractor as other contractors covered the other sites. In addition to the careful tendering procedure, a background check was also performed on the reliability of the company.

IOM engaged technical engineers as project site supervisors to ensure the quality of the construction. The engineers that were hired specifically for the evaluation attested in their attached report the quality of the construction and rehabilitation works undertaken. All sites have clearly been using appropriate building construction techniques, using the relevant building codes and, where relevant, applying the various seismic norms. The concept of building back better was therefore followed on each site, even though some construction work were entirely new (Srbac, Bijeljina, Orasje).

The materials used in the construction were also certified by the engineers hired for the evaluation as the proper materials that needed to be used in the construction process, so that both the actual works performed and materials used are compliant with the requirements.

C. Effectiveness of the technical realisation of the rehabilitation and reconstruction by the contractors

All contractors lived up to the expected results of their contractual obligations. Each contractor delivered the works in a timely, adequate and cost effective manner. In one case, the project manager for the contractor did not have all the required paperwork up to date, so additional works performed that could not be certified by the IOM were therefore realised free of charge.

Contractors and centre managers generally had a good relationship, which was enhanced by the close monitoring of the IOM technical engineers supervising the works. The relationship was a cordial one and, in many cases, the contractor also had the trust of the municipality based on demonstrated previous experience in construction and rehabilitation works. In some cases, (such as in Orasje), the contractor also provided additional work free of charge as an act of solidarity, thereby also showing that the use of local contractors has an additional advantage as they are part of the local community, and may be more inclined to donating a part of the work they undertake.

D. Effectiveness of the supervision by IOM

- The supervision of the IOM was very effective as constant site visits were being made by the technical engineers, and discussions between the technical engineers and the project manager allowed to take the right decisions on timely basis. It is particularly important to note that, when undertaking reconstruction or construction works, the materials need a minimum time in order to dry and avoid subsequent cracks because of the rapid construction process. Nonetheless, the process was undertaken on timely basis, and even the construction of the larger building in Bijeljina, for which a no-cost extension was received, was undertaken in a record time, despite necessary time required to dry and let the materials settle, something mentioned in the technical assessment report.

E. Effectiveness of the project towards the realisation of the expected results and the overall objective.

This project could have been simply a construction and rehabilitation project, where the main impact was to provide reconstructed/rehabilitated facilities for day-care of disabled children's centres. The impact would therefore have been limited to the actual construction work undertaken.

But this project goes beyond this objective, and has achieved a mark that is even beyond the overall project objective, **"to assist in ensuring that centres for children with disabilities that have been damaged in the floods of 2014 are operating at full capacity"**. Most projects usually attempt to reach the expected results, but in the case of this Project, the impact goes beyond the overall objective.

Why has the project exceeded the overall objective and provided a much more positive impact than anticipated? The reasons are explained hereunder:

- 1) Many of the facilities/centres (Srbac, Orasje, Bijeljina) were operating in smaller, rented spaces before the project, in other buildings that did not belong to the centre, but to other institutions/organisations. While Bijeljina is not yet operational, the centres of Srbac and Orasje have seen an increase in the

number of children attending the centres, and the impact of having a specific building allocated for children with disabilities is giving visibility, recognition and drawing public attention to the issue of children with disabilities. It is not only serving the needs of the community, but the professional services that can now be undertaken in a convenient facility contribute to lessening the social stigma that is found in communities when dealing with physical and mental disabilities. The project is therefore directly contributing to changing mentalities and attitudes toward mentally and physically disabled children.

- 2) The spaciousness of the facilities offered (including Derventa) allow a higher number of children to attend the day-care centres, and therefore contribute to enhancing the capacity of the centres. Therefore, they are not just working at full capacity, they have in fact increased their capacity (including staff and budget), in order to respond to the increase in the number of parents willing to take their children to the day care centre. This is the case for three of the five sites, since Bijeljina is not yet operational, and the centre in Prijedor is about reconditioning a building for mushroom production, something that does not affect directly the capacity of the centre to provide day-care centre to disabled children.
- 3) All centres have seen the project as an opportunity to undertake much needed reconstruction and rehabilitation after the 2014 floods. However, some centres had also been affected by the war situation (Derventa, Prijedor) and the project offered the centres the capacity to become involved in the improvement of the facility. All centres have provided co-funding either in the project (such as for Bijeljina) or outside of the project intervention (Prijedor, Srbac, Derventa, Orasje) in terms of furniture, equipment, and staff. The project has responded on a case by case basis to the needs of the centres, providing tailor-made support which ranged in some cases to the provision of toys, of furniture, and other materials.
- 4) The project has been critical for the making the centres functional, even though Bijeljina has not yet opened its doors, although it is expected to do so after the elections that are taking place at present. All centres have further ideas and projects to improve their functionality and the quality of the services they deliver. This is identified in the recommendations section, should the IOM obtain further funding for supporting disabled children's centres.

The evaluator visited each of the five centres and could witness the care provided to the disabled children that were being attended by the centre staff, the positive attitude of the centre staff, and the visible good rehabilitation and reconstruction works that were undertaken under the project, in addition to some additional support provided outside of the project budget. Interviews with municipal authorities, including one mayor, also confirmed the positive impact of the project and its high effectiveness in achieving results.

Effectiveness in reaching the expected results

- 1. Repair and reconstruct centres for children with disabilities that had been damaged in the floods of May 2014, in order to ensure that these centres can fully resume or commence activities.*
- 2. Ensure the adequate provision of day-care support for children with disabilities, through construction and infrastructure interventions aimed at specialized facilities affected by floods and landslides.*

3. Enhance the existing structures, such as the provision of thermal insulation, in order to reduce costs to be incurred by the relevant authorities in the future.

Result 1. Has been fully completed, and four of the five centres are currently functional, with one centre (Bijeljina) expected to become operational by the end of the year, and in full conditions to provide the day-care services to the disabled children.

Result 2. This has also been fully achieved in all sites, through the realisation of the different contracts for each of the sites, all inclusive of additional works not included in the original contract given budget savings – so more has been done than was planned. According to the technical reports that are enclosed, over 55,000 KM (equivalent to some USD 30,000) of additional works were undertaken in Orasje, Prijedor, and Derventa. Across the five sites, a substantial percentage of the total budget was leveraged through additional works given sound management and cost-saving practices that allowed the project to deliver more than originally planned.

Result 3. In line with building back better, the project included, wherever relevant, adequate cost-saving measure in order to minimise the costs of heating, and other utilities to attempt to minimise the cost of utilities for the centres. This was specifically applicable to Bijeljina, Orasje and Derventa, as for Srbac the facility itself was constructed by the municipality and in Prijedor the project focused on rehabilitation of a building for mushroom production, not on the day-care centre itself.

IOM also conducted a short anonymous survey amongst parents of disabled children using the facilities, municipalities and disabled children centre’s staff, as part of its monitoring process. The survey included 33 respondents for the five sites and covered seven different questions. A summary of the survey findings is included hereunder:

Table I. IOM survey results from Facility managers, staff, municipal authorities and parents in the five project sites – Y is for Yes, and N is for No

Questions	Prijedor	Srbac	Derventa	Orasje	Bijeljina	Total
Will the beneficiaries have enough adequate space for their own needs?	2 Y	8 Y	10 Y	8 Y	5 Y	33
Are you satisfied with the construction deadline?	2 Y	8 Y	10 Y	8 Y	5 Y	33
Are the reconstructed premises fully adapted to the needs of disabled children?	2 Y	8 Y	10 Y	8 Y	5 Y	33
Do the facilities ease the daily tasks required to care for disabled children?	2 Y	8 Y	10 Y	8 Y	5 Y	33
Is the facility sufficient to answer the needs of your community	2 Y	8 Y	9 Y 1 N	8 Y	5 Y	33
Total by site	2	8	10	8	5	33

In Derventa one parent considers that the needs to exceed the facility capacity (only No answer in the table), and one staff believes also that the centre will need expansion.

Two additional questions were also formulated. The first question was the level of satisfaction regarding the quality of the works delivered for the reconstruction of the disabled children’s centres. The level of satisfaction was based on a four levels: very unsatisfied (VU), unsatisfied (U), satisfied (S) and very satisfied (VS). Results were as follows:

Table 2. Level of satisfaction from the reconstruction works of the disabled children’s centres

Question	Prijedor	Srbac	Derventa	Orasje	Bijeljina	Total
How satisfied are you with the quality of the reconstruction works?	2 S	1 VS 7 S	2 VS 7 S 1 VU	7 VS 1 S	2 VS 3 S	33
Total per site	2	8	10	8	5	33

There is almost a unanimous high level of satisfaction amongst the respondents, with 12 respondents very satisfied (36,4%), 20 respondents satisfied (60,6%), and one person providing a rating of Very Unsatisfactory (3%). This last rating was given by a staff member in Derventa who considered the lack of an elevator as unacceptable (although this was not part of the initial project or contracted works). However, his point of view is not shared by the other 9 respondents (also staff, parents, municipality) who provided 9 positive answers to the same question (2 VS and 7 S). Survey results therefore support the evaluation findings about the high level of satisfaction in each of the project sites.

The final question, regarding the improvements needed to enhance the impact of the centre performance and quality of the services provided, is presented in the recommendations section at the end of the report, as it may be used by IOM, the Japanese Government or other donors to identify venues in which support could be channelled to each of these centres should additional funding be available for such a purpose.

IV. **Sustainability** – appraise the degree to which benefits will last even after the programme is completed.

The project has clearly contributed to the sustainability of the day-care centres across BiH, in many different ways. As each site had a specific and different requirement, the approaches used to contribute to the sustainability varies across the sites. But the fact that the municipalities have a budget for the functioning of each site and that each centre is looking actively to improve their services, shows both an interest and commitment from the local community (centre and municipality) to ensure that the facilities will be used to the best of their ability.

At the same time, the inclusion of additional isolation materials (Derventa) or inclusion of the heating system (Bijeljina) will also contribute to the sustainability of the programme, as the reconstruction and rehabilitation have been using good materials,

construction techniques, and equipment. The work undertaken is made to last, and is mindful of potential improvements that are necessary for the building (for example, installing an elevator in Prijedor and Derventa, something that was not contemplated in the original project, but would certainly enhance the use of the facilities). So even if the project could not accommodate additional requirements that are necessary, the preliminary works have been established for being able to include the improvements at the smallest possible cost.

5. Conclusions

IOM has made a critical contribution to the capacity of providing day-care services to disabled children in five localities of BiH through the funding from the Japanese Government. The results obtained are fully satisfactory and all stakeholders interviewed agreed that the support came at a critical time and proved essential for the municipalities to continue or enhance their capacity to address these critical community services. The project is very clearly cost-effective and well implemented. All expected results and the overall objective have been met or even exceeded.

It is particularly important to see the factors that led these results: interest from the implementing organisation in achieving the best possible results, caring about not only the centre managers, but about the disabled children themselves, in order to provide the best service possible within the budget, and a capacity to engage with the centres to obtain additional funding for activities not within the project (such as the cooling chamber in Prijedor), or the substantial co-funding from the municipality of Bijeljina in constructing the new building that houses the day-care centre for disabled children). This was possible through tailor-made and individual supervision of each site, by dedicated and committed staff, with strong communication capacity to ensure that all stakeholders would obtain the best possible results. This is a clear example of a win-win situation, where all stakeholders have maximised the impact of the project through collaboration and coordination. IOM has proved a trustworthy project manager.

The project offers excellent value for money and constitutes an example of good reconstruction practice that could well be extended to other flood recovery efforts.

6. Lessons and good practices

Relatively small projects such as this one allow for a very close and effective supervision and monitoring which allows to enhance quality and maximise impact. It also ensures the technical oversight that can certify the quality of the works, materials, and construction and rehabilitation processes.

Commitment from the implementing agency towards the beneficiaries show through the additional works and efforts deployed in the project, with a view to benefit as much as possible both facility managers and users.

Using local contractors and attempting to use as much as possible local resources to enhance capacity is a good practice and also contributes to good collaboration between the different actors.

A participatory methodology, such as the one used in this project, allows for a very good communication between the stakeholders and avoids unfulfilled expectations

from the different stakeholders. Everyone is fully informed of the progress of the project and of the difficulties, constraints and resources deployed in the implementation.

Cost-effective management is able to get substantially more value for the money than originally contemplated in the contracts and in the budget.

7. Recommendations

For the IOM

1. If the IOM continues to work in flood recovery projects, it should continue to apply the good practices it has shown in this project.
2. Each site has identified additional support should the IOM continue to obtain funding for the support to disabled children centres. To fully utilise the capacity of the facilities, the IOM could, with additional funding, provide support for the following services:
 - a) Prijedor: installation of a cargo elevator to reach the first floor of the building, composting equipment to the extent possible
 - b) Srbac: acquisition of a medical bathtub that is used for the disabled children, with an approximate cost of BAM 30,000
 - c) Derventa: installation of an external elevator to use the three floors of the building
 - d) Orasje: the municipality has asphalted the dirt road to reach the centre and is providing budget support to the centre, but they need to review the budget in line with the expanding needs of the disabled children centre that is attracting a higher number of children, and see if additional material or staff can be obtained. One identified need was to equip the centre with computers and laptops.
 - e) Bijeljina: the disabled children’s centre is fully completed, but the building itself needs to obtain additional funds to be completed, including the Social Welfare Centre. The current elections will determine how much the municipality will continue its efforts to make the centre operational, and, according to the municipal authorities and Social Welfare Centre representative, it is expected to be inaugurated by the end of the year if there are not unforeseen changes or constraints.

Survey results on the potential improvements by site are reproduced hereunder:

Question	Prijedor	Srbac	Derventa	Orasje	Bijeljina
Improvements suggested by respondents (“x” indicates number of times it is mentioned)	Cargo elevator, crates, packing machine	Procure Hydro massage bathtub (7x)	Install elevator (3x)	Procure laptops and computers (4x)	Finish the building and the Social Welfare centre and furniture for the day-care centre

For the Japanese Embassy

1. The project represents excellent value for money and exceeded the expected results, generating important impact and multiplier effect in the local communities. If there are further funds available for flood recovery or simply social development projects, it is good use to channel them through the IOM for the reconstruction of disabled children centres, considering the results obtained.
2. IOM has proven to be a trustworthy and effective and efficient project manager that can be tasked with project implementation responsibilities in the future.